



# **Croydon Shire Council**

**Agenda**

**Ordinary Meeting 16 April 2026**



# Croydon Shire Council

Agenda of Ordinary Meeting to be held at the Croydon Shire Council Chambers on 16 April 2026 commencing with Jubilee Metals Presentation at 9:30am followed by Esmeralda Graphite Mine Social Impact Assessment Presentation at 10:00am.

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The meeting commenced at \_\_\_\_\_ am.

## **1. Attendance**

## **2. Attendance by audio link or audio-visual link**

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## **3. Apologies**

## **4. Confirmation of Minutes**

### **Recommendation**

That the minutes of the Ordinary Meeting held 19 March 2026 be confirmed.  
Refer Attachment Number 1

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## **5. Business arising from Minutes of previous meeting.**

## 6. Officer's Reports

### 6.1 Chief Executive Officer Reports

#### 6.1.1 Council Update

**Subject:** April Information Report

**Attachments:** Nil

**Author:** Chief Executive Officer

**Date:** 11 April 2026

Meetings were held with the following:

- Residential Activation Fund round 2 - items identified during rPPP project.
- Community Recovery – application status.
- Jubilee Metals – accommodation requirements.
- Hardy Town Planning – numerous Development applications – items for discussion.
  - Wells Plant Hire
  - Cheyenne Earthmoving
  - Wren Constructions
  - Boundary Encroachment

**Business Unit:** Croydon WHS Performance Report

**Reporting period:** March 2026

**Author:** Terry Simons

#### **General Update on WHS Management**

##### **WHS Management WHS Management System**

WHS Policy and Procedure Reviews are ongoing.

First Response Fire and Wardens training was conducted during March.

We also look for opportunities to run public courses in conjunction with Council training courses and during March, Chemical Handling and Chainsaw/Polesaw training courses were held in Croydon, with the public able to participate.

WHS Management System audit scheduled for 18-20 May 2026 and preparation work is ongoing.

#### **WHS Issues for Escalating**

Reviews are underway for a number of WHS policies that fall due in the first half of 2026. As they are completed, they will be prepared for Council to consider.

### **RESOLUTION**

That Council accepts the March Report as presented.

Moved  
Seconded

All in favour  
Resolution No.

## **6.1.2 Work Health and Safety Policy Review**

**Subject** : Policy review – Work Health and Safety

**Attachments:** Work Health and Safety Policy Tracked  
Refer Attachment Number 2  
Work Health and Safety Policy Untracked  
Refer Attachment Number 3

**Author:** Chief Executive Officer

### **RESOLUTION**

**That Council endorses/adopts the Work Health and Safety Policy.**

#### **Executive Summary**

Croydon Shire Council aims to provide and maintain a workplace environment that not only protects the physical and psychological health and safety of all workers but also facilitates a productive workplace.

The purpose of this Policy is to define and document Croydon Shire Council's commitment to providing a safe and healthy workplace for all people who work or visit any of our workplaces or have the potential to be affected by our activities.

#### **Recommendation**

That Council adopts the Work Health and Safety Policy as presented.

#### **Background**

Council endorsed its current Work Health and Safety Policy in 2024.

Council's Work Health and Safety Policy is the Head Policy and provides the framework for Council's Work Health and Safety Management System.

#### **Consultation (internal/external)**

CEO and Management

Council Workers

Local Government Workcover – WHS and Risk Management Consultants

Workplace Health and Safety Queensland – website and publications

#### **Relationship to Corporate and Operational Plans**

Corporate Plan 2022-2027

Theme 1 – Economic development and Infrastructure

Theme 3 – Corporate Governance and Leadership

#### **Policy Implications**

Workplace Health and Safety Policy and Policy Statement

Psychological Health, Safety and Wellbeing Policy Statement

Council Work Health and Safety Management System – policies and procedures

#### **Legislative / Legal Implications**

Workplace Health and Safety Act 2011

Workplace Health and Safety Regulation 2011

## Risk Management Implications

Head Policy for Council's Safety Management System

## Financial and Resource Implications

Nil

## RESOLUTION

That Council adopts the Work Health and Safety Policy as presented.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

### 6.1.3 Croydon Caravan Park

**Business Unit:** Croydon Caravan Park

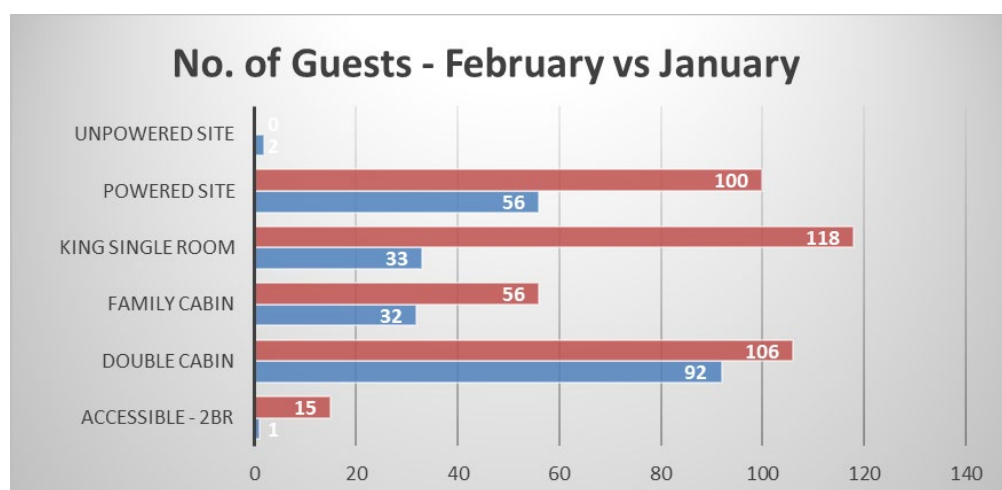
**Reporting period:** March 2026

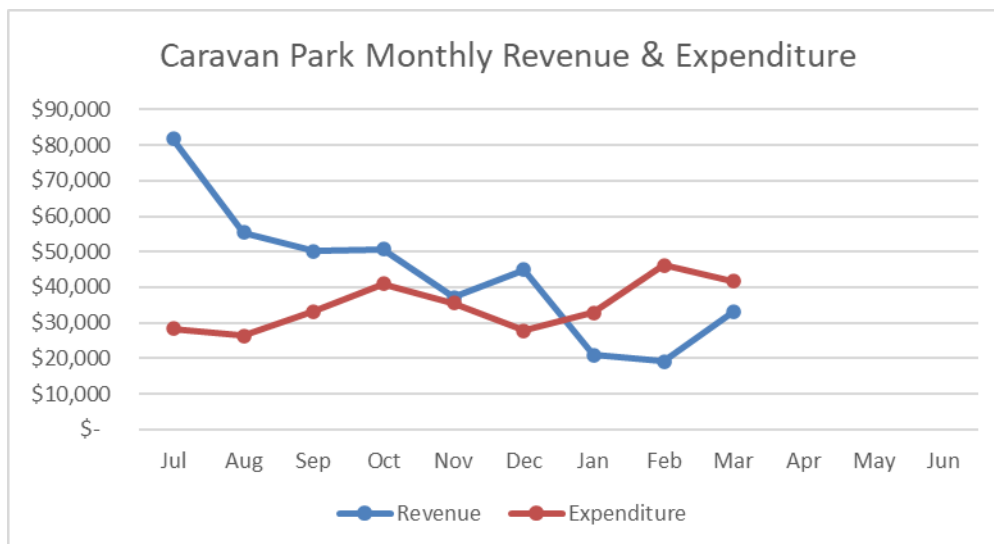
**Attachments:** Nil

**Author:** Caravan Park Manager

#### Occupancy Statistical Data:

Number of Guests	February	March
Accessible - 2BR	1	15
Double Cabin	92	106
Family Cabin	32	56
King Single Room	33	118
Powered Site	56	100
Unpowered Site	2	0
<b>Total</b>	<b>216</b>	<b>395</b>





**Note:** Expenditure does not include rates and depreciation expenses.

**Issues/Comments:** Occupancy is substantially up compared to this time last year. With the roads opening up workers are arriving and hopefully more travellers will start to pass through.

### **RESOLUTION**

That Council accepts the monthly Caravan Park report for the period ending 31 March 2026.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

### **6.1.4 Councillor Conference and Meeting Schedule 2026**

Below is a Councillor Conference and Meeting Schedule for 2026. The schedule will be updated monthly to reflect Councillor movements and assist in coordinating travel requirements.

<b>Date</b>	<b>Conference / Meeting</b>	<b>Attendance</b>
16 April	Croydon Shire Council Ordinary Meeting	All Councillors
20 April	FNQROC Deputation to Canberra	Mayor
7 May	FNQROC - Cairns	Mayor, Deputy, CEO
6/7 May	NWQROC - Karumba	Mayor, Deputy, CEO
21 May	Croydon Shire Council Ordinary Meeting	All Councillors
26-28 May	Bush Council Convention Longreach	All Councillors
5 June	NWQROC - Zoom	Mayor, Deputy, CEO
18 June	Croydon Shire Council Ordinary Meeting	All Councillors
2 July	FNQROC – Cairns	Mayor, Deputy, CEO
3 July	NWQROC – Zoom	Mayor, Deputy, CEO
16 July	Croydon Shire Council Ordinary Meeting	All Councillors
12/13 Aug	NWQROC - TBC	Mayor, Deputy, CEO

20 Aug	Croydon Shire Council Ordinary Meeting	All Councillors
25-27 Aug	WQAC Assembly – The Bush comes to Brisbane	Mayor, Deputy, CEO, All Councillors
3 Sept	FNQROC – Port Douglas	Mayor, Deputy, CEO
4 Sept	NWQROC – Zoom	Mayor, Deputy, CEO
17 Sept	Croydon Shire Council Ordinary Meeting	All Councillors
15 Oct	Croydon Shire Council Ordinary Meeting	All Councillors
19 Oct	NWQROC - Cairns	Mayor, Deputy, CEO
19 -21 Oct	LGAQ Annual Conference Cairns	All Councillors
5 Nov	FNQROC – Cairns	Mayor, Deputy, CEO
6 Nov	NWQROC – Zoom	Mayor, Deputy, CEO
19 Nov	Croydon Shire Council Ordinary Meeting	All Councillors
2/3 Dec	NWQROC – TBC	Mayor, Deputy, CEO
18 Dec	Croydon Shire Council Ordinary Meeting	All Councillors

## 6.2 Infrastructure Managers Report

### 6.2.1 Infrastructure Report

**Business Unit:** Infrastructure Department

**Reporting Period:** March 2026

**Attachments:** Northlane DRFA Monthly Report - March 2026  
Refer Attachment Number 4

**Author:** George Coxhead – Depot Manager

#### Items to Note:

#### Main Roads

##### **2024-2026 Road Maintenance Performance Contract (RMPC)**

- Routine maintenance and regular inspections are ongoing.

#### DRFA Works

- Emergency Works being undertaken where possible.

#### Shire Roads

##### **DRFA**

- Council crews are currently assessing the roads, picking up Emergency Works as they go as far out as they can.

#### Transport Infrastructure Development Scheme (TIDS)

- Application approved by the RRG TC for a further 3km of Richmond Road to be stabilised and sealed (CH 154.97 – CH157.97). Works to be completed before 30 Jun 2026.

### **Roads to Recovery (R2R)**

- Approval granted for R2R monies to be received in 2026/27 financial year \$3,902,620 which will be used for sealing works on Richmond Road – missing link.

### **Shire Roads Upgrades**

- Town roads – ongoing.
- Drainage works - require attention in areas that are inundated with water from heavy falls.
- Planning for culvert installation around town.

### **Reseals**

- Staff are considering sections for re-seal under the 2025-26 budget and will align works with the sealing of town streets, airport reseal and Claraville road re-alignment – ongoing.

### **Water and Town Infrastructure**

#### **Town crew for the month have completed:**

- Maintenance of all parks and gardens when weather has permitted.
- Preparation of facilities for hire/training.

#### **Water**

- All sampling has been completed with no issues.
- Minor water leaks were attended to promptly.
- Request for quotes sent to complete works at WTP, which will make the plant semi-automated.
- Works Area 3 – Alldridge Street water main upgrade – tender awarded to Savannah Plumbing, works proposed to begin April 2026 (pushed back due to concerns by TAC).

### **Proposed Works Scheduled**

- Shire Roads DRFA Emergency Works.
- Shire Roads DRFA REPA Works.
- Emergency Works on 92B – Croydon-Georgetown Road.
- Capital budget planning.
- Planning for culvert installation around town.

### **RESOLUTION**

That Council accepts the Infrastructure Department information report as presented.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## 6.3 Community, Tourism and Marketing Reports

### 6.3.1 Community, Tourism and Marketing Reports

**Business Unit:** Community, Tourism and Marketing  
**Attachments:** Nil  
**Reporting period:** March 2026  
**Author:** Sonya Frost – Director Community, Tourism & Marketing

<b>Tourist Numbers:</b>	<b>February 2026</b>	<b>February 2025</b>
Total Tourists	13	33
Racecourse Rest Campers	1	4
Buses	0	0
Overseas travellers	0	6
Free Walking Tour	0	-

#### **Tourism**

Delayed opening weekends due to the fuel crisis.  
Will re-evaluate a few weeks into April.

#### **Heritage Buildings**

Due to vandalism, we will not be opening these buildings until all glass has been replaced and it is safe to do so.

#### **Library:**

The library has been open on Saturday mornings with good attendance.  
The library has had their new shelving delivered and installed. With some rearranging it has opened up the area further.  
Looking into Places and Spaces grant from State Library for other library essentials.

#### **Library Stats: March 2026**

73 library visits/enquiries/transactions  
10 library loans/renewals  
2 new library memberships  
20 Saturday mornings

#### **Funerals:**

There were no funerals in March.

#### **Swimming Pool:**

Stats: 111 March 2026  
Trialling two days a week open in the mornings and have had around 10 attend each morning.  
The pool will be closed for the season from 13 April.

## Gym:

### Statistics for Gym

	March 2026	Feb. 2026
Attendance	191	178
New Members	8	7

## Childcare

New Director started 23 March, and a new Educator started 30 March.  
The centre is looking and smelling fresh with a thorough clean throughout.

## Time Capsule

TC done in 1986, it is 40 years this year.

Question for Council: Open it at the festival this year, or wait for another ten years?

## Rodeo

Past years no horses allowed in Racecourse Rest area.

Question for Council: Can horses be in the Racecourse Rest area or not for the 2026 Rodeo?

## Heritage Festival

Judging of the best dressed for opening night.

Need two judges from Councillors who will be there on the night please.

## April Events:

- 2 April - Trivia Night
- 11 April - Art in the Park Markets (fence reveal)
- 25 April – ANZAC March and Ceremony
- 25 & 26 April – Rust N Roses Workshops RADF

## Upcoming Events:

- 7 May - Trivia Night
- 8 – 10 May – Cairns Expo, attended by Director Community Tourism & Marketing in collaboration with Etheridge Shire
- 10 May – Mother’s Day Markets
- 27 May – National Simultaneous Story Time

## RESOLUTION

That Council accepts the Community, Tourism and Marketing information report as presented.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

### 6.3.2 Childcare Report

**Business Unit:** Croydon Childcare Centre  
**Reporting Period:** Mid March 2026 to Mid April 2026  
**Attachments:** Nil  
**Author:** Neha, Childcare Director

Attendance figures/statistics:		
Long Day Care Non-Kindy Days	Children	(9 months – 4 years)
Long Day Care Kindy Days	Children	(9 months – 4 years)
After School Care	Children	(4 – 10 years)
Vacation Care	Children	(5 - 10 years)

Reporting period September	Number of children attending per day					Average per day
	Mon	Tues	Wed	Thurs	Fri	
16/03/26 – 20/03/26	6	10	7	11	RDO	10
23/03/26 – 27/03/26	8	10	7	6	2	8
30/03/26 – 03/04/26	9	7	7	8	PH	8
06/04/26 – 10/04/26	PH	RDO	5	9	7	7
13/04/26 - 17/04/26	8	7	8	8	RDO	8

Major activities this reporting period
<ul style="list-style-type: none"> <li>• The Croydon childcare welcomed New Director and Educator.</li> <li>• All New staff set up individual email addresses/ login details for the computer in last week of march.</li> <li>• Two New enrolments from the 3<sup>rd</sup> of April.</li> <li>• Swipe Cards activated for Entry into the Centre For new staff and existing families.</li> <li>• The whole Centre indoors has been scrubbed.</li> <li>• Indoor Compliances have been conducted, and safety and compliance jobs has been logged.</li> <li>• Vacation Care started on 6<sup>th</sup> April.</li> <li>• Communication has been sent to the parents for story park use.</li> <li>• Staff completed child protection training</li> <li>• In the process of buying outdoor resources.</li> </ul>
Activities/reporting scheduled
<ul style="list-style-type: none"> <li>• Children engaged in excursions to the library.</li> <li>• Children engaged in a range of different activities at the Centre including sensory explorations, water play, art and craft activities and physical activities.</li> <li>• The new Staff has been focusing on building relationships with parents, children and community.</li> </ul>

## **RESOLUTION**

That Council accepts the Childcare information report as presented.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## **6.4 Corporate Services Reports**

### **6.4.1 Finance Report**

**Attachments:** Financial Report Summary 2025-2026  
Refer Attachment Number 5

**Author:** Stephen Frost, Director Corporate Services

**Date:** 16 April 2026

#### **Executive Summary**

The financial report as 31 March 2026 which summarises the financial performance and financial position is presented to Council.

#### **Recommendation**

That Council receives the monthly financial report for the period ending 31 March 2026.

#### **Financial Report:**

The financial report compares actual performance to date with the Council's adopted 2025-2026 budget and provides information, any budget variances, or financial risks/concerns.

Financial information provided in this report comprises of:

1. Summary of the Statement of Comprehensive Income (Profit & Loss) provides the total revenue versus expenditure which gives the operating result.
2. Statement of Financial Position (Balance Sheet) discloses the net community equity of Council, which represents its wealth as measured by total assets less liabilities.
3. Summary of Cash Position i.e.; how much cash is held in Council's bank account or invested in QTC (Queensland Treasury Corporation).
4. Capital Works program expenditure report (please refer attachment).

## **RESOLUTION**

That Council accepts the monthly Financial Report for the period ending 31 March 2026.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## 6.4.2 Operational Plan 2025-2026 – 3<sup>rd</sup> Quarter Review

**Attachments:** 2025-2026 Operational Plan Review Q3  
Refer Attachment Number 6  
  
2025-2026 Actual vs Budget Q3  
Refer Attachment Number 7

**Author:** Stephen Frost, Director Corporate Services

**Date:** 16 April 2026

### Executive Summary

The Operational Plan quarterly review is presented to Council to report on progress against the Budget and Operational Plan 2025/26 for the period ending 31 March 2026.

### Recommendation

That Council receives the 2025/2026 Operational Plan Q3 review for the period ending 31 March 2026.

### Background

The operational plan was adopted as part of the 2025/2026 budget, and it outlays activities and tasks that Council plans carry out in order to achieve goals to support its 5-year corporate plan. The plan is reviewed every quarter to demonstrate that Council is achieving its targets and objectives.

### Consultation (internal/external)

Leadership Team  
Finance Contractors

### Policy Implications

Nil

### Legislative / Legal Implications

Requirement under s104 5(a) of *Local Government Act 2009* to prepare an annual operational plan.

### Risk Management Implications

Non-compliance with Legislation s104 5(a) of *Local Government Act 2009* if not completed

### Financial and Resource Implications

Nil

### RESOLUTION

That Council receives the 2025/2026 Operational Plan Q3 review for the period ending 31 March 2026.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

### **6.4.3 Interim Extension of the ICT Managed Services Agreement (MSA)**

**Attachments:** Nil  
**Author:** Stephen Frost, Director Corporate Services  
**Date:** 10 April 2026

#### **Executive Summary**

Council's ICT services are managed by Fourier Technologies Pty Ltd under a Managed Services Agreement (MSA) which commenced 1 February 2023, for a three (3) year term. The contract has two extension options of one (1) year each. Council is also in the middle of a tender process for a new ICT MSA, which has not yet been concluded. As a result, approval is sought to extend the current MSA contract for an interim period to 31 August 2026, to ensure continuity of ICT services until the new arrangement is in place.

#### **Recommendation**

That Council approves an interim extension of the ICT Managed Services Agreement with Fourier Technologies Pty Ltd to end 31 August 2026.

#### **Background**

Small, remote councils typically lack the internal capacity to deliver and sustain ICT services in-house and, as a result, rely on outsourced Managed Services Arrangements (MSAs). In the case of Croydon Shire Council, ICT services have been delivered by Fourier Technologies Pty Ltd under an MSA that commenced on 1 February 2023 for an initial term of three (3) years, with two (2) optional extension periods of one (1) year each.

On 7 January 2026, Council issued an open market tender via Vendor Panel seeking to establish a new MSA for a five (5) year term. The procurement attracted a strong market response, and the volume and complexity of submissions have extended the evaluation timeframe beyond initial expectations.

As a result, the initial term of the existing MSA expired on 31 January 2026. To ensure continuity of critical ICT services and avoid any service disruption, it is necessary to extend the current arrangement with Fourier Technologies Pty Ltd on an interim basis until the new MSA is finalised and the successful provider is fully mobilised.

#### **Consultation (internal/external)**

Peak Services  
Executive Management

#### **Relationship to Corporate and Operational Plans**

##### **Corporate Plan**

3.4 Service Delivery. Council is committed to delivering local government services of a sustainable consistent high standard to accommodate community needs and expectations

3.4.1 Council is committed to continual business improvement to ensure its service delivery is targeted to meeting community need, operational efficiency and long-term financial sustainability

3.4.2 Council develops an enhanced IT capability to further improve operational performance and efficiency and external communication and community engagement

## Policy Implications

The procurement process has been undertaken in accordance with the requirements of Council's Procurement Policy.

## Legislative / Legal Implications

The procurement process has been undertaken in accordance with the requirements of the sound contracting procedures in the Local Government Act 2009 and the contracting procedures in the Local Government Regulation 2012.

## Risk Management Implications

The procurement process has been undertaken in accordance with the requirements of the sound contracting procedures in the Local Government Act 2009 and the contracting procedures in the Local Government Regulation 2012.

## Financial and Resource Implications

Sound contracting procedures have been adhered to.

## RESOLUTION

That Council approves an interim extension of the ICT Managed Services Agreement with Fourier Technologies Pty Ltd to end 31 August 2026.

Moved Cr  
Seconded Cr

All in favour Yes/No  
Resolution No.

## 6.4.4 Corporate Services Manager's Report

**Business Unit:** Corporate Services  
**Reporting Period:** March 2026 (Completed 2 April 2026)  
**Attachments:** Nil  
**Author:** Stephen Frost, Director Corporate Services

### Human Resources

<b>New Starters/Offers – March 2026</b>	<b>New Starters/Offers – April 2026 onwards</b>
Procurement Officer – Commenced 3 March Childcare Director – Commenced 23 March Childcare Educator – Commenced 30 March	Admin/reception – Commenced 1 April Director Infrastructure – Commences 13 April
<b>Resignations March 2026</b>	<b>Resignations April 2026</b>
Water and Town Infrastructure Supervisor Finance/Admin Officer Childcare Educator	Nil.
<i>• Council's overall operations continues to be impacted by staff resigning and minimal notice periods being given</i>	

<b>Current/Upcoming Vacancies</b>	
<b>Position</b>	<b>Notes</b>
WHS Advisor 1 FTE	Closes 20 April
Finance Admin Officer	Closes 8 April
Maintenance and Works Supervisor	Closes 16 April
Traineeship Opportunities	Current round closes 13 April

### **Employee Assistance Program**

- Monthly updates/newsletters issued.

### **Information Technology**

- Systems operating to satisfactory levels for March 2026
- Enterprise System – Tender released to market.
- IT Managed Service provider – Tenders being evaluated.
- CCTV/Comms – Replacement equipment on route due to wet season damage.

### **Records Management**

- Records continue to be updated as required.
  - 142371 records in BCS (Business Classification Scheme) and Data works libraries
  - 34946 in other libraries
  - 881 new document registrations into BCS – March 2026

### **Local Disaster Management Group**

- LDMG at March meeting supported Croydon Shire Council request for activation of the jointly funded Commonwealth/State Disaster Recovery Funding Arrangements Category A and B for the Personal Hardship Assistance Scheme and Essential Services Safety and Reconnection Scheme for Croydon Shire Local Government Area (LGA) which has sustained impacts as a result of Tropical Low 29U Flooding March 2026.
- LDMG continues to remain at Alert

### **Return to Work/Rehabilitation**

- 0 new claim

### **QGAP**

- Functioning in line with expectations, with 3 x new staff to be trained

### **Staff Housing**

- Current vacancies - NIL
  - 78 Sircom St – Insurance assessment completed and work authorised to proceed ASAP.
  - All staff housing has been allocated to positions

### **Information Privacy/Right to Information**

- No new requests or changes

## **RESOLUTION**

That Council accepts the Corporate Services information report as presented.

Moved  
Seconded

All in favour  
Resolution No.

### **6.4.5 Policy Refresh (April 2026)**

<b>Subject</b>	Policy Refresh (April 2026) - Debt Recovery Strategic Policy; Discretionary Debt Relief Strategic Policy; Model Meeting Procedures: Best Practise example Standing Orders
<b>Reporting Period:</b>	Debt Recovery Strategic Policy Refer Attachment Number 8  Discretionary Debt Relief Strategic Policy Refer Attachment Number 19  Model Meeting Procedures Refer Attachment Number 10  Best Practise example Standing Orders Refer Attachment Number 11
<b>Author:</b>	Stephen Frost, Director Corporate Services
<b>Date:</b>	16 April 2026

## **RESOLUTION**

That Council endorse/ adopt the following Policies:

1. Debt Recovery Strategic Policy
2. Discretionary Debt Relief Strategic Policy
3. Model Meeting Procedures (March 2026) (POL STAT 01)
4. Best practice example standing orders for local governments and standing committee meetings (March 2026) (POL STAT 02)

### **Executive Summary**

Council is asked to adopt two new Strategic Policies governing debt recovery and discretionary debt relief.

### **Recommendation**

That Council adopt the following policies:

- 1. Debt Recovery Strategic Policy**
- 2. Discretionary Debt Relief Strategic Policy**
- 3. Model Meeting Procedures (March 2026) (POL STAT 01)**
- 4. Best practice example standing orders for local governments and standing committee meetings (March 2026) (POL STAT 02)**

## Executive Summary

The **Debt Recovery Strategic Policy** sets out Council's overarching position on the effective, fair, and transparent recovery of outstanding rates, charges, and sundry debts. It establishes the principles and framework within which recovery activity is conducted.

The **Discretionary Debt Relief Strategic Policy** establishes Council's commitment to providing fair, transparent, and compassionate assistance to ratepayers and other debtors who are experiencing genuine financial difficulty in meeting their obligations to Council or whether debtor relief would otherwise be in the overall public interest.

The policy provides a framework for reactive, debtor relief that is distinct from the structural, category-based concessions available under Council's Concessions Strategic Policy and flexible to moving strategic needs of Council.

The *Debt Recovery Strategic Policy* is supported by an Administrative Policy to be approved by the Chief Executive Officer, which set out the detailed operational procedures, eligibility criteria, staged recovery processes, approval authorities, and recordkeeping requirements.

Under section 150F of the *Local Government Act 2009* (Qld) the Chief Executive of the department of local government must make model procedures for local government and committee meetings. The last iteration of these model meeting procedures was December 2024. Pursuant to section 150G of the LGA, Council may adopt the model procedures (or prepare its own, however they must remain consistent with the model procedures). The last iteration adopted by Council was July 2024.

Additionally, to assist local governments, the Department provides best practice standing orders that local governments can choose to adopt to provide written rules for the orderly conduct of local government meetings. These best practice standing orders incorporate the departmental model meeting procedures that deal with matters during council meetings that must be adhered to under the LGA. Standing Orders were previously adopted by Council in December 2024 and have been updated to reflect changes in the latest Model Meeting Procedures.

The proposed model document and standing orders from the Department's Chief Executive are sufficient to Council's needs, without alteration and therefore adoption is recommended.

As advised by the department, The MMP amendments relate to the role of the chairperson at ordinary, special and committee meetings. The amendments also include that the mayor is the official spokesperson about local government matters.

Additionally, the Best Practice example - Standing Orders document has been updated to reflect the amendments to the MMP and is also available on the department's website.

Description of specific changes below:

- In practical terms, the MMP now explicitly confirms that the Mayor chairs committee meetings for which the Mayor is appointed, in addition to ordinary and special meetings, and that managing the conduct of meeting participants is part of that role. This is largely a clarification of existing practice rather than a new obligation.
- The mandatory acknowledgement/greeting clause has been removed from the Model Meeting Procedures (it was clause 1.8 in the previous version). It remains in the Standing Orders as best practice, so adopting both documents together preserves the practice.

**Consultation (internal/external)**

Chief Executive Officer

External legal advisor

Department of Local Government, Water and Volunteers

**Relationship to Corporate and Operational Plans**

Corporate Plan 2022-2027

Theme 3 – Corporate Governance and Leadership – 3.2.1 Council applies the principles of accountability, transparency, integrity, leadership and social equity to its decision making and ensures appropriate systems are in place to ensure compliance with these principles.

Enables implementation of policy and operational objectives set out in Corporate and Operational Plans

**Policy Implications**

Strengthening governance frameworks.

**Legislative / Legal Implications**

Compliance with Legislation.

**Risk Management Implications**

Improves ability to manage financial and reputational risk.

**Financial and Resource Implications**

Nil.

**RESOLUTION**

That Council endorses/adopts the Debt Recovery Strategic Policy; Discretionary Debt Relief Strategic Policy; Model Meeting Procedures (March 2026 POL STAT 01) and the Best Practice example Standing Orders for Local Governments and Standing Committee Meetings (March 2026 – POL STAT 02)

Moved  
Seconded

All in favour  
Resolution No.

- 7. Matters of which notice has been given.**
  
- 8. Business which the Mayor wishes to have considered at the meeting without notice.**
  
- 9. Meeting Close**

The meeting closed at \_\_\_\_\_



# **Croydon Shire Council**

**Unconfirmed Minutes**

**Ordinary Meeting 19 March 2026**

**Croydon Shire Council**



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The meeting commenced at 9:39am.

## **1. Attendance**

Cr TJ Pickering (Chair)

Cr J Evans

Cr AL Pickering

Cr W Bing Chew

Cr LH Pickering

Jacqui Cresswell – Chief Executive Officer

Janette Neander – Office Manager/Executive Assistant

## **2. Attendance by audio link or audio-visual link**

Nil.

## **3. Apologies**

Nil.

## **4. Confirmation of Minutes**

Moved Cr J Evans  
Seconded Cr W Bing Chew

That the minutes of the Ordinary Meeting held 19 February 2026 be confirmed.

All in favour Yes  
Resolution No. 01-04/2026

Moved Cr AL Pickering  
Seconded Cr J Evans

That the minutes of the Special Meeting held 26 February 2026 be confirmed.

All in favour Yes  
Resolution No. 02-04/2026

## **5. Business arising from Minutes of previous meeting.**

- Small sheds for new Council Houses as previously discussed be included in the Capex Budget

### Action Item

Council to stockpile materials suitable for topsoil exclusively for the gardens at new Council Houses of those tenants who are committed to maintaining and caring for them.

### Action Item

CEO to obtain quote from prequalified Supplier, Coast to Coast Rural Property Maintenance for leveling and drainage at the new Council Houses.

Gardens and lawns at the new Council Houses to be considered for those employees who advise they are willing to maintain them.

### Action Item

CEO to email all tenants of the New Council Houses asking if they are willing to commit to maintaining new gardens and lawns.

## **Declaration of Conflict of Interest**

Cr J Evans declared a potential conflict of interest in Item 6 (as defined by Local Government Act 2009) as he has a professional relationship with the applicants and may stand to gain a benefit or suffer a loss on the outcome of Council's decision on the matter. All Councillors agreed that Cr J Evans could stay for the Report but not vote, as he gains no benefit to the outcome of Council's decision.

## **6. Jubilee Metals Material Request for Negotiated Decision Notice – Helen Street Croydon**

### Attendance

John Martin, Erscon Consulting Engineers joined the meeting via Teams at 9:49am.

Nick Hardy, Hardy Town Planning & Consulting joined the meeting via teams at 9:49am.

### Attendance

John Martin, Erson Consulting Engineers left the meeting at 10:28am.

### Action Item

Nick Hardy to liaise with Jubilee Metals regarding an alternative location for the two (2) Dust Suppression Monitoring devices.

Moved Cr AL Pickering  
Seconded Cr LH Pickering

That Council approves the Request for Negotiated Decision Notice as presented at the Council Ordinary Meeting with the following additional provisions:-

**Condition 11. Wastewater Management**

- i) wording in relation to ponding and runoff;
- ii) pump-out and disposal (to a lawful facility) of wastewater if required;
- ii) assessment of irrigation area following rainfall events;
- iv) addition to Advice Notice comment in relation to actions to be undertaken during wet season.

**Condition 12. Odour Assessment-**

- i) identification of complaint resolution process in response to formal odour complaint received by Council;

**Condition 15. Acoustic Report**

- i) identification of complaint resolution process in response to formal noise complaint received by Council;

**Condition 16. Hours of Operation for On-site Generators**

- i) nomination of an acoustic standard of "< 40dB(A) at property boundary" of the on-site generators operating outside of the specified hours

**Condition 18. Emissions**

- i) identification of complaint resolution process in response to formal emissions complaint received by Council;

All in favour Yes  
Resolution No. 03-04/2026

## 7. Planning Scheme Amendment Project

Moved Cr AL Pickering  
Seconded Cr TJ Pickering

That Council resolves to commence and proceed with the amendment of the Croydon Shire Planning Scheme (2019) as presented.

All in favour Yes  
Resolution No. 04-04/2026

### Attendance

Nick Hardy, Hardy Town Planning & Consulting left the meeting at 10:49am.

### Adjournment

The meeting adjourned for morning tea at 10:49am.

The meeting resumed at 11:23am.

## 8. Officer's Reports

### 8.1 Chief Executive Officer Reports

#### 8.1.1 Council Update

Moved Cr TJ Pickering  
Seconded Cr W Bing Chew

That the Council Update for February 2026 be received.

All in favour Yes  
Resolution No. 05-04/2026

Moved Cr LH Pickering  
Seconded Cr J Evans

That Council adopt the Croydon Shire Precinct Growth Master Plan 2026.

All in favour Yes  
Resolution No. 06-04/2026

#### 8.1.2 Croydon Caravan Park

Moved Cr J Evans  
Seconded Cr AL Pickering

That the Caravan Park Report for February 2026 be received.

All in favour Yes  
Resolution No. 07-04/2026

#### 8.1.3 Councillor Conference and Meeting Schedule 2026

Noted

##### Attendance

George Coxhead, Depot Manager and Acting Director Infrastructure entered the room at 11:49am.

### 8.2 Infrastructure Managers Report

#### 8.2.1 Infrastructure Report

##### Action Item

Acting Director Infrastructure to arrange for slashing along Croydon Shire Roads to commence next week.

#### Action Item

Acting Director Infrastructure to arrange for tippers going out working on roads to bring sand back in on return trips

#### Action Item

CEO contacts QRA requesting them visit Croydon as soon as possible to assess the damage to roads in the shire.

Moved Cr TJ Pickering  
Seconded Cr LH Pickering

That the Infrastructure Managers Report for February 2026 be received.

All in favour Yes  
Resolution No. 08-04/2026

#### Attendance

George Coxhead, Depot Manager and Acting Director Infrastructure left the room at 12:43pm.

#### Attendance

Sonya Frost, Director Community, Tourism & Marketing entered the room at 12:43am.

### **8.3 Community, Tourism and Marketing Managers Report**

#### **8.3.1 Community, Tourism and Marketing Report**

#### Action Item

Director Community, Tourism and Marketing to investigate possible dates, other than Anzac Day, to hold Opening of the Fence Mural and Community Markets

Moved Cr TJ Pickering  
Seconded Cr AL Pickering

That the Community, Tourism and Marketing Report for February 2026 be received.

All in favour Yes  
Resolution No. 09-04/2026

#### **8.3.2 Childcare Report**

No Childcare Report presented due to Acting Director being out of Office due to road closures.

#### Attendance

Sonya Frost, Director Community, Tourism and Marketing left the room at 12:58pm.

#### Adjournment

The Meeting adjourned for a break at 12:59pm

The meeting resumed at 1:07pm.

## 8.4 Corporate Services Manager's Reports

### 8.4.1 Finance Report

Moved Cr TJ Pickering  
Seconded Cr J Evans

That the Finance Report for the period ending 28 February 2026 be received.

All in favour Yes  
Resolution No. 10-04/2026

### 8.4.2 Corporate Services Managers Report

Moved Cr LH Pickering  
Seconded Cr TJ Pickering

That the Corporate Services Monthly Report for February 2026 be received

All in favour Yes  
Resolution No. 11-04/2026

#### Action Item

CEO to review Organisational Structure within specified area as identified and discussed and undertake action accordingly.

## 9. Matters of which notice has been given.

Nil.

## 10. Business which the Mayor wishes to have considered at the meeting without notice.

- Council Roads, as previously discussed.
- Overgrown Government Housing Yards
- Debrief on recent FNQROC Meeting

#### Action Item

CEO to arrange for removal of abandoned car parked on the edge of town.

## 11. Meeting Close

The meeting closed at 1:45pm.

---

**Cr TJ Pickering**

**Mayor**



## Croydon Shire Council

# Work Health and Safety Policy

### Document Control

Responsible Officer: Chief Executive Officer

CEO Signature: \_\_\_\_\_

Date:

Category (tick):

- Policy** *Council resolution required*
- Procedure** *CEO approval required*
- Guideline** *CEO approval required*

Approval date	Head Policy #	Reference Number	Reason/Comment	Next review
04/01/2016			Initial document	
09/02/2023		POL STAT 03	Review and new template	09/02/2024
14/03/2024		POL STAT 03	Review and update	14/03/2026
		<a href="#">POL STAT 03</a>	<a href="#">Review and update</a>	

# 1. Purpose

To define and document this WHS Policy demonstrates Croydon Shire Council's commitment to providing a safe and healthy workplace for all people who work or visit any of our workplaces or have the potential to be affected by our activities.

This policy has been reviewed to incorporate:

- Work Health and Safety Act and Regulation Qld 2011
- Local Government Act 2009 & Regulation 2012
- Public Sector Ethics Act 1994.

# 2. Scope

This policy applies to all Councilors, Workers as defined below workplaces, locations of work, workers, contractors workers and others performing council work or visiting council locations, including volunteers, work experience students, apprentices/trainees and the visitors to the workplace public.

# 3. Background

Council is a dynamic organisation in the community and the people we employ are our most valuable asset. Work health and safety is intrinsic to the way we operate and do business in this Council Council understands and acknowledges that the work health, safety and wellbeing of our workers is intrinsic to the way we operate and do business in this Council and is our number one priority.

As the person conducting a business or undertaking, Council will comply with the Queensland LD Work Health and Safety (WHS) Act 2011, the Work Health and Safety Regulation 2011 legislation and codes of practice, and other relevant legislation n, codes and industry standards.

This policy has been developed to be consistent with the relevant legislative requirements and to ensure Council will also meet its license conditions as self-insured for workers compensation.

# 3.4. Legal and Other Requirements

## Queensland Legislation

- Work Health and Safety Act Qld (Qld) 2011
- Work Health and Safety Regulation (Qld) Qld 2011
- Work Health and Safety Queensland HS Codes of Practice
- Local Government Act (QLD) 2009 & Regulation 2012
- Public Sector Ethics Act 1994.

## Other Requirements

- AS/NZS 45001:2018 Occupational Health and Safety Management Systems (where relevant)
- National Self-insurer OHS Management System Audit Tool 2014 (NAT)
- Croydon Shire Council WH&S Safe Plan

# 4. Definitions

TERM	DEFINITION
CEO	Chief Executive Officer Means a person who holds an appointment under section 194 of the Local Government Act 2009.

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<b>Council</b>	Croydon Shire Council
<b>Councillor</b>	Under the Local Government Act 2009, an elected representative who represents the interests of the residents of Croydon Shire.
<b>Worker</b>	<p>A person is a worker if the person carries out work in any capacity for a person conducting a business or undertaking:</p> <ul style="list-style-type: none"> <li>Employee</li> <li>Contractor or subcontractor</li> <li>Employee of a contractor or subcontractor</li> <li>Employee of a labour hire company</li> <li>Outworker</li> <li>Apprentice or Trainee</li> <li>Work experience student</li> <li>Volunteer</li> <li>A person of a prescribed class</li> <li>The PCBU if the person is an individual who carries out work in the business or undertaking</li> </ul>
<b>Supervisor</b>	A Supervisor is anyone who instructs and directs workers as they carry out their work tasks. (e.g. Supervisor, Leading Hand or Team Leader).

Council's WHS Terms and Definitions Register details the general terms and definitions for Council's WHS management System and this WHS Policy.

## 5. Roles and Responsibilities

<b>Councillors</b>	<p>Councillors have duties under s29 of the WHS Act as "other persons at the workplace". When fulfilling their duties they must:</p> <ul style="list-style-type: none"> <li>Take reasonable care of their own health and safety</li> <li>Take reasonable care that their acts or omissions do not adversely affect the safety of others (including employees, contractors and the public)</li> <li>Comply, so far as reasonably able, with any reasonable instruction given by the Council (the Person Conducting a Business or Undertaking, or PCBU) to allow compliance with the WHS Act</li> </ul> <p>Ensure appropriate resources are allocated for work health and safety.</p>
<b>CEO</b>	Responsible for establishing WHS objectives and targets in line with the requirements of this Policy and ensure these targets are being met.
<b>Directors and Managers</b>	Directors and Managers are responsible for establishing and monitoring the implementation of the WHS Management System within their area of control. Reporting regularly on the progress of implementation.
<b>Supervisors</b>	Supervisors are responsible for implementing the WHS Management System within their area of responsibility and taking steps to ensure that identified hazards are eliminated, as far as reasonably practicable, or controlled using the hierarchy of risk controls.
<b>Workers</b>	Workers are responsible for following the WHS Policy and Procedures and ensuring that their conduct does not endanger themselves or others.
<b>WHS Committee and Health and Safety Representatives (if established)</b>	Workplace Consultation Committees and Health and Safety Representatives (HSRs) are responsible for ensuring effective consultation takes place within their representative area, providing HS advice and may assist with the implementation of the WHSMS.

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<b>WHS Team</b>	The WHS Team is responsible for the review and maintenance of the WHSMS. Providing WHS support and advice to Officers, Senior Management, Supervisors, Workers and WHS Consultation Committees (if established).
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## 5.6. Policy Statement

Council is a dynamic organisation in the community and the people we employ are our most valuable asset. Work health and safety is intrinsic to the way we operate and do business in this Council. Council is committed to providing a safe and healthy workplace and

The following values form the basis of achieving our aims and commitments:

- We are committed to ensuring the work, the work health, and safety and wellbeing of everyone in the workplace
- Workers, visitors and other persons at the workplace Everyone has a responsibility for safety - their own and that of others
- The pursuit of an injury and incident-free workplace Injuries can be prevented and an incident-free environment is actively pursued
- Communication and consultation are central to working together for a safer workplace
- Providing and maintaining sufficient resources, facilities, equipment and materials
- Ensuring workers/people are properly trained and receive sufficient information to work safely
- Promptly and proactively responding to issues and incidents that arise, and
- Enabling learning and continuous improvement

### 6. Legal and Policy Framework

- Council will comply with the QLD Work Health and Safety Act 2011, the Work Health and Safety Regulation 2011, and other relevant legislation, codes and industry standards. Council will also meet its license conditions as self-insured for workers compensation. All workers may cease or refuse to carry out work if they have a reasonable concern that to carry out the work would expose them to a serious risk to their health or safety, emanating from an immediate or imminent exposure to a hazard

It is important to know that failure to follow safe systems of work, misuse of WHS equipment, bypassing of a risk control measure or interfering with another person's efforts to work safely, may lead to prosecution under the WHS Act and may also be dealt with under the Council Code of Conduct

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## 7. Implementation

Croydon Shire Council will ensure its WHS legal duties as the person conducting the business or undertaking (PCBU) and other requirements are met by:

The strategies to implement this Policy include:

- a) Development, implementation, maintenance, and review of Council's WHS Management System (WHSMS) across all facilities and workplaces
- b) The implementation and maintenance of Council's WHS Risk Management Program
- c) Ensuring that WHS risk management is undertaken for all activities, and the responsible person is satisfied that all foreseeable hazards are identified, risks are assessed (where appropriate) and all such risks are adequately controlled
- d) The establishment of measurable objectives and targets to facilitate continual improvement of WHS in the workplace and to reduce work related illness and injury

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- e) ~~The provision of appropriate WHS training and the dissemination of WHS information to all workers and visitors to the workplace~~
- f) ~~Consulting with workers and other PCBU's (including contractors and affiliated entities) about decisions that may affect their WHS~~
- g) ~~The provision of adequate resources to ensure effective implementation of the WHSMS~~
- h) ~~The documentation and communication of WHS responsibilities for all workers, and~~
- i) ~~The communication of this Policy throughout Council through induction, and training.~~
- a) Defining and documenting the Council's WHS Policy and commitment to WHS in consultation with ~~employees~~workers, and/or their representatives
- b) Ensuring Council's WHS Policy is consistent with relevant legislation requirements and endorsed and supported by the Council's executive and senior management
- c) Establishing measurable objectives and targets to ensure Council's WHS legal and other requirements are met
- d) Establishing, implementing, and maintaining a WHS risk management process in order to eliminate hazards and reduce risks consistent with Council's activities and scale of risks
- e) Ensuring compliance with WHS legislation and other requirements placed on the Council or to which the organisation subscribes, including workers' compensation self-insurance requirements
- f) Maintaining consultation processes that ensure ~~employees~~workers, are included in decision making where there are WHS impacts
- g) Disseminating WHS information to ~~employees~~workers, and ~~workers~~work experience students, apprentices/trainees, visitors to the workplace
- h) Monitoring outcomes and enabling continuous improvement in Council's WHS system

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## 8. Roles and Responsibilities

~~Council has ultimate responsibility for providing a safe and healthy working environment. Council's WHS Roles and Responsibility Register details the general roles, responsibilities and accountabilities for WHS within the Council.~~

Outlined below are responsibilities for this WHS Policy.

### Elected Members

~~Responsible for complying with all laws that apply to local governments and being accountable to the community for the local government's performance by leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government.~~

~~They must be proactive in ensuring the organisation complies with its duty and take all reasonable steps to exercise due diligence in respect of WHS matters.~~

### Chief Executive Officer

~~Responsible for establishing WHS objectives and targets in line with the requirements of this Policy and ensure these targets are being met.~~

### Managers

~~Managers are responsible for establishing and monitoring the implementation of the WHSMS within their area of control and reporting regularly on the progress of implementation.~~

### Supervisors

~~Supervisors are responsible for implementing the WHSMS within their area of responsibility and taking steps to ensure that identified hazards are eliminated as far as reasonably practicable, or controlled using the hierarchy of risk controls.~~

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## Workers

Workers are responsible for following the WHS Policy and procedures and ensuring that their conduct does not endanger themselves, others, or the environment.

### WHS Committee and Health and Safety Representatives (if established)

Workplace Consultation Committees and Health and Safety Representatives (HSRs) are responsible for ensuring effective consultation takes place within their representative area, providing HS advice and may assist with the implementation of the WHSMS.

## WHS Team

The WHS Team is responsible for the review and maintenance of the WHSMS and providing WHS support and advice to Officers, Senior Management, Supervisors, workers and WHS Consultation Committees (if established).

## 8. Support and Advice

For support and advice regarding this Policy, contact the WHS Team.

## 9. Breach of this Policy

Disciplinary action may be taken against a worker who does not:

- Take reasonable care for their own health and safety
- Take reasonable care that their acts or omissions do not adversely affect the health and safety of other workers
- Comply, so far as the worker is reasonably able, with any reasonable instruction that is given and
- Co-operate with any reasonable policy, directives, or procedure of Council relating to health or safety at the workplace that has been notified to employees/workers

A breach will be dealt with under the Council Code of Conduct and other related policies and may also be important to know that failure to follow safe systems of work, misuse of WHS equipment, bypassing of a risk control measure or interfering with another person's efforts to work safely, may lead to prosecution under the WHS Act and may also be dealt with under the Council Code of Conduct

## 10. Related Documents

- Croydon Shire Council Code of Conduct

## 11. Document Maintenance and Review

This Policy must be reviewed every two years, or earlier if:

- The Policy and arrangements change
- Management arrangements show that application of the Policy fails to deliver the required outcomes.
- There are changes in associated legislation and standards.
- There is evidence that the Policy is not having a positive impact on WHS management

### 11. Related Documents

- Workplace Health and Safety Policy Statement
- Psychological Health, Safety and Wellbeing Policy Statement

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## Croydon Shire Council

# Work Health and Safety Policy

### Document Control

Responsible Officer: Chief Executive Officer

CEO Signature: \_\_\_\_\_

Date:

Category (tick):

- Policy** *Council resolution required*
- Procedure** *CEO approval required*
- Guideline** *CEO approval required*

Approval date	Head Policy #	Reference Number	Reason/Comment	Next review
04/01/2016			Initial document	
09/02/2023		POL STAT 03	Review and new template	09/02/2024
14/03/2024		POL STAT 03	Review and update	14/03/2026
		POL STAT 03	Review and update	

# 1. Purpose

To define and document Croydon Shire Council's commitment to providing a safe and healthy workplace for all people who work or visit any of our workplaces or have the potential to be affected by our activities.

# 2. Scope

This policy applies to all Councillors, Workers as defined below, and visitors to the workplace.

# 3. Background

Council is a dynamic organisation in the community and the people we employ are our most valuable asset. Council understands and acknowledges that the work health, safety and wellbeing of our workers is intrinsic to the way we operate and do business in this Council and is our number one priority.

As the person conducting a business or undertaking, Council will comply with the Queensland Work Health and Safety (WHS) legislation and codes of practice, other relevant legislation and industry standards.

This policy has been developed to be consistent with the relevant legislative requirements and to ensure Council will meet its license conditions as self-insured for workers compensation.

# 4. Legal and Other Requirements

## *Queensland Legislation*

- Work Health and Safety Act (Qld) 2011
- Work Health and Safety Regulation (Qld) 2011
- Work Health and Safety Queensland Codes of Practice
- Local Government Act (QLD) 2009 & Regulation 2012

## *Other Requirements*

- AS/NZS 45001:2018 Occupational Health and Safety Management Systems (where relevant)
- National Self-insurer OHS Management System Audit Tool (NAT)

# Definitions

TERM	DEFINITION
<b>CEO</b>	Chief Executive Officer Means a person who holds an appointment under section 194 of the Local Government Act 2009.
<b>Council</b>	Croydon Shire Council
<b>Councillor</b>	Under the Local Government Act 2009, an elected representative who represents the interests of the residents of Croydon Shire.
<b>Worker</b>	A person is a worker if the person carries out work in any capacity for a person conducting a business or undertaking: <ul style="list-style-type: none"><li>• Employee</li><li>• Contractor or subcontractor</li><li>• Employee of a contractor or subcontractor</li><li>• Employee of a labour hire company</li><li>• Outworker</li><li>• Apprentice or Trainee</li><li>• Work experience student</li></ul>

	<ul style="list-style-type: none"> <li>• Volunteer</li> <li>• A person of a prescribed class</li> <li>• The PCBU if the person is an individual who carries out work in the business or undertaking</li> </ul>
<b>Supervisor</b>	A Supervisor is anyone who instructs and directs workers as they carry out their work tasks. (e.g. Supervisor, Leading Hand or Team Leader).

## 5. Roles and Responsibilities

<b>Councillors</b>	<p>Councillors have duties under s29 of the WHS Act as “other persons at the workplace”. When fulfilling their duties they must:</p> <ul style="list-style-type: none"> <li>• Take reasonable care of their own health and safety</li> <li>• Take reasonable care that their acts or omissions do not adversely affect the safety of others (including employees, contractors and the public)</li> <li>• Comply, so far as reasonably able, with any reasonable instruction given by the Council (the Person Conducting a Business or Undertaking, or PCBU) to allow compliance with the WHS Act</li> </ul> <p>Ensure appropriate resources are allocated for work health and safety</p>
<b>CEO</b>	Responsible for establishing WHS objectives and targets in line with the requirements of this Policy and ensure these targets are being met.
<b>Directors and Managers</b>	Directors and Managers are responsible for establishing and monitoring the implementation of the WHS Management System within their area of control. Reporting regularly on the progress of implementation.
<b>Supervisors</b>	Supervisors are responsible for implementing the WHS Management System within their area of responsibility and taking steps to ensure that identified hazards are eliminated, as far as reasonably practicable, or controlled using the hierarchy of risk controls.
<b>Workers</b>	Workers are responsible for following the WHS Policy and Procedures and ensuring that their conduct does not endanger themselves or others.
<b>WHS Committee and Health and Safety Representatives (if established)</b>	Workplace Consultation Committees and Health and Safety Representatives (HSRs) are responsible for ensuring effective consultation takes place within their representative area, providing HS advice and may assist with the implementation of the WHSMS.
<b>WHS Team</b>	The WHS Team is responsible for the review and maintenance of the WHSMS. Providing WHS support and advice to Officers, Senior Management, Supervisors, Workers and WHS Consultation Committees (if established).

## 6. Policy

Council is committed to providing a safe and healthy workplace and the following values form the basis of achieving our aims and commitments:

- We are committed to ensuring the work health, safety and wellbeing of everyone in the workplace
- Workers, visitors and other persons at the workplace have a responsibility for safety - their own and that of others
- The pursuit of an injury and incident-free workplace
- Communication and consultation are central to working together for a safer workplace
- Providing and maintaining sufficient resources, facilities, equipment and materials
- Ensuring workers are properly trained and receive sufficient information to work safely
- Promptly and proactively responding to issues and incidents that arise, and

- Enabling learning and continuous improvement
- All workers may cease or refuse to carry out work if they have a reasonable concern that to carry out the work would expose them to a serious risk to their health or safety, emanating from an immediate or imminent exposure to a hazard

## 7. Implementation

Croydon Shire Council will ensure its WHS legal duties as the person conducting the business or undertaking (PCBU) and other requirements are met by:

- a) Defining and documenting the Council's WHS Policy and commitment to WHS in consultation with workers and/or their representatives
- b) Ensuring Council's WHS Policy is consistent with relevant legislation requirements and endorsed and supported by the Council's executive and senior management
- c) Establishing measurable objectives and targets to ensure Council's WHS legal and other requirements are met
- d) Establishing, implementing, and maintaining a WHS risk management process in order to eliminate hazards and reduce risks consistent with Council's activities and scale of risks
- e) Ensuring compliance with WHS legislation and other requirements placed on the Council or to which the organisation subscribes, including workers' compensation self-insurance requirements
- f) Maintaining consultation processes that ensure workers are included in decision making where there are WHS impacts
- g) Disseminating WHS information to workers and visitors to the workplace
- h) Monitoring outcomes and enabling continuous improvement in Council's WHS system

## 8. Support and Advice

For support and advice regarding this Policy, contact the WHS Team.

## 9. Breach of this Policy

Disciplinary action may be taken against a worker who does not:

- Take reasonable care for their own health and safety
- Take reasonable care that their acts or omissions do not adversely affect the health and safety of other workers
- Comply, so far as the worker is reasonably able, with any reasonable instruction that is given and
- Co-operate with any reasonable policy, directives, or procedure of Council relating to health or safety at the workplace that has been notified to workers

A breach will be dealt with under the Council Code of Conduct and other related policies and may also lead to prosecution under the WHS Act.

## 10. Related Documents

- Croydon Shire Council Code of Conduct

## 11. Document Maintenance and Review

This Policy must be reviewed every two years, or earlier if:

- The Policy and arrangements change
- Management arrangements show that application of the Policy fails to deliver the required outcomes.
- There are changes in associated legislation and standards.
- There is evidence that the Policy is not having a positive impact on WHS management



**Reporting Period:** March 2026  
**Attachments:** Nil  
**Author:** Northlane Consulting Engineers

**Disaster Recovery Funding Arrangement (DRFA) – Monthly Report – March 2026**

**Summary**

This report details the progress to date and forecasted cashflow for the DRFA restoration program for the following events;

- **Event 1: 2024** Tropical Cyclone Kirrily, and associated rainfall and flooding, 25 January – 26 February 2024 (2024 DRFA Restoration Works),
- **Event 2: 2025** Western Queensland Surface Trough and Associated Rainfall and Flooding 21 March – 19 May 2025 (2025 DRFA Restoration Works) events, and,
- **Event 2: 2026** North Queensland Monsoon Trough, Associated Tropical Cyclone Koji and Severe Weather, commencing 24 December 2025.

**Event 1: 2024 DRFA Restoration Works**

Croydon Shire Council's approved program for Tropical Cyclone Kirrily, and associated rainfall and flooding, 25 January – 26 February 2024 event is underway. QRA have made funding payments of \$10,795,609.54 to Council, to date, inclusive of pre-approval payments and ongoing progress claims.

The program was divided into four packages by Council with three packages awarded to local civil contractors and the fourth package being delivered by the Council works crew after commencing with a combined ROPS/Council crew team. All 2024 DRFA Restoration projects are scheduled to meet the deadlines inclusive of approved submission EOT's, provided contractors meet their program.

**Risk Summary at Time of Report**

<i>Package Number</i>	<i>Financial Risk</i>	<i>Quality Risk</i>	<i>Program Risk</i>
Package 1 – Glenora Road	Low	Low	Low
Package 2 – Richmond Road	Moderate	Low	Moderate - High
Package 3 – Yapper River Road	Low	Low	Moderate
Package 4 – Claraville Road	Low	Low	Low

**RFT14 – Package 1: Glenora Road + Misc | Pickering Earthmoving |** In construction  
*Sub no.: CrSC.0041.2324U.REC, CrSC.0050.2324U.REC*

Package 1 includes reconstruction works on Glenora Road, Belfield Road and Fog Creek Road. The Contractor has been awarded Practical Completion for SP1 (100% complete) with SP2 commencing after the wet season. The contract value for 2024 DRFA Package 1 is \$4,352,253.07, with approximately 34% approved in payments to date.



**RFT15 – Package 2: Richmond Road + Misc | Cheyenne Earthmoving | In construction**  
Sub no.: CrSC.0048.2324U.REC, CrSC.0049.2324U.REC, CrSC.0050.2324U.REC,  
CrSC.0053.2324U.REC

Package 2 includes reconstruction works on Richmond Road, Dumis Road, Entrona Road, Esmeralda Road, New water Road and Pelham Road. The Contractor has completed approximately 50% of the scope in SP1 prior to the wet season. The tendered program scheduled 100% of SP1 to be completed by November in 2025. This package is currently tracking six weeks behind the contract program with additional risks of delays due to the programmed work not being completed by the wet season. The program risk for this contract continues to escalate and will have an impact on the delivery of SP2 works after the wet season. If works are not completed in accordance with the program, Council are exposed to financial risk as further funding EOTs will not likely be awarded based on previous advice from QRA. Pending Council confirmation, Cheyenne Earthmoving are planning to mobilise in advance of SP2 programmed start date (April 15<sup>th</sup>) to mitigate delays from SP1 program slippage.

**RFT16 – Package 3: Yapper River Road | Peetree Contracting | In construction**  
Sub no.: CrSC.0047.2324U.REC, CrSC.0051.2324U.REC

Package 3 includes reconstruction works on Yapper River Road. The Contractor has been awarded Practical Completion for SP1 (100% complete) with SP2 commencing after the wet season. The contract value for 2024 DRFA Package 3 is \$6,960,070.52, with 28% approved in payments to date.

**Council Crew – Claraville Road | In construction**

Sub no.: CrSC.0042.2425T.REC, CrSC.0043.2425T.REC, CrSC.0044.2425T.REC,  
CrSC.0045.2425T.REC

Package 4 includes reconstruction works on 88.26km of Claraville Road. The two ROPS crews finalised works early October, with Council’s road crew finalising the gravel works in December. Minor in-situ stabilisation works are programmed to commence early 2026 to complete the package.

**Progress Claims and Cashflow**

Figure 1 depicts an overview of the 2024 DRFA reconstruction program monthly expenditure and forecasted expenditure.

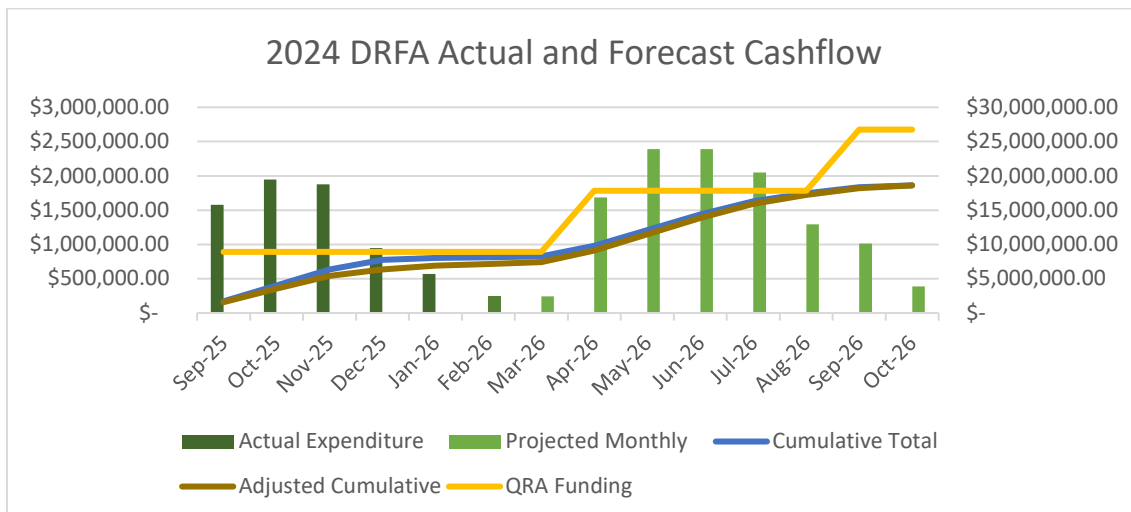


Figure 1 – Whole program current revenue vs monthly spend & cumulative amounts



## Value for Money

Northlane and Council are investigating options to restore table drains in select areas of Yapper River Road to return sheet flow functionality based on feedback from Council/road users. This process will commence initially as a trial to demonstrate value for money.

## Scope Rollover Potential

Given the scale of the 2026 declared event, there is potential rollover from the 2024 DRFA and 2025 DRFA scope into a new 2026 construction package. This rollover will not be known until all roads can be accessed and assessed informing QRA approvals.

## Event 2: 2025 DRFA Restoration Works

Council has been activated under The Western Queensland Surface Trough and Associated Rainfall and Flooding 21 March - 19 May 2025. All roads have been assessed, with all submissions now approved by QRA.

### Risk Summary at Time of Report

<i>Package Number</i>	<i>Financial Risk</i>	<i>Quality Risk</i>	<i>Program Risk</i>
Package 1 – Northern Roads	TBC	TBC	Moderate
Package 2 – Central Roads	TBC	TBC	Moderate
Package 3 – Southern Roads	TBC	TBC	Moderate
Claraville Rd & Gravel Prod.	TBC	TBC	Moderate
Esmeralda Creek Crossing	TBC	TBC	Low
Clara River Crossing	TBC	TBC	Moderate
Belmore Dam Scour	Low	Low	Low

## Procurement and Delivery

Council decided to deliver the 2025 DRFA scope using a combination Council crews and lump sum contract packages to manage program timeframes. With all QRA approvals now received the following packages have been released to tender and on target for recommendation at the April Council meeting, with construction to commence in the 2026 dry season:

### **RFT20 – Claraville Road Gravel Production | Tender Evaluation Period**

*Sub no.: CrSC.0056.2425T.REC*

RFT20 includes the gravel pit testing and stockpiling associated with the Council Crew works. Tender period has closed with evaluation underway and anticipated to be awarded in April, with works commencing after the wet season.

### **RFT21 – Package 1: Clotilda Road + Misc | Tender Evaluation Period**

*Sub no.: CrSC.0058.2425T.REC, CrSC.0060.2425T.REC*

RFT21 includes reconstruction works on 103.3km of roads across Clotilda Road, Timora Road, Oakland Park Road, Roblo Park Road, Belmore Creek Road and other minor roads. Tender period has closed with evaluation underway and anticipated to be awarded in April, with works commencing after the wet season.



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**RFT22 – Package 2: North Richmond Road + Town Streets | Tender Evaluation Period**

*Sub no.: CrSC.0059.2425T.REC, CrSC.0064.2425T.REC*

RFT22 includes reconstruction works on 16.7km of predominantly sealed roads across Richmond Road, Yapper River Road and town streets. Tender period has closed with evaluation underway and anticipated to be awarded in April, with works commencing after the wet season.

**RFT23 – Package 3: South Richmond Road + Misc | Tender Evaluation Period**

*Sub no.: CrSC.0058.2425T.REC, CrSC.0064.2425T.REC, CrSC.0065.2425T.REC*

RFT23 includes reconstruction works on 71.3km of roads across Richmond Road, Glenora Road, Waitan Road, Strathpark Road, Pelham Road and Woodstock Road. Tender period has closed with evaluation underway and anticipated to be awarded in April, with works commencing after the wet season.

**RFT24 – Esmeralda Creek Crossing Reconstruction | Tender Evaluation Period**

*Sub no.: CrSC.0063.2425T.REC*

RFT24 includes complete reconstruction of the Esmeralda Creek Crossing on Richmond Road. The reconstruction scope includes new edge beams, concrete rock protection, stabilised and sealed pavements. Tender period has closed with evaluation underway and anticipated to be awarded in April, with works commencing after the wet season.

**RFT25 – Clara River Crossing Reconstruction | Final Design and Approvals**

*Sub no.: CrSC.0055.2425T.REC*

RFT25 will include complete reconstruction of the Clara River Crossing on Richmond Road. The reconstruction scope will include culverts, concrete rock protection, and a raised stabilised and sealed running surface. The proposed works will enhance road immunity by increasing the running surface by approximately 500mm and allow continuous waterflow through a set of culverts. The contract specification will include traffic management provisions to maintain access throughout the construction period. This package is currently undergoing final design and approvals with tender release anticipated mid-April, with works commencing after the wet season.

**Council Crew – Claraville Road + Misc | Pending Wet Season**

*Sub no.: CrSC.0056.2425T.REC, CrSC.0058.2425T.REC, CrSC.0059.2425T.REC, CrSC.0060.2425T.REC, CrSC.0064.2425T.REC*

The Council Crew works includes reconstruction works on 90.2km of roads across Claraville Road, Beach Road, Iffley Road, Prospect Road and other minor roads. Council's road crew are programmed to commence these works following completion of the 2026 DRFA Emergency Works.

**Belmore Dam | Pending Wet Season**

*Sub no.: CrSC.0055.2425T.REC*

Scouring and seepage were identified at the toe of the Belmore Dam wall following the 2025 declared event. An RPEQ investigation by GHD confirmed the dam wall's immediate structural integrity is sound and recommended remote monitoring equipment to measure water levels and correlate to seepage rates to allow them to confirm advice on the long-term integrity. If additional treatments are required to restore the damage, this will be included in a claim to QRA. The ongoing monitoring will allow Council to have access to real-time dam water levels.



### **Event 3: 2026 DRFA Restoration Works**

Council has been activated under North Queensland Monsoon Trough, Associated Tropical Cyclone Koji and Severe Weather, commencing 24 December 2025. Council are currently responding to the event as the water recedes and access is available to be reinstated. Given the scale of the 2026 wet season event, QRA will require a review of potential scope roll over into the new event. Northlane have proactively commenced damage inspections and have assessed every asset that is currently accessible.

# Income Statement

For the Month Ending 31 March 2026

Year Elapsed 75%

	Actual MTD	Actual YTD	Annual Budget	%
<b>REVENUE</b>				
<b>Operating Revenue</b>				
Rates, Levies and Charges	457,911	1,016,550	1,017,122	100%
less: Discounts Allowed	(1,242)	(6,875)	(12,114)	57%
	<u>456,669</u>	<u>1,009,675</u>	<u>1,005,008</u>	100%
Fees and Charges	49,166	533,950	609,590	88%
Rental Income	33,802	194,286	213,500	91%
Interest Received	110,086	897,931	1,403,000	64%
Other Income	24,024	137,624	98,045	140%
Recoverable Works Revenue	155,908	6,261,905	16,461,453	38%
Grants and Subsidies	33,604	2,850,521	7,589,760	38%
<b>Total Operating Revenue</b>	<u><b>863,259</b></u>	<u><b>11,885,892</b></u>	<u><b>27,380,356</b></u>	<b>43%</b>
<b>EXPENSES</b>				
<b>Operating Expenses</b>				
Administration and Governance Costs	337,522	2,120,393	3,081,537	69%
Community Service Expenses	251,464	1,183,286	1,237,143	96%
Recoverable Works / Flood Damage	484,109	11,018,115	16,341,965	67%
Health and Security Costs	62,093	257,007	159,010	162%
Net Plant Operations	15,288	(216,558)	(579,723)	37%
Tourism and Economic Development	(22,866)	662,790	884,205	75%
Infrastructure Maintenance	311,201	2,145,937	3,055,465	70%
Finance Costs	3,307	28,377	38,000	75%
Depreciation and Amortisation	247,988	2,231,888	2,975,850	75%
<b>Total Operating Expenses</b>	<u><b>1,690,105</b></u>	<u><b>19,431,234</b></u>	<u><b>27,193,452</b></u>	<b>71%</b>
<b>NET OPERATING SURPLUS</b>	<u><b>(826,846)</b></u>	<u><b>(7,545,342)</b></u>	<u><b>186,904</b></u>	
<b>Capital Revenue</b>				
Grants and Subsidies	188,698	1,525,845	7,115,120	21%
Gain / (Loss) on Disposal of PPE	-	-	-	0%
<b>Total Capital Revenue</b>	<u><b>188,698</b></u>	<u><b>1,525,845</b></u>	<u><b>7,115,120</b></u>	<b>21%</b>
<b>NET RESULT</b>	<u><b>(638,148)</b></u>	<u><b>(6,019,497)</b></u>	<u><b>7,302,023</b></u>	<b>-82%</b>

## Notes:

Overall expenditure is on track for the year to date with some variances due to timing and allocations which are being monitored. Revenue remains behind target mainly due to the timing of grant payments and recoverable works income, while the second levy of rates was issued this month.

Expenditure within Health and Security Costs includes \$87k for disaster relief which is expected to be reimbursed.

# Balance Sheet

For the Month Ending 31 March 2026

	Actual Balance	Annual Budget
<b>Current Assets</b>		
Cash and Equivalents	31,399,692	23,233,000
Trade Receivables	532,703	1,418,000
Rate Receivables	450,433	48,000
Inventories	99,118	116,000
Contract Assets	4,580,687	892,000
<b>Total Current Assets</b>	<b>37,062,632</b>	<b>25,707,000</b>
<b>Non-Current Assets</b>		
Right of Use Assets	474,990	-
Property, Plant and Equipment	138,601,577	154,589,000
Capital Works in Progress	9,776,479	-
<b>Total Non-Current Assets</b>	<b>148,853,046</b>	<b>154,589,000</b>
<b>TOTAL ASSETS</b>	<b>185,915,678</b>	<b>180,296,000</b>
<b>Current Liabilities</b>		
Trade and Other Payables	203,141	198,000
Lease Liabilities	505,023	-
Contract Liabilities (Unspent Grants)	20,869,837	11,354,000
Employee Leave Provisions	432,813	393,000
<b>Total Current Liabilities</b>	<b>22,010,814</b>	<b>11,945,000</b>
<b>Non-Current Liabilities</b>		
Employee Leave Provisions	128,537	108,000
Lease Liabilities	-	-
Other Provisions	142,098	107,000
<b>Total Non-Current Liabilities</b>	<b>270,635</b>	<b>215,000</b>
<b>TOTAL LIABILITIES</b>	<b>22,281,449</b>	<b>12,160,000</b>
<b>NET COMMUNITY ASSETS</b>	<b>163,634,229</b>	<b>168,136,000</b>
<b>Community Equity</b>		
Retained Surplus	64,639,538	61,914,977
Asset Revaluation Reserve	105,014,188	98,919,000
Current Year Surplus	(6,019,497)	7,302,023
<b>TOTAL COMMUNITY EQUITY</b>	<b>163,634,229</b>	<b>168,136,000</b>

## Notes:

- Rates Receivables are very high due to the 2nd half year rates levy being issued in March. The bulk of this balance is due to be received in April.

# Cash Flow Statement

For the Month Ending 31 March 2026

Year Elapsed 75%

	Actual YTD	Annual Budget	%
<b>Cash Flows from Operating Activities</b>			
Receipts from Customers	8,000,181	1,712,000	467%
Payment to Suppliers and Employees	(19,141,394)	(24,217,000)	79%
	<b>(11,141,213)</b>	<b>(22,505,000)</b>	<b>50%</b>
Interest Received	897,931	1,403,000	64%
Rental Income	194,286	213,000	91%
Operating Grants and Subsidies	2,850,569	24,052,000	12%
<b>Net Cash Flows from Operating Activities</b>	<b>(7,198,427)</b>	<b>3,163,000</b>	<b>-228%</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Property, Plant and Equipment	(2,906,097)	(17,480,000)	17%
Proceeds from Sale of Assets	-	135,000	0%
Capital Grants and Subsidies	8,799,528	7,115,000	124%
<b>Net Cash Flows from Investing Activities</b>	<b>5,893,431</b>	<b>(10,230,000)</b>	<b>-58%</b>
<b>Cash Flows from Financing Activities</b>			
Repayments of Loans	-	-	0%
<b>Net Cash Flows from Financing Activities</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(1,304,997)</b>	<b>(7,067,000)</b>	
Cash at Beginning of Reporting Period	32,704,689	30,300,000	
<b>Cash at End of Reporting Period</b>	<b>31,399,692</b>	<b>23,233,000</b>	<b>135%</b>

## Capital Expenditure Summary

Budget ID	Asset Description	B/Fwd 2024/25 Expenditure	Current Year (Actual)	Current Year (Committed)	Total Year to Date	Budget 2025/26	% of 2025/26 Budget	Total Project Cost YTD + B/Fwd	Total Project Budget FY25/26 + B/Fwd	% Of Total Project Budget	Status	Comments
<b>Buildings and Structures</b>												
44	Chinese Temple Site Reinvigoration	793,882	18,992	6,000	24,992	117,921	21%	818,874	911,803	90%	In Progress	Carried over from 2024-25
24	Upgrade Doris Casey Hall Kitchen	-	-	-	-	50,000	0%	-	0	0%	RFQ In progress	
46	<i>Caravan Park - Cabins 7-8 Upgrade</i>	31,187	-	-	-	2,713	0%	31,187	33,900	92%	Completed	Carried over from 2024-25 pending capitalisation
34	Roof for a Heritage Building	-	22,800	313,500	336,300	300,000	112%	336,300	300,000	112%	RFQ In progress	
54	Heritage Building Repairs	23,230	-	-	-	(0)	0%	23,230	23,230	100%	In Progress	Carried over from 2024-25
47	<i>Purchase of Houses</i>	4,661,125	54,684	276	54,960	168,875	33%	4,716,085	4,830,000	98%	Completed	WAQ Funding. Carried over from 2024-25
41	Painting - All Council Buildings	-	4,500	-	4,500	100,000	5%	4,500	100,000	5%	In Progress	LGSP Funding. Carried over from 2024-25
17	Employee Housing - Capital Works	-	96,306	30,747	127,053	193,000	66%	127,053	127,053	100%	In Progress	LGSP Funding. Carried over from 2024-25
72	Site Improvements x 9 Council Housing (Yard Levelling, rock removal and drainage)	-	-	2,607	2,607	149,000	2%	2,607	149,000	2%	In Progress	
73	Replacement Fencing x 2 Council Houses	-	-	-	-	-	0%	-	0	0%		
		5,509,424	197,282	350,523	547,805	1,081,509	51%	6,057,229	6,564,986	92%		
<b>Other Infrastructure</b>												
39	Signage Strategy	5,055	76,540	-	76,540	120,000	64%	81,595	125,055	65%	In progress	Carried over from 2024-25
48	Precinct Development & Planning	484,243	1,076,291	1,634,149	2,710,441	2,672,691	101%	3,194,684	3,156,934	101%	In Progress	Carried over from 2024-25
42	Pump Track/Splash Park - Install New Picnic Area With Electric BBQ	-	-	-	-	70,000	0%	-	70,000	0%	RFQ In progress	Carried over from 2024-25
37	Lake Belmore - Construct New Shed & Fishing Area On Eastern Side	-	-	-	-	150,000	0%	-	150,000	0%	RFQ In progress	Carried over from 2024-25
37	Lake Belmore - Install Electric BBQ At Existing Lower Shed	-	-	-	-	40,000	0%	-	40,000	0%	RFQ In progress	Carried over from 2024-25
37	Lake Belmore - Repairs to Buildings & Rec Area	344	795	-	795	35,000	2%	1,139	35,344	3%	In progress	Carried over from 2024-25
43	Lake Belmore - Playground Replacement	341	-	-	-	250,000	0%	341	250,341	0%	RFQ In progress	Carried over from 2024-25
38	Cemetery Fence -Replace 810m Fencing Around Town Cemetery	-	-	-	-	144,000	0%	-	144,000	0%	RFQ In progress	Carried over from 2024-25
20	Extra Cemetery Fencing	-	-	-	-	100,000	0%	-	100,000	0%	RFQ In progress	Carried over from 2024-25
49	Childcare - Upgrade Play Equipment	-	-	-	-	60,000	0%	-	60,000	0%	RFQ In progress	Carried over from 2024-25
45	Heritage Precinct & Chinese Temple Path (Seating) & CWA Hall/Brown St (Install Gazebo)	13,983	-	-	-	110,017	0%	13,983	124,000	11%	In progress	Carried over from 2024-25
50	<i>Mini Golf Design</i>	5,000	20,000	-	20,000	20,000	100%	25,000	25,000	100%	Completed	Carried over from 2024-25
53	Purchase & Installation Of Grandstand - Rodeo Grounds	65,670	-	-	-	71,695	0%	65,670	137,365	48%	In progress	Carried over from 2024-25
18	Landscaping works to splash park and pump track	-	20,000	172,727	192,727	230,000	84%	192,727	230,000	84%	In Progress	
36	Info Centre - Rework of Croydon Story Film	-	9,000	-	9,000	30,000	30%	9,000	30,000	30%	In Progress	Carried over from 2024-25
51	Entrance Gardens	65,562	391	-	391	30,000	1%	65,953	95,562	69%	In Progress	Carried over from 2024-25
28	Painting of Fence - Opposite Pub	-	44,759	-	44,759	50,000	90%	44,759	50,000	90%	In Progress	
31	<i>Re-Surface Kids Pool and Replace Filtration and Chlorinator</i>	-	50,432	-	50,432	55,475	91%	50,432	55,475	91%	Completed	
62	<i>Air Con Matron Morrow Library</i>	-	17,675	-	17,675	18,000	98%	17,675	18,000	98%	Completed	
32	<i>Residential Switch Upgrade</i>	-	26,990	-	26,990	31,000	87%	26,990	31,000	87%	Completed	
33	Front Verandah Rail - Townhall	-	-	-	-	10,000	0%	-	10,000	0%		
35	Grade Road at Old Cemetery and Fence	-	-	-	-	100,000	0%	-	100,000	0%		
21	Feature Lighting to Key Assets	-	-	33,023	33,023	200,000	17%	33,023	200,000	17%	In Progress	
22	Septic Tank Upgrade to Key Facilities	-	-	-	-	100,000	0%	-	100,000	0%		
23	Additional Waste Bins and Infrastructure for the Landfill	-	-	-	-	80,000	0%	-	80,000	0%		
27	Council Electronic sign at admin	-	-	-	-	50,000	0%	-	50,000	0%		
25	Camp Kitchen	-	-	-	-	25,000	0%	-	25,000	0%		
26	Mountain Bike Trails - Detailed Design	-	-	-	-	-	-	-	-	-		
26	Mountain Bike Trails - B Plan	108,200	-	69,736	69,736	91,800	76%	177,936	200,000	89%	On Hold - Waiting on Funding	Remain in WIP until final construction of MBT.
26	Mountain Bike Trails - Study	-	-	-	-	-	-	-	-	-		
70	Rodeo stage, Lighting & electrical upgrades Rodeo Grounds	-	-	-	-	20,000	0%	-	20,000	0%		
71	Upgrades to campdraft arena - toilets, trenches, septic & pipework	-	-	52,771	52,771	50,000	106%	52,771	50,000	106%	In Progress	
52	Contingency Funding For Grants	-	-	-	-	100,000	0%	-	100,000	0%		
		748,398	1,342,873	1,962,406	3,305,279	5,114,678	65%	4,000,906	5,863,076	68%		

## Capital Expenditure Summary

Budget ID	Asset Description	B/Fwd 2024/25 Expenditure	Current Year (Actual)	Current Year (Committed)	Total Year to Date	Budget 2025/26	% of 2025/26 Budget	Total Project Cost YTD + B/Fwd	Total Project Budget FY25/26 + B/Fwd	% Of Total Project Budget	Status	Comments
<b>Plant and Equipment</b>												
12	Replacement Of - Toro Mower 7200 Series #509	-	8,273	-	8,273	25,000	33%	8,273	25,000	33%	In Progress	
14	Replacement Of - Truck UD Nissan GW470 #531	-	-	275,000	275,000	315,000	87%	275,000	315,000	87%	Awaiting delivery	Order placed
C/F	Replacement Of - Nissan UD Truck # 532	-	-	284,773	284,773	315,000	90%	284,773	315,000	90%	Awaiting delivery	Carryover project - Order placed
65	Replacement of Toyota Yaris	-	-	-	-	36,000	0%	-	36,000	0%		
29	<i>Data Cable &amp; Switch Upgrade</i>	-	61,504	-	61,504	68,000	90%	61,504	68,000	90%	Completed	
30	Enterprise Suite Software	-	-	-	-	100,000	0%	-	100,000	0%	RFQ in progress	Bulk of project to be deferred to FY27
16	IT Upgrades	-	63,849	-	63,849	84,000	76%	63,849	84,000	76%	In Progress	Ongoing program. Carry over to 2025-26
68	CCTV Cameras Lake Belmore	-	-	-	-	13,000	0%	-	13,000	0%		
69	New fogging machine – mosquitos	-	-	21,407	21,407	25,000	86%	21,407	25,000	86%	In Progress	
		-	133,625	559,773	693,398	981,000	71%	693,398	981,000	71%		
<b>Roads</b>												
1	Richmond Road - Upgrade and Seal	-	-	-	-	1,218,264	0%	-	1,218,264	0%		RTR and TIDS funding. Carried over from 2024-25
55	Richmond Road - Culvert Upgrade	116,405	12,000	-	12,000	19,727	61%	128,405	136,132	94%	In Progress	Carried over from 2024-25
40	Sandstone Kerbing Extension	-	-	-	-	400,000		-	400,000			Carried over from 2024-25
56	Claraville Road from Rodeo Grds Grid to Cemetary Creek inc Floodway Upgrade	-	-	-	-	210,020	0%	-	210,020	0%		Carried over from 2024-25
57	Aerodrome - Reseal and upgrade lighting	-	180,444	568,406	748,850	760,000	99%	748,850	760,000	99%	In progress	Carried over from 2024-25. Grant received from Regional Airports Upgrade Program
3	Resealing of Town Streets	-	188,699	13,308	202,007	200,000	101%	202,007	200,000	101%	In progress	LRICIP Funding. Carried over from 2024-25
4	Line Marking of Town Streets	-	-	-	-	100,000	0%	-	100,000	0%		
2	Phillips & Brown Street - Upgrade 420m, Haseler & Mabel Street - Upgrade 345m	28,612	288,674	-	288,674	191,388	151%	317,286	220,000	144%	In progress	LRICIP Funding. Carried over from 2024-25
6	Stormwater Improvements	-	-	-	-	250,000	0%	-	250,000	0%		
8	Richmond Road & Town Streets - Reseals	-	-	-	-	190,000	0%	-	190,000	0%		
		145,017	669,817	581,714	1,251,531	3,539,399	35%	1,396,548	3,684,416	38%		
<b>Water Infrastructure</b>												
59	New Water Mains Installation	192,740	494,869	485,061	979,931	1,008,447	97%	1,172,671	1,201,187	98%	In Progress	
7	Upgrade Scada Control system and PLC	-	-	-	-	85,000	0%	-	85,000	0%		
10	Sprinkler Reticulation to Parks from Water to Parks Project	257,370	67,631	-	67,631	140,460	48%	325,001	397,830	82%	In Progress	
		450,110	562,500	485,061	1,047,561	1,233,907	85%	1,497,671	1,734,017	86%		
		6,852,949	2,906,097	3,963,492	6,869,589	11,950,493	57%	13,722,538	18,827,495	73%		

# Cash Analysis

## For the Month Ending 31 March 2026

Cash at Bank	124,990
Investments	31,274,702
	<b>31,399,692</b>
<i>less:</i> Long Service Provisions (50%)	(145,172)
<i>less:</i> Annual Leave Provisions	(271,143)
<i>less:</i> Unspent Grant Receipts	(20,869,837)
<i>less:</i> Restoration Provisions	(142,098)
<i>less:</i> Working Capital Cash	(3,000,000) <sup>^</sup>
<b>NET CASH SURPLUS</b>	<b>6,971,443</b>

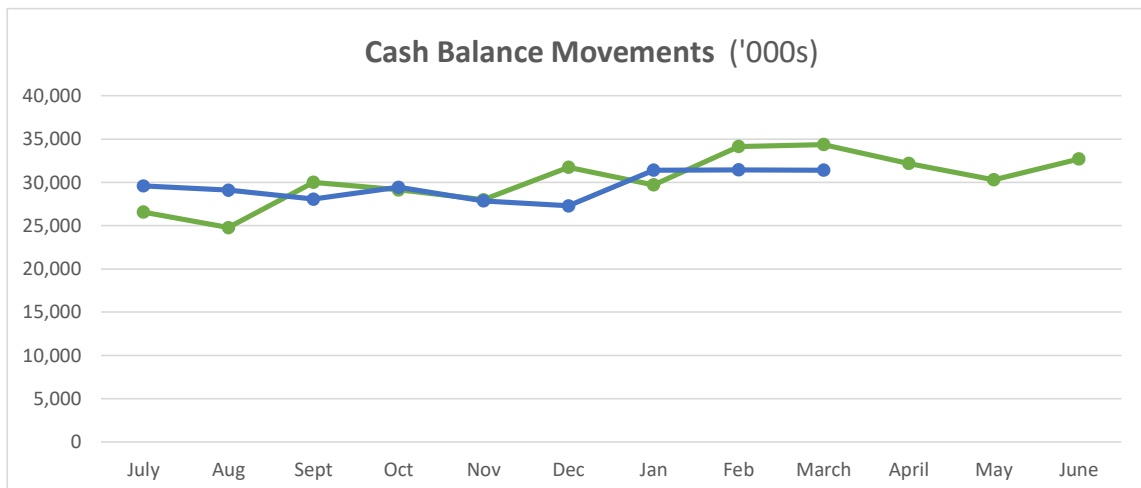
The net cash surplus includes the accumulated surplus balance which represents Council's unconstrained funds.

<sup>^</sup> Working capital cash represents approximately four weeks of Council's cash payments (operating and capital) to allow for cash requirements from when work is performed and invoices paid to when the associated claim or grant is received.

### Investment Analysis

Investment	Type	Expiry	Rate	Balance	Interest
QTC Cash Fund - March	At Call	N / A	4.22%	31,168,885	108,971.58 #
QTC Cash Fund - February	At Call	N / A	4.32%	29,923,503	98,161.87
QTC Cash Fund - January	At Call	N / A	4.18%	30,629,311	97,030.58

# QTC charges an admin fee of 0.12% on funds managed per month. The interest shown above does not include that cost.



This graph compares current year cash balances (blue line) against the prior year (green line).



# Croydon Shire Council

## 2025-2026 Operational Plan - Interim

### Introduction

The Croydon Shire Council's Operation Plan 2025-2026 -Interim, is an important part of Council's overall strategic planning framework. This plan links relevant activities scheduled for the 2025-2026 financial year to the actions outlined in the five-year Corporate Plan 2022-2027.

Council's Corporate Plan 2022-2027 identifies the community vision and provides strategic direction for Council's business focus through the following four themes:



In accordance with S175 of the *Local Government Regulation 2012* the Operational Plan must be consistent with its annual budget and is required to state how Council will progress the implementation of its five-year Corporate Plan during the financial period. The Operational Plan will focus on the planning, actions and monitoring of activities undertaken across the financial year and in accordance with the 2025-2026 Budget.

### Monitoring and Review

We will review our progress in completing the actions detailed in the Operational Plan 2025-2026, on a quarterly basis. The outcome of the review will be documented in a quarterly Operational Plan report and presented to Council. This reporting meets the requirements of S174(3) of the *Local Government Regulation 2012*.

## THEME 1: ECONOMIC DEVELOPMENT & INFRASTRUCTURE

A strong and growing shire economy strengthened through building on existing industries while embracing new opportunities. Infrastructure is efficient and cost-effective supporting economic growth and meeting the future needs of the community. Council continues to take a strategic approach to investing in infrastructure and services supporting industries which have the best prospects of competitive advantage.

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>1.1 Promote Croydon to a wider audience as a quality destination.</b>	DCTM	Continue to develop and implement a tourism strategy to focus Council's marketing, investment and resource effort	Continual improvement to increase visitation stay and spend.	Marketing campaign is underway for the coming year with more exposure in tourism books and brochures. VIC staff are always encouraging people to stay an extra night by offering what Croydon has to see and do including walking tour and Forever Golden tour.	Marketing campaign is underway for the coming year with more exposure in tourism books and brochures.	Advertisements in tourism books and brochures. Social Media posts are consistent for exposure.	
	GEO	Expand and manage the Croydon Caravan Park as a key accommodation asset	Maintain and upgrade caravan park facilities in line with budget capabilities. Explore external funding sources for improvements.	New caravan park managers have been interviewed with contract sent, anticipated start date end October 2025. Current Caravan Park Managers moving on after 2 years.	New Managers are fitting in well and works on caravan park continuing to ensure visitors have the best possible experience.	Caravan Park looking lovely waiting for the beginning of the tourist season, minor works on cabins continuing.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
	DCTM	Showcase the heritage precinct by enhancing areas around the precinct	Demonstrated ongoing of implemented enhancements.	Exemption Cert. approval for new roof on Matron Morrow building. Awaiting approval to repaint Police Res.	Police Res. Roof to be repainted. Matron Morrow to have new ceiling. Awaiting quotes. 2 new air con installed in Matron Morrow	Matron Morrow roof confirmed for May. After windows being vandalised in various heritage buildings, planned replacement of glass is being ordered. Annual clean up on Heritage buildings is in progress for tourist season.	
	DCTM	Promote bird watching activities within the shire and particularly around cemetery swamp	Demonstration of marketing and outreach activities designed to attract birdwatchers	Birds of Croydon are on display and free for visitors to take at the VIC. Within tours local birds are pointed out for discussions.	Bird Life Aust. Annual Aussie bird count online counting birds in your back yard for national bird count.	Savannah Guides Field School attended, training and twitchathons to learn more about birds. To be utilised in tours.	
	DCTM	Showcase Croydon's historical attractions	Demonstration of marketing and outreach activities focussed on Croydon's historical attractions.	The free walking tour and Forever Golden tours weekly tells stories of our history and the attractions and buildings around town. At the VIC staff encourage visitors to explore all Croydon's attractions by showing them on the town map.	Free walking tours available on request through low season. Planning for 2026 underway with some new ideas for visitors to engage in Croydon's history.	Ongoing social media advertising Croydon and its history. New experience this tourist season with Sunset Picnic and history talk at the lookout. 2026 Festival Theme is 140 years of gold being discovered in Croydon. Activities are	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
						being planned around this theme.	
<b>1.2 Continue to improve the shire road network and progressively seal the Richmond Road as a major cattle corridor.</b>	DIS	Pursue all funding avenues to complete sealing of the Matilda By-way known as the Croydon to Richmond Road, where possible in partnership with Richmond Shire Council.	Length of Richmond Road unsealed is progressively reduced. Annual TIDS allocation used to improve the road network. DRFA Betterment funding utilised where possible for upgrading	CRC funding application was unsuccessful. Utilizing TiDS funding for Stabilization & Seal on a 4KM section between CH158.9 to 162.9 in conjunction with QRA REPA works.	Utilise R2R funding to carry out Sealing works on Richmond Road.	Reallocation of prior years funding just received from R2R meaning all spend will occur in 2026/27 F/YR	
	DIS	Progressively improve the length of time shire roads remain open through prioritising works on sections which restrict movement during the wet season.	Road upgrades in the Capital Budget to improve drainage structures and seal lengths. Apply for and utilise external funding for upgrades to the road network. .	Utilizing LRCIP-4 2B funding to align Mabel & Hasseler Street.	Completion of Mabel & Haseler Street in Dec under LRCIP4 Using R2R to carry out improvements to Elizabeth & William Street.	Drainage works currently being investigated under RPPP funding, identifying culvert/causeway placement.	
	DIS	Continue to secure road contracts and access external funding to undertake work, which progressively upgrade the State and local road network.	Successful road works contracts; annual capital budget road works program delivered. Annual RMPC funds available and expended in the financial year. TIDS allocations available and expended in the financial year. DRFA works prioritised and programmes delivered within timeframes.	Planned for execution of RMPC and DRFA REPA works on Savannah Way between Croydon & Normanton, anticipate delivery in Q2.	Continuous collaboration with TMR & Federal agencies as required to get allocations for Construction activities.	Successful collaboration with R2R for preallocation of funding for Richmond Road sealing works	
	CEO/DIS	Continue to lobby the Department of Main Roads to realign the dangerous corner	Successful realignment of dangerous roadway	Road Safety Audit for corner shared with Dept Main	Ongoing with letters of support received	Ongoing	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
		at Samwell and Sircom Streets	Assist the Mayor in delegations to relevant TMR Minister for funding	Roads, Ergon power pole needs moving at a cost in excess of \$300,000. During rPPP community consultation week letters of support for funding will be sought from transport companies and community members.			
	CEO	Continue to lobby the Department of Main Roads to raise and widen the Gilbert River Bridge	Raising and widening of the bridge Assist the Mayor in delegations to relevant TMR Minister for funding	Again during community consultation week for rPPP letters of support will be sought to assist advocacy.	Ongoing with assistance from Etheridge Shire. Bridge inspections undertaken in December.	Ongoing with support from both NWQ & FNQ ROCs advocacy briefings to Ministers.	
<b>1.3 Ensure investment in infrastructure achieves operational efficiency and value for money.</b>	DIS	Continue to implement business improvements to ensure infrastructure design and construction is fit for purpose and minimises whole of life costs.	Designs as needed and appropriate planning for major projects (over \$500,000.00)  Improvements are carried out with consideration of future maintenance cost.  Demonstrated reasoning for upgrading infrastructure i.e cost benefit ratios for major funding applications (over \$500,000.00)	On-going, utilizing external consultants as required to carry out VFM analysis.	Strong focus on Value for Money as also reviewing long term maintenance activities.	Temporary Special Projects Officer engaged to complete Capex works	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
			Improvements align with council strategic and prioritisation plans.				
<b>1.4 Grow the shire economy, population and rate base through release of additional land for sale.</b>	CEO	Dispose of surplus Council owned allotments through public tender or auction.	Surplus lots identified and sold; rates base increased.	Audit of council owned blocks currently being undertaken, waiting list of 3 for surplus allotments currently.	Ongoing with Valuer attending sites late November	No identified land currently for sale, market value of council houses show uneconomical for sale to staff.	
<b>1.5 Secure passenger links with major centres</b>	CEO/DIS	Manage Croydon Airport to meet current and future user demand.	Continued maintenance of the facility. Upgrade of infrastructure for the safety of the airport. e.g. fencing upgrade and clearing Apply for funding to improve aerodrome facilities and infrastructure. Investigate possible improvements to the airport facilities and aerodrome.	Funding sought under RAUP for new lighting etc.	RAUP funding successful works scheduled for early 2026	Works commenced, however current inflation and fuel shortage have increased costs of airstrip reseal works. Request submitted for funding increase.	
<b>1.6 Skilled workforce is available to support local industries.</b>	DCS	Relevant employment training opportunities are available to up-skill the local workforce.	Adequately trained workforce to meet local employment needs. Secure traineeships and apprenticeships where available.	All First start allocations filled. Awaiting allocations for 25/26 program.  Training offered to support staff in development and upskilling.	3 x First Start Traineeships secured and advertised for uptake in Q3  Training offered to staff as available to support development/upskilling and business resilience	Traineeships continue to be promoted within Croydon.  Training offered and supported by community	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
						members and business's	
	DCS/WHSA	Training delivery and costs are shared across groups and with adjoining local governments to enhance skills development across the region.	Council data demonstrates increase in qualified skilled workers.	First aid training provided to a cross section of Council staff as well as provision of a public access course for local business and the public.	Things that Bite N Sting sessions and snake catching course run for cross section of Council staff, other businesses and the public.	Training continues to be offered as required and promoted across the region. Wet season has impacted travel.  Funding bodies training allocations utilised prior to council own funds where appropriate	
	DCS/DCTM	Training opportunities to include community members where possible	Increased participation in training opportunities by the community including Tagalaka people. Demonstrated outreach for community participation.	Training opportunities sent to community groups.  Training advertised on social media.	Grant approved for 4 iphones & 4 laptops which will allow us to do online in library courses through Qld Lib. App and LinkedIn each person with a device.	Grant funded equipment has arrived and being introduced into resource availability for community.  Training offered to wider community.  Cultural Training for staff.	
<b>1.7 A safe, reliable, and affordable water supply is maintained</b>	DIS	A reduction in the town water supply consumption per capita is achieved through demand management initiatives including education,	Develop inspection programme to identify leaks and repair. Upgrade existing water pipe infrastructure to reduce leaks, bursts, dead ends and faulty hydrants.	Leak repair being carried out reactively. A full GPR for town has been recently carried out.	Carried out Acoustic Testing for Supply Lines as a part of work done within NWROC. Actively fixing leaks as they get identified.	Contract for upgrades to existing water pipes awarded with works to commence Q4.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>to the town of Croydon.</b>		metering and consumption based charging	Implement an education program with community services. Investigate the use of digital meters to identify major uses of water earlier.			Water for Parks now all connected to reduce treated water supply.	
	DIS	A program of mains replacement and rationalisation of water supply network infrastructure for improved efficiency is undertaken.	Water utility cost increases are maintained within annual local government cost rise indices.  Identification and costing of water pipe dead ends to create circular water connection to reduce the need for flushing.	Packages 1,2 & 3 help build resilience and capacity in ageing infrastructure.	Package 2 & 3 has been completed. Package 1 will be re-designed and released to market for Tender.	Package 1 redesigned and awarded with works to commence Q4	
<b>1.8 Promote waste management initiatives which support waste minimisation</b>	DIS	Better management of waste going to landfill through policies which recognise waste as a resource and encourage re-use, recycling and reduction.	Landfill operations are cost effective and environmentally sustainable  Waste is segregated at the refuse facility and managed.  Complaints are investigated and resolved  FNQROC Waste advisory committee meeting attendance and active participation.	Exploring opportunities in conjunction with FNQROC	Supporting the BOOST as a part of the FNQROC	Investigations continuing through FNQROC and Circular Economy initiative.	
<b>1.9 Secure access to competitively priced energy and reduce Council's exposure to the impacts of climate change.</b>	DIS	Explore options to minimise Council's energy costs through short and long-term strategies including meeting energy demand from other sources	Energy costs maintained within annual local government cost rise indices  Investigate alternate power sources including the installation of solar panels on council	Reviewing opportunities for funding through State & Fed grants.	Discussions with neighbouring shires to understand their activities in this space.	Ongoing	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
			infrastructure and seek funding if available				
	CEO	Explore solar power options for Council facilities	Advocate for solar power use	Funding under REFF program unsuccessful, further funding applications to be lodged	Discussions ongoing with Dept State Development regarding future REFF funded projects	Decision pending on REFF funding for solar array on swimming pool, WTP and Depot	

## THEME 2: ENVIRONMENTAL SUSTAINABILITY

The Shire's natural environment is sustainably managed to retain its biodiversity and ecological processes while supporting land and natural resource use for regional prosperity.

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>2.1 The impact of weeds and pest animals on the environment and rural production is reduced.</b>	DIS/LLO	Work collaboratively with landholders and external stakeholders to reduce pest numbers and spread in accordance with the shire Pest Management Plan.	Conduct regular programs to reduce pests through external communications. Communications to landholders on available strategies from Biosecurity Qld and councils' involvement Investigate possible information sessions for landholders	LLO communication with Local Landowners on available support.	Regular communication with Landowners and updating on Pest Plans.	Regular communication with Landowners and updating on Pest Plans.	
<b>2.2 The wild dog baiting program meets the needs of the shire's grazing industry</b>	DIS/LLO	Empower landholders through a local wild dog management committee to make decisions on delivery and funding of wild dog management programs in conjunction with Council and Biosecurity Queensland.	Continual coordinated baiting programs and education forums.	Ongoing, one scheduled for October 2025.	Actively looking for opportunities to apply for grants to improve on educational delivery.	Actively looking for opportunities to apply for grants to improve on educational delivery.	
<b>2.3 New development including mining activity is located and managed to protect the shire's natural, cultural, social and amenity values.</b>	CEO	Council will continue to monitor remediation of previous mining activity and provide input to proposed new mining developments to ensure mining operations are environmentally and socially sustainable.	Ongoing communications with mining companies regarding cultural, social and amenity values.	Currently undertaking potential temporary mining camp site with Lawyers, Dept Resources and Town Planners.	Development application lodged for mining camp within town precinct, engineering/environmental impacts being assessed.	Development application approved by Council pending Consultant reports.	

## THEME 3: CORPORATE GOVERNANCE & LEADERSHIP

Croydon Shire Council consistently delivers strong inclusive local leadership based on the principles of good governance.

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>3.1 Community Engagement: Council has meaningful engagement with the shire community and external stakeholders to ensure Council's decisions fully consider the range of community views.</b>	CEO/DCTM	Council effectively communicates with the shire community and external stakeholders in a timely and appropriate manner consistent with Council's Community Engagement Policy and the use of online platforms to better engage with the community.	Community is well informed on key issues and has input to policy development.	Community engagement through social media platform, website and posters around town for those without internet access. An outdoor notice board to be installed outside the library has been ordered.	Community engagement through social media platform, website and posters around town for those without internet access. Notice board received and to be installed soon outside library. New U16 laws for social media shared on socials.	Community engagement through social media platform, website and posters around town for those without internet access. An outdoor notice board to be installed outside the library has arrived, awaiting to be installed.	
<b>3.2 Organisational Sustainability: Council is committed to the efficient management of community infrastructure, assets and resources</b>	CEO/DCS	Council's long-term financial plan, asset management plan and planning scheme is regularly reviewed and monitored.	Long term plans are developed and implemented through corporate plan, operational plans and annual budgets, and reviewed.	Ongoing monitoring with improvements implemented as identified	Ongoing review and development.  New Corporate plan to be finalised in Q3 for	Corporate Plan 2026-2030 approved in Qtr. 3 for rollout 1/7/2026.  Budget plan timeline completed.  Rollover to QTC forecast model for	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
through effective long-term planning and responsible operational activity.					rollout in Q1 2026/27  Budget review to be taken to Council meeting in February	1/7/26 onwards to improve reporting.	
	CEO	Council undertakes enterprise risk management planning to identify potential areas of risk to its business and put in place appropriate mitigation measures.	Enterprise Risk Management Framework completed and applied, and reviewed.	Investigations currently being undertaken for new ERM system.	Investigations continuing, risk management constantly monitored.	New ERM system currently out for tender. Risk Management framework reviewed.	
	CEO	Council's Corporate Plan sets in place the overall direction of Council's annual operational plan consistent with the Community Plan vision and strategies	New Corporate Plan to be developed	New Corporate Plan to be developed during rPPP community consultation week October 2025.	Corporate Plan workshop held with draft to be presented to Council in Quarter 3	Corporate Plan 2026-2030 approved in Qtr. 3 for rollout 1/7/2026.	
	CEO/DCS	Council prepares annual budgets which are consistent with Council's Community Plan and Corporate Plan.	Financial sustainability indicators met; Council receives an unqualified audit report.	Budgets carefully administered with external audit completed.	Unqualified Audit report received. Budget review – as at 31 Dec 2025, to be taken to Council meeting in February	Budget review completed in Q3 and amendments approved by council at February meeting	
	CEO/DCS	Council maximises income through external funding sources including special	Apply for appropriate funding to meet the needs of Council's	Council continue to apply for relevant funding, rPPP should	Council actively source grants and continue to look for different	Council continue to source grants and explore opportunities for further	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
		purpose grants across all business areas.	prioritisation and infrastructure plans.	assist with future applications.	opportunities across whole of Shire operations	enhancement across the Shire. rPPP and Corporate plan updated documents will support immediate initiatives/direction.	
	DCS	Council prepares annual operational plans which ensure programmed works deliver agreed corporate strategies.	The annual report on Council's Corporate Plan demonstrates performance is being met through reporting on agreed indicators.	Annual report being prepared this Qtr for finalisation in Qtr 2	Annual report completed, endorsed and published as per regulations.  Programmed works currently on target	Annual report completed in Q2 as per Statutory requirements  New operation Plan for 2026/27 to be implemented in line with new Corporate Plan 2026/30	
	DCS	Council enhances its asset management plan system to achieve full financial and operational integration of asset planning, maintenance, replacement and service delivery.	Financial sustainability indicators met.	Ongoing monitoring of asset plans and financial sustainability ratios	Ongoing monitoring of asset management plans. Staff development occurring in Q3&4 for Asset Management	Ongoing monitoring of asset management plans. Staff development occurring in Q3&4 for Asset Management	
<b>3.3 Service Delivery: Council is committed to delivering local government services of a consistently high standard meeting community</b>	CEO/ALL	Council is committed to continual business improvement to ensure its service delivery is targeted to meeting community need, operational efficiency and long term financial sustainability.	Community satisfaction, long-term financial sustainability and maintaining sound financial rating.	Ongoing training for staff to deliver benchmark services.	Ongoing training and recruitment to enable Council to deliver required service level across all operations	Successful recruitment continuing, unfortunately lost a few staff due to wages offered by neighbouring Shires.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>needs and expectations.</b>	CEO/DCS	Council's internal governance arrangements ensure all workplace participants are informed, share a common set of values which build a climate of integrity and teamwork across Council, and take responsibility for their workplace conduct.	Council is regarded as an Employer of Choice; compliance with Code of Conduct.	Council continue to offer local employment opportunities and ensure staff comply with Government standards and Code of Conduct.	Code of conduct review commenced with rollout expected late Q3, in line with New corporate plan and Council values.  Improvements in governance ongoing.  Local employment offered where availability exists and candidates are available	Code of conduct review continuing with Corporate Plan approved in March meeting to align objectives/values.  Local employment offered where availability exists and candidates are available	
	CEO/DCS	Council develops an enhanced IT capability to further improve operational performance and efficiency and external communication and community engagement	Internal and external user satisfaction	IT services continually evolving	New equipment ordered to improve staff capability and address performance issues of IT equipment. Cap Ex budget item. Arriving in Q3 Tender open for IT Managed	IT Tender undertaken in Q3 with recommendation for Council meeting April 2026 forecast.  ERP Tender released in Q3 for completion in Q4. Budget amended due to reduced expenditure in 2025/26 year.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
					Services closing in Q3		
	WHSA	Council is committed to a safe workplace for all workers and the public through compliance with Council's Workplace Health and Safety Management System.	Meet the strategic goals and actions set in the WHS Management System Plan 2025-26	The strategic goals and actions for this quarter are on track, with actions continuing into later quarters	The strategic goals and actions for this quarter are on track, with actions continuing into later quarters	The strategic goals and actions for this quarter are generally on track, with actions continuing into later quarters	
<b>3.4 External Relationships: Council leverages enhanced community outcomes through collaborative arrangements with external organisations.</b>	CEO	Council forms partnership with external stakeholders and regional alliances to enhance the performance of the organization and secure improved community benefits.	Demonstrated value for money is secured.	Council continue to work closely with external stakeholders and partner with adjoining councils.	Council continue to work closely with external stakeholders and partner with adjoining councils.	Ongoing – continuous improvement.	
	CEO	Council provides leadership in regional planning processes to secure beneficial outcomes for the Croydon Shire.	Participation in regional committees and forums.	Council are active participants in both NWQROC and FNQROC meetings including sub committees.	Active participation in ROCs, LGAQ/LGMS and departmental forums	Participation in focus groups, ROCs and collaboration with LGAQ/LGMS continuing	

## THEME 4: A HEALTHY RESILIENT COMMUNITY

Residents have a strong sense of belonging to a community which values its cultural identity, heritage and lifestyle and is open, inclusive and respectful of individuals. Community clubs and organisations are well managed with strong, active memberships delivering sustainable, 'grass roots' community outcomes. We embrace coming together to celebrate our talents, achievements and shared values. Croydon residents experience rising levels of health and well-being through a holistic approach which includes improved access to quality education, health care, housing, employment, recreational, and cultural activities.

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>4.1 The community has access to quality health services within a holistic approach to community health and well-being.</b>	CEO	Council will continue to make representations for improved access to quality primary and allied health care services for the Croydon community and support active community involvement in planning for the delivery of health care services which are responsive to community needs.	Demonstrated representations have been made.	Council actively participate in Allied Health meetings and advocate for specialist services.	Quarterly meeting held with PHN regarding specialist services	Discussions held with PHN regarding specialist services	
	DCTM	Council will facilitate a holistic, collaborative approach to improved community health and well-being through innovative and inclusive healthy lifestyle programs and recreational facilities which meet the broad needs of the community.	Number of opportunities for residents to participate in healthy lifestyle activities and participation levels	RU Ok awareness & campaign online and in emails, Teen Mental Health Matters webinar were held at the library for the community in Sept. Seniors lawn bowls morning tea is planned for Oct. The pool has reopened for warmer months. The gym is open four days a week. Men's Mental Health Fishing trip in Oct.	The gym is open 7days from early morning to late night with toggle entry for members. Pool is open with extended hours over school hols. Clinical Psychologist 'Relationship Focused Parenting' workshop at the library. New 'Library Music Lounge' starting, music and singing is good for mental health.	The gym has become popular over this qtr. With new members accessing. Pool trialled opening two days a week in the mornings.	
<b>4.2 The community's diverse needs are met through a range of social infrastructure</b>	DCTM	Council continues to operate community and cultural services which are not being delivered by the private sector	Service accreditation maintained; increase in participation levels.	Childcare continues to offer a service for families including	Childcare continues to offer a service for families including	Childcare continues to offer a service for families including	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>services and facilities that are inclusive and equitable.</b>		to ensure equity of access to quality child care, recreation and cultural activities for Croydon residents.	Maintain services to align with department and community expectations.	after school care. A recent visit by the department showed a pass on all requirements.	after school care. F5F involves childcare to be involved in age friendly activities.	after school care. F5F involves childcare to be involved in age friendly activities. New Director and Educator started with fresh ideas for the centre.	
	DCTM	Council provides assistance to community clubs and groups to develop their capacity and sustainability to deliver services which are not mainstream local government functions.	Provide support to community groups.	New Community Services Officer has commenced with Council. A welcome morning tea Meet N Greet for the community was held. CSO has engaged our community groups with a email to introduce and offer any assistance where needed. Information is shared with community groups when received via emails.	Information is shared with community groups when received via emails. New Librarian & Community Officer engaged.	Information is shared with community groups when received via emails.	
<b>4.3 Encourage and support a community culture of education,</b>	CEO/DCS	Council will continue to invest in up skilling its workforce and offering traineeships which	Workforce skills developed. Active participation in First Start Program and other industry bodies.	Council continue to advocate for traineeship and	3 x First Start Allocations	Traineeship opportunities continue to be	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
up skilling and life-long learning.		build job readiness through an organisational learning strategy.		apprenticeship funding to upskill community youth.	secured and advertised. Continue to explore opportunities to build knowledge and skillset of current staff	promoted to community across Council.	
	DCTM	The Croydon Library continues to expand as a centre for learning and personal development through innovative programs and community engagement activities for all ages.	Diversify services provided. Maximise opening hours.	Library now has full time staff to be open 8.30am to 4pm each day. Activities are changed each week for children to engage in creative play. STEM workshop in Sept. Offering fine motor skills and creative play. A new play and engaged area in the library is being sourced for the near future.	F5F weekly sessions at park. Plans to do an open F5F outing with extra activities. RADF supported Cinderella Spinderella entertainment. Other engaging activities include Trick or Treat, Christmas lights comp. Santa photos, Josh Arnold creating Croydon song and video, Paint by Numbers, Trivia night, Twilight Markets, Library Music Lounge.	Library has trailed opening Saturday mornings for 3 hrs which is going well. F5F sessions at the park continue. Harmony tree was a community project held at the library on Harmony Day.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>4.4 Access to arts development, cultural enrichment and cultural experiences improves community well-being.</b>	DCTM	Council provides support for community initiatives which encourage participation in creative activities, learning of new skills, and opportunities to appreciate local history and Indigenous culture.	Provide support to cultural activities organised by community clubs and organisations.	Offering variety of arts workshops, Mosaic, Paint by Numbers and working towards other facilitators to travel to Council came together with local Tagalaka Community for NAIDOC working together for a successful day of cultural awareness.	RADF – Weekly Paint by Numbers, Trivia night which will be on a regular basis in 2026, Josh Arnold – community developed Croydon song and music video. Library Music Lounge started Dec.	Monthly trivia nights. Saturday at the library has arts program. Planning for Easter School holidays program. RADF – Rust N Roses coming up. Harmony Tree was created for Harmony day.	
	DCTM	Council encourages creative arts activities to make use of existing community facilities, enhancing community access to public spaces and buildings and fostering community ownership and civic pride.	Council's buildings and facilities are maintained and available for a range of community activities and events.	Public spaces are utilised, gym & pool are open for use, Doris Casey Hall is used for RADF workshops and STEM workshops. Rodeo grounds are utilised for public and private functions.	Public spaces are utilised, gym & pool are open for use, Doris Casey Hall is used for RADF workshops and Markets, Rodeo grounds are utilised for public and private functions with the community Christmas party in Dec. Rec ground were used recently for	Public spaces are utilised, gym & pool are open for use, Doris Casey Hall is used for Markets. Rodeo grounds are utilised for private and community events as well as RADF events. Aust. Day held at the Rec. Grounds.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
					an AFL school event.		
	DCTM	Council delivers a cultural development program that promotes participation and access, engages with all members of the Croydon Shire community, advocates the value of history and heritage, recognises the contribution of contemporary arts and cultural workers, and enhances economic development.	Council prepares and delivers an annual arts program.	RADF is well utilised with various workshops including Mosaic & paint by numbers. All community is welcomed to any workshop.	RADF is well utilised with various workshops including Paint by numbers, with more to come in the new year. All community is welcomed to any workshop.	RADF workshops events, Rust N Rose for next qrt. Looking into delivering a community art project/exhibit.	
<b>4.5 Croydon's valuable legacy of heritage buildings and places is protected, managed and presented to allow residents and visitors to appreciate the shire's past while ensuring current and future community needs are met through appropriate adaptation and use.</b>	DCTM/DIS	Council will maintain heritage buildings and places to the best of their ability thus ensuring the integrity and appearance of the buildings and displays while continually exploring ways to adapt the use of the buildings and sites or install/update existing displays.	Can demonstrate that necessary maintenance has been kept up to date for all heritage buildings and places, including the displays and existing experiences, and that new uses/displays have been explored and pursued.	Maintenance is reported immediately and actioned. When required Exemption cert are applied for. Plans to replace the roof of Matron Morrow and repaint of Police Res. To come in the near future. New displays & new buildings are being looked at in the current Master Plan.	Maintenance is reported immediately and actioned. Plans to replace the roof of Matron Morrow and repaint of Police Res. awaiting quotes. New displays & new buildings are being looked at in the current Master Plan.	Works scheduled for roof replacement (Matron Morrow) and painting of police roof during May. Maintenance of heritage buildings are completed as received. Unfortunately vandalism has impacted a number of buildings in Q3	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
<b>4.6 Adequate housing is available to meet current and future needs for Croydon residents.</b>	CEO	Council continues to maintain a housing stock to support recruitment and retention of qualified staff to key positions.	Council's workforce is housed; financial sustainability not adversely impacted.	Council have completed 6 new houses, awaiting valuer to identify 3 houses for on selling to community members/long term staff.	2 new houses rented, valuations completed on 'surplus' housing stock.	Housing shortage continues as more 'out of town' skilled employees are recruited.	
<b>4.7 Croydon residents come together to celebrate and share their culture, lifestyle and achievements through a range of community festivals, events and programs.</b>	DCTM	Council coordinates a community events calendar to encourage broad participation across the full range of community events.	Community Events Calendar published on website and distributed locally; Calendar events promoted widely.	All community events are advertised online and posters around town.	All community events are advertised online and posters around town.  New community notice board in front of Library to be installed.	All community events are advertised online and posters around town.  Awaiting new notice board to be installed at library.	
	DCTM	Council provides support to community groups which run festivals, events and activities.	Support provided to community groups including Community Grants Program.	Participated in NAIDOC. Community grants were awarded to 4 community groups. Future engagement with Tagalaka and local family with an organised event and awareness for	Library had a Children's stand in conjunction with Tagalaka and local family who organised event and raising money and awareness for their son's condition. In kind support for facilities	No community group events this qtr.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
				their son's medical condition.			
	DCTM	Council holds civic events which celebrate and acknowledge individual and community contribution and achievement.	Annual Program of Civic Events held.	Community grants approved for four community organisations who will receive \$4,000 each towards their projects.	Acknowledgement for Remembrance Day through social media. Seniors Morning Tea Bowling get together to acknowledge our seniors in community. Nominations are open for Australia Day awards.	Australia day with an aussie breakfast celebrated community members contributions. International Womens Day – Morning tea and online workshops.	
<b>4.8 Croydon is a well-planned, safe, liveable community which is appreciated by residents and visitors alike.</b>	DIS/DCTM	Public facilities, parks and infrastructure are managed and presented to ensure residents and visitors enjoy a quality experience including the incorporation of shade planting along streets and in public parks and places.	User satisfaction maintained; Adequate Park shading and equipment maintained. Improvements identified and put forward. Complaints are investigated and resolved. Assets are maintained to a satisfactory condition- mowed, trees trimmed, buildings in good presentable state, all seating and tables kept clean and useable. Budget items identified and presented for possible funding in capital budgets.	Parks and gardens crew do a great job maintaining our parks and are kept in top condition.	Parks and gardens are kept to a high presentable standard. Ordered Bollards for the Info. Centre to stop cars parking on gardens.	Parks and Gardens team work diligently to ensure town is looking nice and well maintained.	

Corporate Plan Strategy	Responsibility	Implementation Action	Key Performance Indicator	Status/Comment Q1	Status/Comment Q2	Status/Comment Q3	Status/Comment Q4
			Apply for funding if available and within budget restraints. Annual playground inspections undertaken in line with Legislative requirements.				
	CEO	Council is committed to ensuring a safe, nuisance free environment for shire residents through local law enforcement and community education.	Local Law compliance maintained; Invest in community education programs in line with local law policies and investigate potential breaches.	Programs regarding sound animal management principles ongoing, yard cleanups etc. Complaints are followed up on and relevant actions enforced.	Ongoing	Warning letters issued for overgrown allotments and abandoned cars.	
<b>4.9 Effective disaster management arrangements support community safety outcomes</b>	ALL	Council continues to provide leadership in preparing for, mitigating and responding to disasters through resourced and effective Local Disaster Management Group arrangements	Community resilience and preparedness for disasters, Volunteer emergency service groups operate effectively Local Disaster Management Group meets regularly Attendance at District Disaster Management Group meetings Participate in annual Get Ready program.	Cool burn program undertaken for fire prevention, Pre-Cyclone cleanup scheduled for disaster resilience. Get Ready Program is underway.	Council supported activation of RFB during October/November Fires. New Recovery sub plan being developed for Croydon. LDMG held 9/12	Council active during Q3 with multiple weather events impacting whole for Shire and surrounds.	
	CEO	Lobby for installation of weather radar station in Croydon as part of regional network.	Demonstrated lobbying for weather radar station.	Whilst BOM Qld are in favour of radar station Commonwealth Government remain resolute on not installing in the area.	Ongoing	Advocacy continues with State Government	

<b>OFFICER KEY</b>	
CEO	Chief Executive Officer
DCS	Director Corporate Services
DCTM	Director Community, Tourism and Marketing
DIS	Director Infrastructure Services
WHSA	Workplace Health & Safety Advisor
LLO	Local Laws Officer

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

GL Account	Account no.	Description	2025/26 ACTUAL INCOME AS AT 31 March 2026	ADOPTED 2025/26 BUDGET INCOME	2025/26 ACTUAL EXP AS AT 31 March 2026	ADOPTED 2025/26 BUDGET EXPENDITURE	YTD Actual Net Result	Budgeted Net Result	Income % Actual vs Budget	Expenditure % Actual vs Budget	Comments
	<b>1000</b>	<b>1</b>	<b>ECONOMIC DEVELOPMENT &amp; INFRASTRUCTURE</b>								
	1050	2	TOURISM/PROMOTION								
	<b>1055</b>	<b>3</b>	<b>18,678</b>	<b>29,000</b>	<b>305,552</b>	<b>414,182</b>	<b>- 286,874</b>	<b>- 385,182</b>	<b>64%</b>	<b>74%</b>	Fee revenue is slightly lower than budgeted but should pick up again as the tourist season starts up again.
1055-1125-0000	1055	1125	8,001	10,000							
1055-1851-0000	1055	1851	2,531	4,000							
1055-1852-0000	1055	1852	8,146	15,000							
1055-2400-0000	1055	2400			294,151	403,082					
1055-2420-0000	1055	2420			6,293	6,600					
1055-2500-0000	1055	2500			5,108	4,500					
	<b>1060</b>	<b>3</b>	<b>393,298</b>	<b>461,500</b>	<b>327,153</b>	<b>437,023</b>	<b>66,145</b>	<b>24,477</b>	<b>85%</b>	<b>75%</b>	Income is higher than forecast relative to the full year budget, while expenditure is on track. With the upcoming start of the tourism season income may continue to track higher.
1060-1125-0000	1060	1125	384,887	450,000							
1060-1126-0000	1060	1126	1,891	3,000							
1060-1780-0000	1060	1780	6,520	8,500							
1060-2400-0000	1060	2400			312,778	412,023					
1060-2500-0000	1060	2500			14,375	25,000					
	<b>1100</b>	<b>2</b>	<b>ROADS</b>								
	<b>1105</b>	<b>3</b>	<b>188,698</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- 188,698</b>	<b>-</b>	<b>0%</b>	<b>0%</b>	Revenue has been received in advance
1105-1175-0000	1105	1175	188,698								
1105-2480-0000	1105	2480									
	<b>1110</b>	<b>3</b>	<b>5,940,588</b>	<b>16,124,000</b>	<b>10,602,544</b>	<b>16,000,000</b>	<b>- 4,661,956</b>	<b>124,000</b>	<b>37%</b>	<b>66%</b>	Timing of income and expenditure is dependent on the works program
1110-1100-0000	1110	1100	5,940,588	16,124,000							
1110-2479-0000	1110	2479			10,602,544	16,000,000					
	<b>1115</b>	<b>3</b>	<b>591,725</b>	<b>1,588,861</b>	<b>807,872</b>	<b>1,271,358</b>	<b>- 216,148</b>	<b>317,503</b>	<b>37%</b>	<b>64%</b>	50% of the grant was paid in advance in FY25. Timing of expenditure is dependent on the works program
1115-1150-0000	1115	1150	591,725	1,588,861							
1115-2400-0000	1115	2400			807,872	1,271,358					
	<b>1120</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>11,893</b>	<b>-</b>	<b>- 11,893</b>	<b>-</b>	<b>0%</b>	<b>0%</b>	
1120-2412-0000	1120	2412			11,893						
	<b>1130</b>	<b>3</b>	<b>262,784</b>	<b>263,953</b>	<b>363,211</b>	<b>285,109</b>	<b>- 100,427</b>	<b>- 21,155</b>	<b>100%</b>	<b>127%</b>	Both income and expenditure are ahead of the full year budget, however both are dependant on the timing of works.
1130-1600-0000	1130	1600	142,181	263,953							
1130-1601-0000	1130	1601	120,603								
1130-2480-0000	1130	2480			187,625	285,109					
1130-2486-0000	1130	2486			338						
1130-2483-0000	1130	2483			175,248						
	<b>1150</b>	<b>2</b>	<b>INFRASTRUCTURE - LONG TERM FIN PLANNING</b>								
	<b>1155</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>613,374</b>	<b>440,512</b>	<b>- 613,374</b>	<b>- 440,512</b>	<b>0%</b>	<b>139%</b>	Operational expenditure has exceeded the full year budget due to the allocation of wages to this cost centre. Further review of the wages allocations across the Infrastructure Department is required.
1155-2400-0000	1155	2400			610,720	409,512					
1155-2500-0000	1155	2500			2,218	5,000					
1155-2900-0000	1155	2900			435	26,000					

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

GL Account	Account no.	Description	2025/26	ADOPTED	2025/26	ADOPTED	YTD Actual	Budgeted	Income %	Expenditure%	Comments
			ACTUAL INCOME AS AT 31 March 2026	2025/26 BUDGET INCOME	ACTUAL EXP AS AT 31 March 2026	2025/26 BUDGET EXPENDITURE					
	<b>1160 3</b>	<b>WORKSHOP</b>	-	-	23,267	50,277	23,267	50,277	0%	46%	Expenditure remains under forecasted expenditure and the allocation of wages requires further review
1160-2400-0000	1160 2400	Operation & Maintenance			22,073	47,973					
1160-2500-0000	1160 2500	Rates & Charges - Council Properties			1,194	2,304					
	<b>1165 3</b>	<b>PLANT</b>	-	-	239,825	630,000	239,825	630,000	0%	38%	Expenditure remains under forecasted expenditure and the allocation of wages requires further review
1165-2048-0000	1165 2048	Recovery Plant Hire			1,276,725	3,100,000					
1165-2400-0000	1165 2400	Plant Operation & Maintenance			1,036,900	2,470,000					
	<b>1170 3</b>	<b>STORE</b>	-	-	63,035	109,219	63,035	109,219	0%	58%	Expenditure remains under forecasted expenditure and the allocation of wages requires further review
1170-2210-0000	1170 2210	Freight Costs			4,753	11,000					
1170-2400-0000	1170 2400	Stores - Operation & Maintenance			58,282	98,219					
	<b>1200 2</b>	<b>LAND</b>									
	<b>1205 3</b>	<b>UNALLOCATED STATE LAND</b>	-	7,000	-	7,000	-	-	0%	0%	
1205-1120-0000	1205 1120	DERM Funding - USL Blocks Slashing		7,000							
1205-2400-0000	1205 2400	Vacant State Land - Maintenance				7,000					
	<b>1250 2</b>	<b>TRANSPORT</b>									
	<b>1255 3</b>	<b>AERODROME</b>	-	-	38,991	184,728	38,991	184,728	0%	21%	Expenditure remains under forecasted expenditure with both labour and creditors lower than this time last year.
1255-2400-0000	1255 2400	Aerodrome - Operation & Maintenance			38,551	183,878					
1255-2500-0000	1255 2500	Rates & Charges - Council Properties			440	850					
	<b>1355 2</b>	<b>WATER</b>									
	<b>1355 3</b>	<b>WATER</b>	222,910	222,645	229,743	507,571	6,833	284,925	100%	45%	Full year rates have been issued while expenditure remains lower than forecast.
1355-1500-0000	1355 1500	Water Charges Income	222,910	222,645							
1355-2400-0000	1355 2400	Water Supply - Operation & Maintenance			229,743	507,571					
	<b>1450 2</b>	<b>WASTE MANAGEMENT</b>									
	<b>1455 3</b>	<b>REFUSE DISPOSAL</b>	100,862	100,000	185,752	250,169	84,890	150,169	101%	74%	Full year rates have been issued, expenses on track
1455-1500-0000	1455 1500	Refuse Disposal Charges Income	100,862	100,000							
1455-2400-0000	1455 2400	Refuse Disposal - Operation & Maintenance			185,752	250,169					
	<b>1500 2</b>	<b>TELECOMMUNICATIONS</b>									
	<b>1505 3</b>	<b>COMMUNICATIONS</b>	-	-	9,498	10,000	9,498	10,000	0%	95%	Year to date expenditure is higher due to the timing of repeater maintenance costs.
1505-1127-0000	1505 1127	Internet Use Fees Rec -Internet Cafe									
1505-2400-0000	1505 2400	Communications - Operating Expenses			9,498	10,000					
	<b>2000 1</b>	<b>ENVIRONMENTAL SUSTAINABILITY</b>									
	<b>2060 3</b>	<b>PEST MANAGEMENT</b>	-	-	83,875	80,171	83,875	80,171	0%	105%	Expenditure is ahead of forecast due to the timing of contractors and increases in costs.
2060-2480-0000	2060 2480	Pest Management - Operation & Maintenance			78,035	73,671					
2060-2490-0000	2060 2490	Precept - Rural Lands Protection Board			5,840	6,500					
	<b>2065 3</b>	<b>INSECT CONTROL</b>	-	-	37,786	7,500	37,786	7,500	0%	504%	Expenditure is higher than budget due to the purchase of chemicals in the first half of the year.
2065-2495-0000	2065 2495	Insect Control - Operation & Maintenance			37,786	7,500					
	<b>2070 3</b>	<b>ANIMAL CONTROL</b>	365	500	12,824	3,000	12,459	2,500	73%	427%	Employee cost allocation is higher than forecast.
2070-1770-0000	2070 1770	Registrations/Fees Income	365	500							
2070-2480-0000	2070 2480	Animal Control - Operation & Maintenance			12,824	3,000					

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

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			ACTUAL INCOME AS AT 31 March 2026	2025/26	ACTUAL EXP AS AT 31 March 2026	2025/26					
				BUDGET INCOME		BUDGET EXPENDITURE					
	2150	2	DEVELOPMENT ACTIVITIES								
	2155	3	1,255	1,372	1,736	2,000	482 -	628	91%	87%	Variance is not of concern and is due to a timing difference between the expenditure and budget phasing.
2155-1120-0000	2155	1120	1,255	1,372							
2155-2480-0000	2155	2480			1,736	2,000					
	3000	1	CORPORATE GOVERNANCE AND LEADERSHIP								
	3100	2	COUNCIL								
	3105	3			274,338	463,784	274,338 -	463,784	0%	59%	Expenditure on conferences and deputations behind forecast depending on timing of events.
3105-2410-0000	3105	2410			23,793	40,000					
3105-2420-0000	3105	2420			250,545	423,784					
	3150	1	ORGANISATIONAL SUSTAINABILITY								
	3155	3	91,423	81,000	1,720,702	2,326,100	1,629,279 -	2,245,100	113%	74%	Sundry revenue remains higher than forecast while expenditure is on track
3155-1125-0000	3155	1125	165	1,000							
3155-1450-0000	3155	1450									
3155-1850-0000	3155	1850	19,628	80,000							
3155-1851-0000	3155	1851	71,295								
3155-1852-0000	3155	1852	335								
3155-2001-0000	3155	2001			194,347	256,798					
3155-2002-0000	3155	2002			9,325	6,303					
3155-2021-0000	3155	2021			78,671	70,000					
3155-2022-0000	3155	2022				16,000					
3155-2030-0000	3155	2030			110	1,000					
3155-2045-0000	3155	2045			28,377	38,000					
3155-2090-0000	3155	2090			142,826	165,000					
3155-2095-0000	3155	2095			46,469	50,000					
3155-2100-0000	3155	2100			106,593	125,000					
3155-2101-0000	3155	2101			51,628						
3155-2102-0000	3155	2102			44,404	100,000					
3155-2105-0000	3155	2105			2						
3155-2200-0000	3155	2200				3,000					
3155-2320-0000	3155	2320			174,340	145,922					
3155-2321-0000	3155	2321			37,187	38,000					
3155-2440-0000	3155	2440			74,157	75,000					
3155-2480-0000	3155	2480			281,390	303,582					
3155-2500-0000	3155	2500			1,352	3,723					
3155-2685-0000	3155	2685			68,461	65,000					
3155-2725-0000	3155	2725			776,662	1,337,973					
3155-2840-0000	3155	2840			11,745	50,000					
3155-2900-0000	3155	2900				2,000					

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

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	<b>3160</b>	<b>3</b>	<b>GRANTS</b>	<b>3,490,419</b>	<b>5,861,923</b>	<b>3,760</b>						
							<b>3,486,659</b>	<b>5,861,923</b>	<b>60%</b>	<b>0%</b>	The variance is a timing issue with revenue behind target as 50% of the FAG subsidy was paid in advance in FY25. The timing of other grants are dependent on the funding bodies.	
3160-1150-0000	3160	1150	Subsidies - FAG	2,066,557	5,669,923							
3160-1849-0000	3160	1849	2024-27 CrSC Works for Qld (W4Q)	153,000								
3160-1850-0000	3160	1850	Employment Subsidy	51,823	52,000							
3160-1852-0000	3160	1852	LRCI Projects Funding	293,238								
3160-1853-0000	3160	1853	Diesel & Altern Fuels Grants Scheme	34,892	140,000							
3160-1861-0000	3160	1861	NWMP - Croydon Adventure Trails	-	9,091							
3160-1862-0000	3160	1862	RPPP - Precinct Development Funding	900,000								
3160-2411-0000	3160	2411	NWMP - Croydon Adventure Trails			3,760						
	<b>3165</b>	<b>3</b>	<b>INTEREST &amp; INVESTMENTS</b>	<b>897,931</b>	<b>1,403,000</b>							
							<b>897,931</b>	<b>1,403,000</b>	<b>64%</b>	<b>0%</b>	Revenue is slightly behind forecast and is dependent on cash balances and changes in interest rates.	
3165-1276-0000	3165	1276	Interest Received - Investments	894,434	1,400,000							
3165-1277-0000	3165	1277	Interest Received - Rates & Charges	3,496	3,000							
	<b>3170</b>	<b>3</b>	<b>PRIVATE WORKS</b>	<b>32,081</b>	<b>55,000</b>	<b>23,868</b>	<b>36,958</b>	<b>8,213</b>	<b>18,042</b>	<b>58%</b>	<b>65%</b>	Both income and expenditure are slightly behind the full year budget, however both are dependant on the timing of works.
3170-1730-0000	3170	1730	Recovery Private Works	32,081	55,000							
3170-2400-0000	3170	2400	Private Works - Operations			23,868	36,958					
	<b>3200</b>	<b>2</b>	<b>SERVICE DELIVERY</b>									
	<b>3205</b>	<b>4</b>	<b>RATES - URBAN</b>	<b>289,130</b>	<b>285,038</b>							
							<b>289,130</b>	<b>285,038</b>	<b>101%</b>	<b>0%</b>	On track	
3205-1500-0000	3205	1500	Urban Rates Income	291,945	288,490							
3205-1501-0000	3205	1501	Urban Discount Allowed	-	2,753	-	3,452					
3205-1705-0000	3205	1705	Urban Rates & Charges - Write Offs	-	62	-						
	<b>3210</b>	<b>4</b>	<b>RATES - RURAL</b>	<b>393,756</b>	<b>394,300</b>							
							<b>393,756</b>	<b>394,300</b>	<b>100%</b>	<b>0%</b>	On track	
3210-1500-0000	3210	1500	Rural Rates Income	397,850	402,943							
3210-1501-0000	3210	1501	Rural Discount Allowed	-	3,996	-	8,643					
3210-1705-0000	3210	1705	Rural Rates & Charges - Write Offs	-	97	-						
	<b>3215</b>	<b>4</b>	<b>RATES - MINING</b>	<b>3,017</b>	<b>3,025</b>							
							<b>3,017</b>	<b>3,025</b>	<b>100%</b>	<b>0%</b>	On track	
3215-1500-0000	3215	1500	Mining Rates Income	3,045	3,044							
3215-1501-0000	3215	1501	Mining - Discount Allowed	-	29	-	19					
	<b>3250</b>	<b>2</b>	<b>EXTERNAL RELATIONSHIPS</b>									
	<b>3255</b>	<b>3</b>	<b>REGIONAL ORGANISATIONS</b>									
							<b>58,672</b>	<b>60,000</b>	<b>0%</b>	<b>98%</b>	On track	
3255-2480-0000	3255	2480	Regional Memberships			58,672	60,000					

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	3300 2	OVERHEADS/ONCOSTS									
	3305 3	WAGES ONCOSTS			168,955	12,283	168,955	12,283	0%	1376%	When adjusted for the timing of the payment of the worker's compensation insurance all items are practically on track.
3305-2547-0000	3305 2547	Recovery Oncosts - Wet Weather			43,380	54,764					
3305-2548-0000	3305 2548	Recovery Oncosts - Quality Assurance			8,842	9,431					
3305-2549-0000	3305 2549	Recovery Oncosts - Fringe Benefits Tax			8,618	12,711					
3305-2550-0000	3305 2550	Recovery Oncosts - Annual Leave			404,559	542,516					
3305-2551-0000	3305 2551	Recovery Oncosts - Long Serv Leave			80,647	108,149					
3305-2552-0000	3305 2552	Recovery Oncosts - Public Holidays			137,693	184,649					
3305-2553-0000	3305 2553	Recovery Oncosts - Sick Leave			49,950	66,295					
3305-2554-0000	3305 2554	Recovery Oncosts - Superannuation			429,596	576,091					
3305-2555-0000	3305 2555	Recovery Oncosts - Workers Comp Ins			32,349	42,108					
3305-2557-0000	3305 2557	Recovery Oncosts-Work Health & S			76,095	101,139					
3305-2558-0000	3305 2558	Recovery Oncosts - FP&L Tools			52,916	56,445					
3305-2559-0000	3305 2559	Recovery Oncosts - Training			117,178	155,743					
3305-2560-0000	3305 2560	Annual Leave - Transfer to Provision			372,635	557,395					
3305-2561-0000	3305 2561	Long Serv Leave - Transfer to Provision			23,306	35,751					
3305-2562-0000	3305 2562	Public Holiday Payments			116,105	225,575					
3305-2564-0000	3305 2564	Sick Leave Payments			157,380	230,013					
3305-2565-0000	3305 2565	Superannuation Employer Contribution			397,660	584,026					
3305-2566-0000	3305 2566	Workers Comp Insurance			92,533	91,574					
3305-2765-0000	3305 2765	Training			113,248	173,425					
	4000 1	COMMUNITY WELLBEING & RESILIENCE									
	4055 3	ENVIRONMENTAL HEALTH SERVICES				2,000	-	2,000	0%	0%	
4055-2480-0000	4055 2480	Environmental Health Services				2,000					
	4060 3	SAFETY			270,205	401,127	270,205	401,127	0%	67%	Materials and services expenses remain slightly behind forecast.
4060-2400-0000	4060 2400	Operational Expenses WH & S			257,369	381,127					
4060-2900-0000	4060 2900	Equipment - Not Capital			12,836	20,000					
	4100 2	COMMUNITY SERVICES									
	4105 3	CHILD CARE	93,031	110,000	259,094	287,706	166,064	177,706	85%	90%	Fee income is slightly ahead of target, while expenses remain higher than forecast due to the need to employ agency staff at a higher cost.
4105-1125-0000	4105 1125	Fees Received	93,031	110,000							
4105-2400-0000	4105 2400	Childcare - Operating Expenses			257,577	284,672					
4105-2500-0000	4105 2500	Rates & Charges - Council Properties			1,517	3,034					
	4115 3	COMMUNITY SERVICES	31,577	16,625	188,054	177,637	156,477	161,012	190%	106%	Revenue is higher than forecast due to additional funding received, while employee costs for the Director have been reallocated to better reflect the work undertaken.
4115-1153-0000	4115 1153	Stronger Communities 25-26	5,125	5,125							
4115-1160-0000	4115 1160	Q Rail Contribution	11,452	11,500							
4155-1179-0000	4115 1179	Library Digital Inclusion Project	15,000								
4155-2431-0000	4115 2431	Digital Inclusion Project			7,076						
4115-2450-0000	4115 2450	Railway Station Expense			9,523	12,898					
4115-2452-0000	4115 2452	Community Services - Operational Expenditure			171,455	164,739					
	4120 3	QGAP	31,468	53,216	1,450	2,264	30,018	50,952	59%	64%	Both revenue and expenses are behind forecast.
4120-1150-0000	4120 1150	Grants-QGAP Operations	31,468	53,216							
4120-2400-0000	4120 2400	QGAP - Operating Expenses			1,450	2,264					

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

GL Account	Account no.	Description	2025/26	ADOPTED	2025/26	ADOPTED	YTD Actual	Budgeted	Income %	Expenditure%	Comments			
			ACTUAL INCOME AS AT 31 March 2026	2025/26 BUDGET INCOME	ACTUAL EXP AS AT 31 March 2026	2025/26 BUDGET EXPENDITURE						Net Result	Net Result	Actual vs Budget
4125-2400-0000	4125	3	<b>CEMETERIES</b>	-	-	11,076	17,755	-	11,076	-	17,755	0%	62%	Expenditure is behind forecast due to the timing of works.
	4125	2400	Cemeteries - Operation & Maintenance			10,553	16,755							
4125-2500-0000	4125	2500	Cemeteries - Rates & Charges			523	1,000							
	4155	3	<b>LIBRARY</b>	26,000	26,000	62,759	114,345	-	36,759	-	88,345	100%	55%	All funding has been received, while the allocation of employee costs requires further review.
4155-1176-0000	4155	1176	State Subsidy	6,000	6,000									
4155-1178-0000	4155	1178	Library Fundraising Receipts	20,000	20,000									
4155-2400-0000	4155	2400	Library - Operation & Maintenance			62,759	114,345							
	4200	2	<b>ARTS AND CULTURE</b>											
	4205	3	<b>HALLS</b>	4,322	4,000	-	-	-	4,322	-	4,000	108%	0%	Revenue remains higher than budget
4205-1850-0000	4205	1850	Sundry Income - Hire of Halls	4,322	4,000									
	4210	3	<b>ARTS</b>	20,248	20,248	15,990	14,646	-	4,258	-	5,602	100%	109%	RADF program has been completed for the year.
3051-1850-0000	3051	1850	Community Art - Sundry Income	118										
4210-1175-0000	4210	1175	RADF Subsidy	20,248	20,248									
4210-2400-0000	4210	2400	Arts - RADF Program Expenses			15,990	12,646							
4210-2420-0000	4210	2420	Arts - Operation & Maintenance			-	2,000							
	4220	3	<b>MUSEUM</b>	-	-	603	1,500	-	603	-	1,500	0%	40%	
4220-2400-0000	4220	2400	Museums - Operation & Maintenance			0	1,500							
4220-2500-0000	4220	2500	Rates & Charges - Council Properties			603	-							
	4225	3	<b>CULTURAL ACTIVITIES</b>	-	-	-	1,500	-	-	-	1,500	0%	0%	
4225-2400-0000	4225	2400	Civic Cultural Activities - Op & Maintenance			-	1,500							
	4250	2	<b>HERITAGE</b>											
	4255	3	<b>HERITAGE</b>	434	900	85,532	3,319	-	85,099	-	2,419	48%	2577%	Review of costs to be undertaken to ensure that capital works have not been missallocated.
4255-1865-0000	4255	1865	Donations - Heritage	434	900									
4255-2400-0000	4255	2400	Heritage - Operation & Maintenance			84,247								
4255-2500-0000	4255	2500	Rates & Charges Council Properties			1,285	3,319							
	4300	2	<b>HOUSING</b>											
	4305	3	<b>EMPLOYEE HOUSING</b>	165,024	180,000	199,528	172,453	-	34,504	-	7,547	92%	116%	Both income and expenditure are higher than forecast. Expenditure is dependent on the works required.
4305-1780-0000	4305	1780	Rental Income - Housing	165,024	180,000									
4305-2400-0000	4305	2400	Employee Housing - Repairs & Maintenance			181,841	154,831							
4305-2500-0000	4305	2500	Employee Housing - Rates & Charges			17,686	17,622							
	4310	3	<b>PENSIONER HOUSING</b>	22,742	25,000	14,249	14,405	-	8,493	-	10,595	91%	99%	Income and expenditure are ahead of forecast but not of concern at this stage. Expenditure variance is a timing issue based on when repairs and maintenance works are needed.
4310-1780-0000	4310	1780	Rental Income	22,742	25,000									
4310-2400-0000	4310	2400	Pensioner Housing - Repairs & Maintenance			11,595	9,036							
4310-2500-0000	4310	2500	Pensioner Housing - Rates & Charges			2,654	5,369							
	4350	2	<b>FESTIVALS, EVENTS AND PROGRAMS</b>											
	4355	3	<b>EVENTS</b>	1,745	-	21,730	65,000	-	19,985	-	65,000	0%	33%	Variance is not of concern and is due to a timing difference between the expenditure and budget phasing.
4355-1868-0000	4355	1868	Other Income	18										
4355-1867-0000	4355	1867	Chinese Temple Grand Opening	1,727										
4355-2440-0000	4355	2440	Festivals, Events and Programs			21,730	65,000							

**CROYDON SHIRE COUNCIL DRAFT 2025-2026 OPERATIONAL BUDGET**

GL Account	Account no.	Description	2025/26 ACTUAL INCOME AS AT 31 March 2026	ADOPTED 2025/26 BUDGET INCOME	2025/26 ACTUAL EXP AS AT 31 March 2026	ADOPTED 2025/26 BUDGET EXPENDITURE	YTD Actual Net Result	Budgeted Net Result	Income % Actual vs Budget	Expenditure% Actual vs Budget	Comments	
	<b>4405</b>	<b>3</b>	<b>PLANNING &amp; DEVELOPMENT</b>	<b>37,167</b>	<b>26,000</b>	<b>30,085</b>	<b>26,000</b>	<b>7,083</b>	<b>-</b>	<b>143%</b>	<b>116%</b>	Variance due to higher expenditure than expected due to the timing of projects requiring planning support. Higher revenue offsets the higher expenditure.
4405-1126-0000	4405	1126	Fees Received - Building/Planning	37,000	25,000							
4405-1128-0000	4405	1128	Plumbing Application Fees	167	1,000							
4405-2400-0000	4405	2400	Town Planning - Operations			30,085	25,000					
4405-2430-0000	4405	2430	Plumbing Inspection Expense			-	1,000					
	<b>4410</b>	<b>3</b>	<b>PARKS &amp; RESERVES</b>	<b>-</b>	<b>-</b>	<b>132,972</b>	<b>146,668</b>	<b>132,972</b>	<b>-</b>	<b>0%</b>	<b>91%</b>	Expenditure is ahead of forecast for both labour and other costs possibly due to timing issues.
4410-2400-0000	4410	2400	Parks & Reserves - Operation & Maintenance			113,512	109,401					
4410-2500-0000	4410	2500	Parks & Reserves - Rates & Charges			19,460	37,267					
	<b>4415</b>	<b>3</b>	<b>SPORTS FACILITIES</b>	<b>2,821</b>	<b>-</b>	<b>183,589</b>	<b>166,360</b>	<b>180,768</b>	<b>-</b>	<b>0%</b>	<b>110%</b>	Expenditure is ahead of forecast for both labour and other costs. Employee costs for the Director have been reallocated to better reflect the work undertaken.
4415-1127-0000	4415	1127	Gym Membership Fees	2,821								
4415-2400-0000	4415	2400	Sports Facilities - Operation & Maintenance			156,868	131,776					
4415-2500-0000	4415	2500	Rates & Charges - Council Properties			26,720	34,585					
	<b>4420</b>	<b>3</b>	<b>SWIMMING POOLS</b>	<b>-</b>	<b>-</b>	<b>142,514</b>	<b>149,590</b>	<b>142,514</b>	<b>-</b>	<b>0%</b>	<b>95%</b>	Employee costs for the Director have been reallocated to better reflect the work undertaken.
4420-2400-0000	4420	2400	Swimming Pool - Operation & Maintenance			142,514	149,590					
	<b>4425</b>	<b>3</b>	<b>LAKE BELMORE RECREATION AREA</b>	<b>-</b>	<b>-</b>	<b>79,540</b>	<b>102,364</b>	<b>79,540</b>	<b>-</b>	<b>0%</b>	<b>78%</b>	On track
4425-2400-0000	4425	2400	Lake Belmore - Operation & Maintenance			70,466	85,000					
4425-2420-0000	4425	2420	DERM - Lake Belmore Lease Rental			9,074	17,364					
	<b>4450</b>	<b>2</b>	<b>DISASTER MANAGEMENT</b>	<b>5,852</b>	<b>5,852</b>	<b>109,269</b>	<b>32,573</b>	<b>103,416</b>	<b>-</b>	<b>100%</b>	<b>335%</b>	Expenditure is over budget due to the emergency disaster relief costs which will be reimbursed to Council. The other line items are on track
4455-1176-0000	4455	1176	Get Ready Qld Resilience Initiative	5,852	5,852							
4455-2490-0000	4455	2490	2025-26 Disaster Relief - Other			87,037						
4455-2482-0000	4455	2482	Dis Management Plan/Operating Costs			11,284	17,160					
4455-2480-0000	4455	2480	Rural Fire Brigade - Operating Expenditure			10,948	15,413					
	<b>4460</b>	<b>3</b>	<b>STATE EMERGENCY SERVICE</b>	<b>50,270</b>	<b>30,157</b>	<b>441</b>	<b>14,011</b>	<b>49,829</b>	<b>16,146</b>	<b>167%</b>	<b>3%</b>	Annual subsidy has been received in full while the State Emergency Services Fire Levy has been raised alongside Council's rates but has not yet been remitted to the State. The timing of the SES operating expenses is uncertain.
4460-1175-0000	4460	1175	Operational Subsidies	14,011	14,011							
4460-1500-0000	4460	1500	State Emergency Services Fire Levy	36,259	16,145							
4460-2480-0000	4460	2480	SES - Operating Expenses			441	14,011					
			<b>DEPRECIATION</b>	<b>-</b>	<b>-</b>	<b>2,231,888</b>	<b>2,975,850</b>	<b>2,231,888</b>	<b>-</b>	<b>0%</b>	<b>75%</b>	On track
			Total Depreciation			2,231,888	2,975,850					
			<b>TOTAL OPERATING INCOME/EXPENDITURE</b>	<b>13,411,737</b>	<b>27,380,115</b>	<b>19,431,235</b>	<b>27,193,453</b>	<b>6,019,616</b>	<b>186,662</b>	<b>49%</b>	<b>71%</b>	
			<b>SURPLUS/(DEFICIT)</b>		<b>186,662</b>							



# Debt Recovery Policy

## Document Control

Responsible Officer: **Chief Executive Officer**

CEO Signature: \_\_\_\_\_

Date:

Category (tick):

- Policy** *Council resolution required*
- Procedure** *CEO approval required*
- Guideline** *CEO approval required*

Approval date	Head Policy #	Reference Number	Reason/Comment	Next review

## 1. Policy Statement

- 1.1 This is a Strategic Policy of Croydon Shire Council, approved by Council resolution. It sets out Council's position, commitment and overarching framework in relation to debt recovery, ensuring that collection activity is accountable, transparent, fair, and consistent.
- 1.2 The detailed operational procedure that implements this policy are set out in the supporting Debt Recovery Administrative Policy (Procedure), approved by the Chief Executive Officer.

## 2. Scope

- 2.1 This policy applies to all persons and entities with outstanding rates, charges, or sundry debts owed to Council.
- 2.2 This policy applies to all employees, contractors, consultants, elected members and agents of Council involved in debt management and recovery activities.

## 3. Background

- 3.1 Council recognises that effective debt management protects public funds, supports financial sustainability, and ensures that the cost of services is shared equitably across the community.
- 3.2 Council is committed to treating all debtors with respect and consistency, and to providing reasonable opportunities for debtors experiencing genuine financial hardship to explore alternative arrangements before escalating recovery action.

## 4. Legislation

- 4.1 The following legislation and rulings apply to this Policy:
  - *Local Government Act 2009* (Qld)
  - *Local Government Regulation 2012* (Qld)

## 5. Definitions

Term	Definition
<b>Council</b>	Croydon Shire Council.
<b>Credit</b>	The purchase and/or provision of goods and services from Council by a debtor based on a commitment to pay at a future time.
<b>Debt</b>	The amount of money owed to Council as a result of a transaction. A debt is expected to be settled within the normal payment terms of trade.
<b>Debtor</b>	An individual, organisation, or other party that owes money to Council for goods and/or services, fees and/or charges.

Term	Definition
<b>Doubtful Debt</b>	A debt for which full recovery is considered unlikely.
<b>Invoice Date</b>	The date on which an invoice is raised in Council's debtor management system.
<b>Overdue</b>	A debt is overdue if any portion of it remains unpaid on the day after the due date for payment stated in the relevant notice or invoice.
<b>Provision for</b>	An accounting entry that recognises the estimated value of a future liability or loss in accordance with applicable accounting standards.
<b>Write-Off</b>	The accounting procedure for cancelling a debt that is no longer collectable, resulting in its removal from Council's Statement of Financial Position.

## 6. Roles and Responsibilities

Role	Responsibilities
<b>All Personnel</b>	<ul style="list-style-type: none"> <li>• Read and understand this policy.</li> <li>• Comply with the requirements of this policy and all applicable legislation.</li> <li>• Immediately report any actual or suspected non-compliance to their supervisor, manager, or the Responsible Manager.</li> <li>• Cooperate with any investigation or review activity under this policy.</li> <li>• Comply with recordkeeping obligations.</li> </ul>
<b>Manager / Supervisor</b>	<ul style="list-style-type: none"> <li>• Ensure that goods and services provided within their area of responsibility are appropriately documented to support timely invoicing.</li> <li>• Identify and escalate debtor concerns within their area of responsibility to the Finance function.</li> </ul>
<b>Responsible Manager</b>	<ul style="list-style-type: none"> <li>• Oversee Council's debt recovery processes and compliance with this policy.</li> <li>• Maintain Council's debtor ledger and issue monthly statements.</li> <li>• Manage debt escalation in accordance with the steps set out in this policy.</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Refer unresolved debts to Council's debt collection agency as required.</li> <li>• Maintain and update this policy.</li> </ul>
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>• Has overall accountability for Council's compliance with the legislative requirements underpinning this policy.</li> <li>• Approve payment plans and variations to collection steps in accordance with this policy.</li> <li>• Approve write-offs within delegation limits.</li> <li>• Ensure sufficient resources are allocated to support compliance.</li> </ul>

## 7. Principles

- 7.1 Council's debt recovery practices will be guided by the following principles:
- a) **Accountability and transparency.** Collection practices and decisions will be made in accordance with applicable legislation and accepted conventions, with appropriate internal controls applied at each stage.
  - b) **Fairness and equity.** All debtors will be treated fairly and consistently. Where genuine financial hardship is identified, Council may exercise flexibility within the bounds of this policy.
  - c) **Risk management.** A structured collection process will be applied to reduce the risk of non-payment and to increase the likelihood of recovery.

## 8. Rates and Charges Recovery

- 8.1 Interest accrues on overdue rates and charges in accordance with section 133 of the *Local Government Regulation 2012* (Qld) at the rate set by Council in its annual Revenue Policy and Revenue Statement.
- 8.2 When rates and charges become overdue, Council will pursue recovery through a staged process set out in the Debt Recovery Administrative Policy (Procedure), which may include issuing reminder letters, referral to an external recovery agency, commencement of legal action, and sale of land.
- 8.3 Variations to the recovery process may occur at Council's discretion based on individual ratepayer circumstances, including financial hardship. Refer to Council's Financial Hardship Policy and Delegations Registers for further information.

## 9. Sundry Debt Recovery

- 9.1 Interest accrues on overdue sundry debts at the rate prescribed in the relevant Council tax invoice terms and conditions, or ancillary document.
- 9.2 Council will pursue recovery of overdue sundry debts through a staged escalation process set out in the Debt Recovery Administrative Policy, up to and including commencement of court proceedings where necessary.

- 9.3 The CEO (or nominated officer) may vary collection steps at their discretion, subject to applicable Delegation Register and Policy limits.

## 10. Provision for Doubtful Debts

- 10.1 Where full recovery of a debt is unlikely, including where the debtor is bankrupt or in liquidation, a provision for Doubtful Debt must be recognised in Council's accounts in accordance with applicable accounting standards.

## 11. Writing Off Debt

- 11.1 Debts may only be written off in accordance with Council's Delegations Register and relevant Policy.
- 11.2 A debt that has been written off may be reinstated and pursued if the debtor's circumstances change and recovery becomes practicable.

## 12. Discretionary Debt Relief

- 12.1 In addition to any power of Council to grant a Concession under Part 10 of the LGR, or write off a Debt under Policy, and regardless of the type/ category of Debtor so applying, Council may at its sole discretion, agree by resolution upon receipt of a written request by the Debtor to Council, to discretionary relief of any Debt in accordance with Council's *Discretionary Debt Relief Strategic Policy*.

## 13. Human Rights Consideration

- 13.1 Council is a public entity under the *Human Rights Act 2019* (Qld) and must act and make decisions in a way that is compatible with human rights.
- 13.2 This policy has been assessed for compatibility with the human rights protected under the *Human Rights Act 2019* (Qld). This policy engages the right to privacy and reputation (section 25) through the collection, use, and disclosure of personal financial information in the course of debt recovery. To the extent that this policy limits that right, the limitation is considered reasonable and demonstrably justifiable in accordance with section 13 of the *Human Rights Act 2019* (Qld), as the requirements are necessary for Council to recover public money in a financially responsible manner and to comply with its obligations under applicable legislation.

## 14. Publication

- 14.1 This policy must be available for public inspection at Council's public office and on Council's website.

## 15. Evaluation of Policy

- 15.1 The success of this policy will be measured by:
- the proportion of debts collected within standard payment terms;
  - reductions in aged debt over time;
  - write-offs as a proportion of total debtors, tracked over time;
  - compliance with delegation limits on write-offs; and

- e) completion rates for Personnel training on this policy.

## 16. Policy Review

- 16.1 This policy is to be reviewed in accordance with the Governance Framework. Croydon Shire Council reserves the right to vary, replace, or terminate this policy from time to time.

## 17. Breaches

- 17.1 Failure to comply with this policy may result in disciplinary action and may also result in decisions being reviewed, suspended, or set aside where required to address risk, probity, or legal compliance.
- 17.2 Suspected misconduct, fraud, or serious probity concerns must be reported in accordance with Council's relevant reporting processes and Code of Conduct.

## 18. Related Documents

- Debt Recovery Administrative Policy (Procedure)
- Procurement Policy
- Delegations Register
- Discretionary Debt Relief Strategic Policy

## 19. Approval

This policy was duly adopted by resolution of Croydon Shire Council on **[Insert date]** (**Resolution No. [Insert resolution number]**) and shall hereby supersede any previous policies of the same intent.

**Document Control**

<b>Document Owner</b>	[Insert position]
<b>Version</b>	[X.0]
<b>Date of Initial Adoption</b>	[Insert date]
<b>Date of Last Review</b>	[Insert date]
<b>Next Review Date</b>	[Insert date]

**Document History**

<b>Version</b>	<b>Date</b>	<b>Amendment</b>	<b>Approved By</b>	<b>Res #</b>
1.0	[Date]	Initial adoption	[Position]	[Res #]
[X.0]	[Date]	[Description of amendment]	[Position]	[Res #]



# Discretionary Debt Relief Strategic Policy (Policy)

## Document Control

Responsible Officer:

Chief Executive Officer

CEO Signature: \_\_\_\_\_

Date:

Category (tick):

Policy *Council resolution required*

Procedure *CEO approval required*

Guideline *CEO approval required*

Approval date	Head Policy #	Reference Number	Reason/Comment	Next review
	Financial Hardship			

## 1. Purpose

- 1.1 This is a Strategic Policy of Croydon Shire Council, approved by Council resolution. This policy establishes Croydon Shire Council's commitment to providing fair, transparent, and compassionate assistance to debtors experiencing financial hardship or other circumstances that affect their ability to pay rates, charges and sundry debts.
- 1.2 Council recognises that circumstances beyond a debtor's control can result in genuine difficulty in meeting payment obligations, and that sometimes debt relief can be in the overall public interest in the local government area, where a structured and consistent approach to granting relief supports both the wellbeing of the community and the financial sustainability of Council.

## 2. Commencement

- 2.1 This policy commences on the Approval Date. It replaces any previous policy of the same intent.

## 3. Scope

- 3.1 This policy is not intended to provide indefinite support to debtors, but rather case by case relief on application based on the categories of relief prescribed in this Policy.

## 4. Legislation

- *Local Government Act 2009* (Qld)
- *Local Government Regulation 2012* (Qld)
- *Human Rights Act 2019* (Qld)

## 5. Council's Commitment

- 5.1 Council is committed to:
  - a) treating all debtors with dignity, respect, and consistency in the assessment of hardship applications;
  - b) providing debtors with reasonable opportunities to access assistance before escalating debt recovery action;
  - c) assessing all applications confidentially and on their individual merits;
  - d) ensuring that the cost of providing relief is borne equitably across Council's revenue base; and
  - e) exercising its concession powers in a manner that is consistent with the *Local Government Regulation 2012* (Qld) and Council's Revenue Policy and Revenue Statement.

## 1. Terms and Definitions

Term	Definition
<b>Council</b>	Croydon Shire Council
<b>Debt</b>	An amount owed to Council including rates and charges levied under Chapter 4 (Part 10) of the <i>Local Government Regulation 2012</i> (Qld) and sundry debts arising from the supply of goods or services by, or fees and charges of, Council.
<b>Debtor</b>	An individual, organisation, or other party who owes a Debt to Council, including a ratepayer liable for rates and charges and a sundry debtor.
<b>Financial Hardship</b>	A circumstance where a debtor is unable to meet their financial obligations to Council due to unexpected or unforeseen events.
<b>Hardship</b>	A significant and appreciable detriment to a debtor that transcends mere inconvenience or annoyance and represents a real and atypical burden.
<b>Payment Arrangement</b>	A written agreement between Council and debtor for the regular repayment of an overdue amount in accordance with agreed terms.
<b>Rates and Charges</b>	Amounts issued by Council to owners of rateable land under Chapter 4 of the <i>Local Government Regulation 2012</i> (Qld), including general rates, special charges, and utility charges such as water and sewerage, together with any interest that accrues on unpaid amounts.
<b>Ratepayer</b>	The owner or occupier of land within Council's area who is liable for the payment of rates and charges.
<b>Relief</b>	Assistance granted by Council to a Debtor experiencing financial hardship under this policy, which may take the form of a deferral of payment, a structured payment arrangement, a partial or full waiver of the Debt, or a combination of these measures.
<b>Responsible Manager</b>	The officer delegated by the Chief Executive Officer to administer this policy, or that officer's authorised delegate, including any officer acting in that position.
<b>Sundry Debt</b>	An amount owed to Council for the supply of goods or services, or a fee or charge, other than for rates.

## 2. Roles and Responsibilities

Role	Responsibilities
<b>All Personnel</b>	<p>Read and understand this policy.</p> <p>Comply with the requirements of this policy and all applicable legislation.</p> <p>Maintain confidentiality in relation to all hardship applications and assessments.</p> <p>Comply with recordkeeping obligations.</p>
<b>Responsible Manager</b>	<p>Receive, assess, and process hardship applications in accordance with this policy.</p> <p>Approve hardship relief within the parameters established by this policy, the Delegations Register and Procurement Policy, acting under the class resolution conferred by Council's adoption of the Financial Hardship Strategic Policy.</p> <p>Refer applications that fall outside the standard parameters to Council for resolution.</p> <p>Maintain the Hardship Register and associated records.</p> <p>Maintain and update this policy.</p>
<b>Chief Executive Officer</b>	<p>Nominate the Responsible Manager</p> <p>Approve hardship relief that exceed the Responsible Manager's delegated authority but remain within the parameters of this policy.</p> <p>Ensure this policy is implemented consistently and confidentially.</p> <p>Report to Council on the operation of the hardship framework as required.</p>
<b>Council (by resolution)</b>	<p>Adopt and amend the Financial Hardship Strategic Policy.</p> <p>Approve cost of living concessions by resolution under section 122 of the <i>Local Government Regulation 2012</i> (Qld).</p> <p>Determine Hardship Relief applications that fall outside the standard parameters of the Financial Hardship Administrative Policy.</p> <p>Receive and consider reporting from the CEO on the application of this policy.</p>

## 3. Principles

- 3.1 Council's approach to financial hardship will be guided by the following principles:

- a) **Compassion.** Council will treat debtors experiencing hardship with empathy and respect, recognising that hardship is often temporary and arises from circumstances outside a person's control.
- b) **Consistency.** All applications will be assessed using the same criteria and processes, ensuring equitable treatment across the community.
- c) **Transparency.** Council's relief criteria and processes will be publicly available and communicated clearly to debtors.
- d) **Proportionality.** The level of assistance provided will be commensurate with the level of hardship experienced and Council's capacity to provide support.
- e) **Financial sustainability.** Relief will be managed in a manner that protects Council's long-term financial position and does not impose an unreasonable burden on the broader community.

#### 4. **Application Process**

- 4.1 An application for discretionary debt relief shall be made in writing by a debtor, or on a debtor's behalf by the debtor's representative.
- 4.2 Applications from debtors will be acknowledged within 5 business days of receipt.
- 4.3 Applicants who have provided insufficient information will be contacted requesting further information. If requested information is not provided within a reasonable time, the application will be closed and will not be considered by Council.
- 4.4 Applications will be assessed confidentially. No information provided in support of an application will be disclosed, except as required by law.
- 4.5 Applications supported by information from authorised financial counselling services will be accepted.

#### 5. **Types of Assistance**

- 5.1 Council may, by resolution at its sole discretion, offer any combination of the following discretionary debt relief to eligible debtors, namely:
  - a) deferral of interest charges (in whole or in part);
  - b) deferral of the debt for a period (in whole or in part);
  - c) a rebate of all or part of the debt;
  - d) a payment arrangement (see Debt Recovery Policy and Procedure).

#### 6. **Eligibility**

To be eligible for discretionary debt relief under this policy, the following must be demonstrated by the applicant to Council's satisfaction.

##### 6.1 **Category 1 – Financial Hardship**

To be eligible for relief under this Category, the debtor must demonstrate to Council's satisfaction that:

- a) the debtor is responsible for the payment of the debt;
- b) payment of the debt would cause genuine hardship to the debtor;
- c) hardship is confirmed by Council's assessment of the debtor's circumstances; and
- d) the debtor generally had an on-time payment history prior to the circumstances causing hardship.

## 6.2 Category 2 – Overall Public Interest

Council may grant a discretionary debt relief by resolution where Council is satisfied, having regard to all relevant circumstances, that debtor relief is in the overall public interest within the local government area, with reference to considerations such as:

- the economic development in the local government area;
- preservation, restoration or maintenance of cultural, environmental, historic, heritage or scientific significance in the local government area; and/or
- furthering one or more objectives identified in the Corporate Plan.

## 7. Accompanying Information

All applications must be in writing and accompanied and supported by the following prescribed information.

### 7.1 Category 1 – Financial Hardship

To enable Council to assess the application, the applicant must provide either:

- a) a letter from the debtor's accountant confirming the circumstances of financial hardship and the debtor's proposal for discretionary debt relief (see clause 5); **or**
- b) a letter signed by the debtor (or a Director of the debtor if a corporation or other entity), detailing:
  - i. a description of the circumstances that have led to the hardship, including the nature of the event, when it occurred, and why it has affected the debtor's ability to pay the debt;
  - ii. estimated income and expenditure from all sources for the current financial year;
  - iii. current balances of all bank accounts;
  - iv. details of all debts including personal loans, mortgages, and credit cards, including balances and whether the debtor is currently in arrears;
  - v. details of any insurance payouts, government grants, or other government assistance received in the past twelve (12) months;
  - vi. details of any property owned and estimated values, including any property listed for sale;
  - vii. details of other assets and their estimated values;

- viii. details of any superannuation fund balances and whether early release has been sought; and
- ix. any other information the Responsible Manager considers relevant to the debtor's current financial situation;
- x. details of any cost of living pressures common to the local government area; and
- xi. the debtor's proposal for discretionary debt relief (see clause 5).

## 7.2 Category 2 – Overall Public Interest

To enable Council to assess the application, the applicant must detail in its written application, all circumstances which demonstrate that it is in the overall public interest to provide the discretionary debt relief, and a proposal for discretionary debt relief (see clause 5).

## 8. Assessment and Approval

- 8.1 All approvals under this Policy require Council resolution and are distinctly separate to any delegable powers to write off debts within financial delegation provided to officers under other Policy and the Delegations Register or Concessions under Part 10 of the LGR.

## 9. Closing Meetings

- 9.1 For consideration of an application under this Policy at a Council meeting, the meeting shall be closed under section 254J of the *Local Government Regulation 2012* (Qld) being consideration of either a rating concession, negotiations of a commercial nature, and/or a matter the local government is required to keep confidential.

## 10. Review of Circumstances

- 10.1 Prior to the expiry of any relief or assistance provided under this policy, the debtor may request a review to take into consideration changes to their circumstances.
- 10.2 Council reserves the right to renegotiate or cancel a relief or payment arrangement if the debtor's circumstances change materially, or if the debtor fails to comply with the terms of an agreement.

## 11. Failure to Comply

- 11.1 An offer of a discretionary debt relief by Council will be withdrawn if the debtor does not accept Council's offer within thirty (30) days of the date of the written offer.
- 11.2 If an offer is withdrawn or an agreement is terminated, Council may continue with normal debt recovery action and charging of interest on overdue debts, with interest backdated to the date the amounts became overdue.

- 11.3 The debtor will be notified prior to the commencement of any debt recovery action in accordance with Council's *Debt Recovery Administrative Policy*.

## **12. Recordkeeping**

- 12.1 All records relating to discretionary debt relief applications, assessments, and relief granted must be managed in accordance with the *Public Records Act 2023* (Qld) and Council's records management requirements.

## **13. Training and Awareness**

- 13.1 All Personnel with responsibilities under this policy must receive training on this policy as part of induction, and at least annually thereafter.
- 13.2 Training must include the purpose and requirements of this policy, the obligations and responsibilities of Personnel, how to identify and escalate concerns, and the consequences of non-compliance.

## **14. Human Rights Consideration**

- 14.1 Council is a public entity under the *Human Rights Act 2019* (Qld) and must act and make decisions in a way that is compatible with human rights.
- 14.2 This policy has been assessed for compatibility with the human rights protected under the *Human Rights Act 2019* (Qld). This policy engages the right to privacy and reputation (section 25) through the collection and use of personal financial information in the assessment of hardship applications, and the right to property (section 24) through the potential impact of debt recovery action on a debtor's assets or financial position. To the extent that this policy limits those rights, the limitation is considered reasonable and demonstrably justifiable in accordance with section 13 of the *Human Rights Act 2019* (Qld), as the requirements are necessary to enable Council to recover public money in a financially responsible manner and to support debtors experiencing genuine hardship in meeting their obligations.

## **15. Publication**

- 15.1 This policy must be available for public inspection at Council's public office and on Council's website.

## **16. Evaluation of Policy**

- 16.1 The success of this policy will be measured by:
- a) the ratio of applications received to approved, tracked over time;
  - b) the value of relief granted under each category, tracked annually;
  - c) the proportion of debtors who resume normal payment following relief; and
  - d) compliance with delegation limits and approval requirements.

**17. Policy Review**

- 17.1 This policy is to be reviewed in accordance with the Governance Framework, and at any time the related legislation is amended. Council reserves the right to vary, replace, or terminate this policy from time to time.

**18. Breaches**

- 18.1 Failure to comply with this policy may result in disciplinary action and may also result in decisions being reviewed, suspended, or set aside where required to address risk, probity, or legal compliance.
- 18.2 Suspected misconduct, fraud, or serious probity concerns must be reported in accordance with Council's relevant reporting processes and Code of Conduct.

**19. Approval**

This policy was duly adopted by resolution of Croydon Shire Council on **[Insert date]** (**Resolution No. [Insert resolution number]**) and shall hereby supersede any previous policies of the same intent.

**Document Control**

<b>Document Owner</b>	[Insert position]
<b>Version</b>	[X.0]
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## Croydon Shire Council

# MODEL MEETING PROCEDURES

### Document Control

Responsible Officer: Chief Executive Officer

CEO Signature: \_\_\_\_\_

Date: 16 April 2026

#### Category (tick):

- Policy** *Council resolution required*
- Procedure** *CEO approval required*
- Guideline** *CEO approval required*

Approval date	Head Policy #	Reference Number	Reason/Comment	Next review
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11/04/2024	NA	POL STAT 01	Review and new template in line with legislation change	April 2026
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16/04/2026	NA	POL STAT 01	Legislative changes	April 2028

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# Model Meeting Procedures

Conduct of local government meetings and its committee meeting

Revised March 2026

Date	Version Number	Name	Approved
22 June 2023	004	P Cameron	M Kaiser (DG)
13 March 2024	005	P Cameron	M Cridland (DG)
23 August 2024	006	P Cameron	M Cridland (DG)
10 December 2024	007	P Cameron	M Nye (A/DG)
March 2026	008	P Cameron	B Blagoev (DG)

### **Acknowledgement of Country**

The Department of Local Government, Water and Volunteers respectfully acknowledges the Traditional Custodians of Country. We recognise the ongoing spiritual and cultural connection Aboriginal Peoples and Torres Strait Islander Peoples have with land, water, sea and sky. We pay our deep respects to their Elders past and present, support future leaders and acknowledge First Nations People's right to self-determination.

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## Purpose of the Model Meeting Procedures

The purpose of the model meeting procedures is to set out certain procedures to ensure all the local government principles are reflected in the conduct of local government meetings, standing and advisory committee meetings as defined in the *Local Government Act 2009* (LGA), *Local Government Regulation 2012* (LGR), the *City of Brisbane Act 2010* (COBA) and the *City of Brisbane Regulation 2012* (COBR). However, model meeting procedures do not apply to meetings of the local government's audit committee.

It is not intended that the model meeting procedures would deal with all aspects of meeting conduct but only those required to strengthen public confidence in local government to deal with chairing of meetings, the conduct of councillors, conflict of interest of councillors, loss of quorum and closed meetings.

## Principles Applied to Meetings

Local government meetings must adhere to the following local government principles:

- Transparent and effective processes and decision making in the public interest
- Sustainable development and management of assets and infrastructure, and delivery of effective services
- Democratic representation, social inclusion, and meaningful community engagement
- Good governance of, and by the local government
- Ethical and legal behaviour of councillors, local government employees and councillor advisors.

## Background

Under section 150F of the LGA, the chief executive of the department of local government must make model procedures for local government and committee meetings. These procedures must be adopted and if the local government adopts other procedures, they must not be inconsistent with the model procedures.

The model meeting procedures include the following:

- the process for the mayor as chairperson, to lead and manage local government meetings including any committee meetings for which the mayor is appointed as chairperson
- the process for how the chairperson of a local government meeting may deal with unsuitable meeting conduct by a councillor
- the process for how the councillors at a local government meeting may deal with the unsuitable meeting conduct by the chairperson
- the process for how a suspected conduct breach by a councillor, that is referred to the local government by the Independent Assessor (IA), must be dealt with at a local government meeting
- the processes for dealing with a conflict of interest (COI) arising during a local government meeting and recording the COI in the minutes of the meeting
- the process for dealing with a loss of quorum due to the number of councillors with a COI
- procedures for closing local government meetings to the public.

## Application

A local government must either adopt the model meeting procedures or prepare and adopt other procedures for the conduct of its local government meetings, standing and advisory committee meetings.

A local government's meeting procedures and standing orders must be consistent with the model meeting procedures. If there is any inconsistency with the documents, then the local government is taken to have adopted the model meeting procedures to the extent of the inconsistency.

To assist local governments the Department has published best practice example **standing orders** that local governments can choose to adopt. These are published on the departmental website.

A local government must conduct its meetings in a manner that is consistent with either the model meeting procedures, or its own standing orders provided they are consistent with clauses 1-10 below of these model meeting procedures.

## Processes

### 1. Process for the Chairperson

This clause applies to local government meetings, and local government committee meetings. For the purposes of this clause local government meetings are ordinary and special meetings. This section does not apply to Brisbane City Council (BCC) where the Chair of Council, elected by councillors, presides over each BCC meeting.

Under section 12(4) of the LGA the mayor has extra responsibilities in addition to those which all councillors have. The mayor is the chairperson of council meetings, and any committee meetings for which the mayor is appointed as chairperson, leading and managing local government meetings, including managing the conduct of participants at the meeting. The mayor is the official spokesperson for the local government about local government matters. The mayor may delegate another councillor to perform the mayor's extra responsibilities including acting as chairperson.

- 1.1. The mayor is the chairperson at all local government meeting and any committee meeting for which the mayor is appointed as the chairperson, at which the mayor is present including managing the conduct of the meeting participants.
- 1.2. If the mayor is absent from a local government meeting, the meeting will be chaired by the councillor to whom the mayor has delegated their responsibility to chair the meeting.
- 1.3. If the mayor is absent or unavailable to chair the meeting, and has not delegated another councillor to do so, the deputy mayor will be the chairperson.
- 1.4. If the office of mayor becomes vacant the deputy mayor acts as mayor and chairperson of the local government meetings
- 1.5. If the mayor and the deputy mayor are both prevented from chairing the meeting because of absence or temporary incapacitation, and no other councillor has been delegated the

responsibility to act as chairperson, the local government may by resolution appoint one of the councillors present at the meeting to act as chairperson for the duration of the meeting.

- 1.6. If the chairperson of a committee is absent or unavailable to chair, another councillor who is chosen by the councillors present, will be chairperson of the committee meeting.

**Note:** Section 12 of the LGA prescribes that other councillors cannot assume the chairperson role except when they are delegated by the mayor to perform the extra responsibilities of a mayor or a resolution has been passed by the councillors present to select a councillor to act as chairperson of a particular meeting, because the mayor, and the deputy mayor are unavailable and there is no delegated councillor. The provision for the mayor to delegate the responsibility to be chairperson to another councillor caters for the possibility that the mayor will not be the chairperson of a particular local government meeting because the mayor has, for example, a conflict of interest in a matter, or will be absent or incapacitated for that meeting.

## 2. Process for Dealing with Unsuitable Meeting Conduct by a Councillor in a Meeting

The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a local government meeting and contravenes a behavioural standard of the **Code of Conduct for Councillors**. When dealing with an instance of unsuitable meeting conduct by a councillor, the following procedures must be followed:

- 2.1. The chairperson must reasonably believe that the conduct of a councillor during a meeting is unsuitable meeting conduct.
- 2.2. If the chairperson decides the unsuitable meeting conduct has occurred, the chairperson may consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable meeting conduct issued. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, the chairperson can make an order in relation to the conduct under 2.7 below.
- 2.3. If the chairperson decides unsuitable meeting conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial action such as:
  - 2.3.1. Ceasing and refraining from exhibiting unsuitable meeting conduct
  - 2.3.2. Apologising for their conduct
  - 2.3.3. Withdrawing their comments.
- 2.4. If the councillor complies with the chairperson's request for remedial action, no further action is required.

- 2.5. If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request could result in an order being issued.
- 2.6. If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.
- 2.7. If the councillor continues to fail to comply with the chairperson's request for remedial action or the chairperson decided a warning was not appropriate under 2.5, the chairperson may make one or more of the orders below:
  - 2.7.1. An order reprimanding the councillor for the conduct
  - 2.7.2. An order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting.
- 2.8. If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.
- 2.9. Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for parts 2.1, 2.7 and 2.8 above.
- 2.10. Following the completion of the meeting, the chairperson must ensure the minutes of the meeting record the information about unsuitable meeting conduct and ensure the councillor conduct register is updated with the order made against the councillor including the councillor's name. (see note):

**Note:** Details of any order issued including the name of the councillor who engaged in unsuitable meeting conduct must be recorded in the minutes of the meeting. The local government's chief executive officer (CEO) is advised to ensure details of any order made is updated in the local government's councillor conduct register. If it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are dealt with at the next local government meeting as a conduct breach. The local government is not required to notify the independent assessor (IA) about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted.

### 3. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting

- 3.1. If a councillor at the meeting reasonably believes that the conduct of the chairperson during the meeting is unsuitable meeting conduct, the councillor will raise the matter in the meeting by point of order.
- 3.2. The chairperson may correct their unsuitable meeting conduct or if they do not properly correct their behaviour, the councillor may move a motion that the chairperson has engaged in unsuitable meeting conduct (a seconder for the motion is required). Councillors present,

- excluding the chairperson, must decide by resolution if the conduct is unsuitable meeting conduct.
- 3.3. The chairperson has a declarable conflict of interest in the matter and must leave the place where the meeting is being held, including any area set aside for the public, during the debate and vote on the matter. If the chairperson wishes to remain in the meeting, the eligible councillors must make a decision and follow the procedures set out in *part 5* below.
  - 3.4. For the debate and vote on the motion, a councillor other than the councillor that moved the motion, is to act as the chairperson.
  - 3.5. If the original chairperson remains in the meeting, on the condition that they will not vote on the matter as determined by the eligible councillors, the chairperson can put forward their reasoning about their conduct and respond to questions through the acting chairperson from the eligible councillors.
  - 3.6. The acting chairperson of the meeting will preside over the meeting while the councillors present at the meeting vote on whether the chairperson has engaged in unsuitable meeting conduct (the acting chairperson will have a casting vote on the resolution if required).
  - 3.7. If it is decided that the chairperson has engaged in unsuitable meeting conduct the councillors can make an order reprimanding the chairperson for the conduct.
  - 3.8. Once the councillors make a decision, the chairperson returns to the meeting (unless they have been permitted to remain in the meeting) and is informed of the decision by the acting chairperson.
  - 3.9. The original chairperson then resumes the role of chairperson, and the meeting continues.

**Note:** Details of any reprimand order is recorded in the minutes of the meeting. The local government's chief executive officer (CEO) is advised to ensure details of any order made is updated in the local government's councillor conduct register including the name of the chairperson engaging in unsuitable meeting conduct.

*For conduct of a chairperson, at local government meetings that is part of a course of conduct leading to a reprimand order for unsuitable meeting conduct being made against the chairperson, on three occasions within a period of 12 months, the conduct that led to the orders being made, taken together, becomes a conduct breach.*

*If the conduct of a councillor, including a chairperson, at the meeting becomes a conduct breach; in accordance with section 150J of the LGA, and is a conduct breach under section 150K(2)(b) and (3) of the LGA, the local government is not required to notify the IA about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. It may be dealt with at the next local government meeting.*

#### 4. Meeting Procedures for Dealing with a Suspected Conduct Breach including that which has been Referred to a Local Government by the Independent Assessor

Under chapter 5A, part 3, division 3A of the LGA, the IA must make a preliminary assessment and consider dismissing a complaint, notice or information before taking other action if satisfied that particular circumstances apply. If the IA assesses that a matter is a suspected conduct breach it must refer the matter to the local government. The IA refers the councillor's suspected conduct breach to the local government by giving a referral notice.

**Note:** *Conduct breach is conduct that contravenes a behavioural standard of the code of conduct for councillors, or a policy, procedure or resolution of the local government; or the conduct contravenes an order of the chairperson of a local government meeting for the councillor to leave and stay away from the place at which the meeting is being held; or an instance of a suspected conduct breach that may arise from circumstances described in the above Note at end of clause 2. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting, in this document.*

- 4.1. In relation to matters referred by the IA to the local government, the local government may decide not to start or discontinue an investigation if the complainant withdraws the complaint, or consents to the investigation not starting or discontinuing, or the complainant does not provide extra information when requested, or there is insufficient information to investigate the complaint, or the councillor vacates or has vacated their office as a councillor.

**Note:** *The local government investigation must be conducted in a way that is consistent with the local government's investigation policy. An investigation report must be prepared to assist the councillors in deciding on the outcome under section 150AG of the LGA. Before debating a matter to decide on the outcome, a summary investigation report (with redactions) must be prepared and made publicly available under section 150AFA of the LGA on or before the day and time prescribed by regulation. However, this section does not apply in relation to a decision by the Establishment and Coordination Committee under the COBA.*

- 4.2. The local government must decide in a local government meeting, whether the councillor has engaged in a conduct breach. Unless in accordance with section 150AG of the LGA, it has delegated responsibility for this decision to the mayor under section 257(2)(a), or to a standing committee section 257(2)(b) of the LGA or section 238(2)(a), (b) or (c) of the COBA.
- 4.3. When dealing with an instance of a suspected conduct breach which has been referred to a local government by the IA:
  - 4.3.1. The local government must be consistent with the local government principle of transparent and accountable decision making in the public interest by deciding the outcome of an investigation of a suspected conduct breach in an open meeting of the local government. However, where the matter requires debate a local government may close all or part of a meeting to the public, if considered necessary, to discuss an investigation report under the CBR section 242J, or the LGR section 254J.
  - 4.3.2. No resolution for a decision can be made in the closed session. The matter must be decided in an open session of the meeting or at a later meeting.

- 4.3.3. Where a local government makes a decision about a conduct breach matter at a local government meeting that is inconsistent with a recommendation made about that matter in an investigation report, a statement of the reasons for the inconsistency must be included in the minutes of the meeting under CBR section 242H and the LGR section 254H.
- 4.3.4. The subject councillor has a declarable conflict of interest in the matter and must declare the conflict of interest. The eligible councillors at the meeting can decide by resolution that the subject councillor may remain in the meeting (unless they decide otherwise), during the debate about the investigation report and may answer questions put to the subject councillor through the chairperson in relation to the evidence or written submission provided by the councillor to the local government.
- 4.3.5. The subject councillor who has a declarable conflict must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have engaged in a conduct breach and what, if any, penalty to impose if the councillor is found to have engaged in a conduct breach.
- 4.3.6. If the complainant is a councillor, that councillor has a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in clause 5. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other eligible councillors (do not have a COI in the matter) must decide how to deal with the conflict of interest under clause 5. The complainant councillor can be ordered to leave the meeting place or conditions may be applied to allow that councillor to participate in either the debate, the vote, or the decision on any disciplinary action to be applied.
- 4.3.7. After making a decision under section 150AG of the LGA, the local government must make the full investigation report, publicly available within 10 business days after the decision is made, with redactions of the name of the complainant and any witnesses but including the name of a councillor or the CEO of the local government if they were complainants, and any councillor who declared a COI in the matter.
- 4.4. If the local government has lost quorum due to the number of conflicted councillors or another reason, the local government must do one of the following:
- 4.4.1. Delegate deciding the matter under section 257 of the LGA to the mayor or a standing committee, or under section 238 of the COBA, to the mayor or the Establishment and Coordination Committee, or a standing committee, whichever is the most appropriate in the circumstances or
- 4.4.2. Decide, by resolution, to defer the matter to a later meeting or

- 4.4.3. Decide, by resolution, not to decide the matter and take no further action in relation to the matter unless this Act or another Act provides that the local government must decide the matter.

**Note:** *A local government cannot decide to take no further action on a decision about a conduct matter because a decision is required under the LGA. In order to reach a decision when a loss of quorum has occurred, the matter can be deferred to a later meeting when a quorum can be maintained, or the conflicted councillors may apply to the Minister for permission to participate in the decision. The local government should establish a standing committee under section 264 of the LGR to deal with decisions about conduct breach matters that must be delegated. The standing committee must be in existence before receiving the referral notice from the IA, in circumstances where there is no quorum to decide a matter under sections 150AEA or 150AG of the LGA due to conflicts of interest. The standing committee will decide about matters relating to the mayor's conduct. While section 12(4)(f) of the LGA provides that the mayor has the extra responsibility of being a member of each standing committee, the mayor could not be a decision making member of a standing committee dealing with decisions about the mayor's conduct because of the mayor's conflict of interest in the matter. The eligible councillors who are members of the committee will decide the matter.*

- 4.5. If it is decided that the subject councillor has engaged in a conduct breach, then the councillors must decide what penalty or penalties from the orders detailed in clause 4.6, if any, to impose on the councillor. In deciding what penalty to impose the local government may consider any previous conduct breach of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the local government is reasonably satisfied is true.
- 4.6. The local government may order that no action be taken against the councillor or make one or more of the following:
- 4.6.1. An order that the councillor make a public apology, in the way decided by the local government,
- 4.6.2. An order reprimanding the councillor for the conduct breach
- 4.6.3. An order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense
- 4.6.4. An order that the councillor be excluded from a stated local government meeting
- 4.6.5. An order that the councillor is removed, or must resign, from a position representing the local government, other than the office of councillor, (for example that the councillor is ordered to resign from an appointment representing the local government on a state board or committee)
- 4.6.6. An order that if the councillor engages in the same type of conduct again, it will be treated as misconduct
- 4.6.7. An order that the councillor reimburse the local government for all or some of the costs arising from the councillor's conduct breach.
- 4.6.8. A local government may not make an order in relation to a person who has vacated their office as a councillor.

- 4.7. The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the decision made by the local government and if relevant any orders made by resolution.
- 4.8. The minutes of the meeting must reflect the decision and any orders made. A notice must be given to the IA as soon as practicable about the decision and the reasons for the decision and if an order is made under section 150AH the details of the order.

## 5. Prescribed Conflict of Interest

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a local government meeting, standing or advisory committee meeting (other than ordinary business matters prescribed in section 150EF of the LGA or section 177C of the COBA. When dealing with a prescribed conflict of interest, councillors must abide by the following procedures,

- 5.1. A councillor who has notified the chief executive officer in writing of a prescribed conflict of interest in a matter to be discussed in a local government meeting must also give notice during the meeting at the time when the matter is to be discussed.
- 5.2. A councillor who first becomes aware of a prescribed conflict of interest in a matter during a local government meeting must immediately inform the meeting of the conflict of interest.
- 5.3. When notifying the meeting of a prescribed conflict of interest, the following particulars must, at a minimum, be provided:
  - 5.3.1. If it arises because of a gift, loan or contract, the value of the gift, loan or contract
  - 5.3.2. If it arises because of an application for which a submission has been made, the matters the subject of the application and submission
  - 5.3.3. The name of any entity, other than the councillor, that has an interest in the matter
  - 5.3.4. The nature of the councillor's relationship with the entity mentioned in 5.3.3 that has an interest in a matter
  - 5.3.5. Details of the councillor's and any other entity's interest in the matter.
- 5.4. The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice of approval from the Minister to participate in the matter.
- 5.5. Once the councillor has left the area where the meeting is being conducted, the local government can continue discussing and deciding on the matter at hand.

## 6. Declarable Conflict of Interest

Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at local government meetings and standing or advisory committee meetings that might lead to a decision that is contrary to the public interest (other than the interests prescribed under section 150EO of the LGA and section 177L of the COBA, and ordinary business matters prescribed in section 150EF of the LGA and section 177C of the COBA).

- 6.1. A councillor may raise their personal interests in a matter at the meeting to canvas the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the other councillors may disclose their suspicion and the processes under section 150EW of the LGA or section 177T of the COBA applies.
- 6.2. When dealing with a declarable conflict of interest, a councillor must abide by the following procedures:
  - 6.2.1. A councillor who has notified the chief executive officer in writing of a declarable conflict of interest in a matter to be discussed at a local government meeting must also give notice during the meeting at the time when the matter is to be discussed.
  - 6.2.2. A councillor who first becomes aware of a declarable conflict of interest in a matter during a local government meeting must inform the meeting of the conflict of interest.
- 6.3. When notifying the meeting of a declarable conflict of interest, a councillor should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following minimum details must be provided:
  - 6.3.1. The nature of the declarable conflict of interest
  - 6.3.2. If it arises because of the councillor's relationship with a related party
    - the name of the related party and
    - the nature of the relationship of the related party to the councillor and
    - the nature of the related party's interest in the matter.
  - 6.3.3. If it arises because of a gift or loan from another person to the councillor or a related party:
    - the name of the other person and
    - the nature of the relationship of the other person to the councillor or related party and
    - the nature of the other person's interest in the matter and
    - the value of the gift or loan and the date the gift or loan was made.
- 6.4. After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.

- 6.4.1. If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision.
- 6.4.2. The other eligible councillors at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter, or whether the councillor should not participate in the decision and leave the place of the meeting while the matter is decided by the eligible councillors. The eligible councillors may impose conditions on the councillor under a decision to either participate or leave the meeting e.g., may stay for the debate but must leave for the vote.
- 6.4.3. The councillor must comply with any decision or condition imposed by the eligible councillors. The councillor must not participate in the decision unless authorised in compliance with section 150ES of the LGA or section 177P of the COBA or under an approval by the minister for local government under section 150EV of the LGA or section 177S of the COBA.
- 6.4.4. In deciding on whether a councillor may participate in a decision about a matter in which the councillor has a declarable conflict of interest, only councillors who do not themselves have a prescribed or declarable conflict of interest in the matter are eligible to participate in the decision making. The decision may be made even if the number of those councillors is less than a majority or do not form a quorum for the meeting consistent with section 150ET of the LGA and section 177Q of the COBA.
- 6.5. The councillor who is the subject of the decision may remain in the meeting while the debate is occurring and can participate by answering questions from the chairperson to assist the eligible councillors in making their decision. The subject councillor must not vote in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.
- 6.6. When deciding whether a councillor may participate in the decision making on a matter in which the councillor has a declarable conflict of interest, the eligible councillors should consider the circumstances of the matter including, but not limited to:
  - 6.6.1. How does the inclusion of the councillor in the deliberation affect the public trust
  - 6.6.2. How close or remote is the councillor's relationship to the related party
  - 6.6.3. If the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received
  - 6.6.4. Will the benefit or detriment the subject councillor or their related party stands to receive from the decision have major or minor impact on them

- 6.6.5. How does the benefit or detriment the subject councillor stands to receive compare to others in the community
  - 6.6.6. How does this compare with similar matters that the local government has decided and have other councillors with the same or similar interests decided to leave the meeting
  - 6.6.7. Whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest?
- 6.7. If the eligible councillors cannot decide whether the subject councillor has a declarable conflict of interest, then they are taken to have decided that the councillor must leave and stay away from the meeting while the eligible councillors discuss and vote on the matter.
- 6.8. A decision about a councillor who has a declarable conflict of interest in a matter applies in relation to the councillor for participating in the decision, and subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the eligible councillors decide that the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a local government meeting about the same matter e.g., workshops.
- 6.9. In making the decision about the councillor's conflict of interest in a matter, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).
- 6.10. A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister as prescribed in section 150EV of the LGA or section 177S of the COBA.

## 7. Reporting a Suspected Conflict of Interest

- 7.1. If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or declarable conflict of interest, and that councillor is participating in a decision on that matter, the councillor who believes or suspects this, must immediately inform the chairperson of the meeting of their belief or suspicion, and the facts and circumstances that led to their belief or suspicion.
- 7.2. The chairperson should ask the relevant councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have a conflict of interest, the councillor must follow the relevant procedures above.
- 7.3. If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.

- 7.4. The eligible councillors must then decide whether the councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have a prescribed or declarable conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant procedures above. If a councillor with a declarable conflict of interest wants to participate in the decision despite the declarable conflict of interest, then the eligible councillors must make a decision about the councillor's participation.
- 7.5. If the councillors cannot reach a decision about the conflict of interest, or the subject councillor's participation in the matter despite a declarable conflict of interest, then they are taken to have determined that the councillor must leave and stay away from the place where the meeting is being held while the eligible councillors discuss and vote on the matter. This decision will continue to apply in relation to all subsequent decisions about the same matter, where the conflict of interest remains unchanged.
- 7.6. If the belief or suspicion of a COI relates to more than one councillor. Clause 6 of these procedures must be complied with in relation to each councillor separately.

## 8. Loss of Quorum

- 8.1. In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, all the councillors including the conflicted councillors must resolve to:
  - 8.1.1. Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA unless the matter cannot be delegated
  - 8.1.2. Defer the matter to a later meeting
  - 8.1.3. Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.
- 8.2. The local government must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.
- 8.3. The local government must not delegate a power that an Act says must be decided by resolution of the local government under section 257(3) of the LGA or section 238(3) of the COBA.
- 8.4. The local government may by resolution delegate a power under section 257 of the LGA or section 238 of the COBA to:
  - 8.4.1. The mayor or chief executive officer, or
  - 8.4.2. A standing committee, or joint committee of the local government, or

- 8.4.3. The chairperson of a standing committee or joint standing committee of the local government – does not apply to Brisbane City Council, or
- 8.4.4. Another local government for a joint government activity.
- 8.4.5. The Establishment and Coordination Committee – only applies to Brisbane City Council
- 8.5. The local government may only delegate a power to make a decision about a councillor's conduct under section 150AE or 150AG of the LGA pursuant to section 257(2) of the LGA, to:
  - 8.5.1. The mayor or
  - 8.5.2. A standing committee
  - 8.5.3. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.
- 8.6. A local government may only delegate a power to make a decision about a councillor's conduct pursuant to section 238(2) of the COBA, to:
  - 8.6.1. The mayor, or
  - 8.6.2. The Establishment and Coordination Committee, or
  - 8.6.3. A standing committee of the local government. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.
- 8.7. The Minister for Local Government may, by signed notice give approval for a conflicted councillor to participate in deciding a matter in a meeting including being present for the discussion and vote on the matter, if there is a loss of quorum and deciding the matter cannot be delegated, subject to any conditions the Minister may impose.

*Note: Refer to note under 3.4*

## 9. Recording Prescribed and Declarable Conflicts of Interest

- 9.1. When a councillor informs a meeting that they or another councillor have a prescribed or declarable conflict of interest in a matter, the minutes of the meeting must record all the relevant details of how the conflict of interest was dealt with, being (see section 150FA of the LGA or section 177X of the COBA):
  - 9.1.1. The name of any councillor and any other councillor who may have a prescribed or declarable conflict of interest
  - 9.1.2. The particulars of the prescribed or declarable conflict of interest provided by the councillor
  - 9.1.3. The actions taken by a councillor after informing the meeting that they have, or they reasonably suspect another councillor has a prescribed or declarable conflict of interest

- 9.1.4. Any decision then made by the eligible councillors
  - 9.1.5. Whether the councillor with a prescribed or declarable conflict of interest participated in or was present for the decision under ministerial approval
  - 9.1.6. The local government's decision on what actions the councillor with a declarable conflict of interest must take and the reasons for the decision
  - 9.1.7. The name of each eligible councillor who voted on the matter and how each voted.
- 9.2. If the councillor has a declarable conflict of interest the following additional information must be recorded in the minutes of the meeting when the meeting is informed of a councillor's personal interest by someone other than the councillor:
- 9.2.1. The name of each councillor who voted in relation to whether the councillor has a declarable conflict of interest, and how each of the councillors voted.
- 9.3. Where a decision has been made under clause 5 above – the minutes must include:
- 9.3.1. The decision and reasons for the decision, and
  - 9.3.2. The name of each eligible councillor who voted, and how each eligible councillor voted.

## 10. Closed Meetings

- 10.1. A local government meeting, standing committee meeting and advisory committee meeting may resolve that a meeting be closed to the public if its councillors and members consider it necessary to discuss any of the following matters pursuant to section 254J(3) of the LGR or section s242J(3) of the COBR:
- 10.1.1. Appointment, dismissal, or discipline of the CEO or, in the case of Brisbane City Council only, also for senior executive employees
  - 10.1.2. Industrial matters affecting employees
  - 10.1.3. The local government's budget, which does not include the monthly financial statements
  - 10.1.4. Rating concessions
  - 10.1.5. Legal advice obtained by the local government or legal proceedings involving the local government, including for example, legal proceedings that may be taken by or against the local government
  - 10.1.6. Matters that may directly affect the health and safety of an individual or a group of individuals
  - 10.1.7. Negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government

- 10.1.8. Negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*
- 10.1.9. A matter that the local government is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or State
- 10.1.10. A matter relating to the consideration of an investigation report for an investigation of a conduct breach given to the local government under the LGA chapter 5A, part 3, division 5.
- 10.2. A local government meeting, standing and advisory committee meetings cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the matter by another person and the eligible councillors at the meeting must decide by resolution whether the councillor has a prescribed or declarable conflict of interest in the matter.
- 10.3. Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors with personal interests who leave the local government meeting, and the local government must resolve to:
  - 10.3.1. Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA unless the matter cannot be delegated:
  - 10.3.2. Defer the matter to a later meeting when a quorum may be formed
  - 10.3.3. Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.
- 10.4. None of the above will be considered, discussed, voted on or made during a closed session.
- 10.5. If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting (a failure to do so could be a contravention of section 171(3) of the LGA or section 173(3) of the COBA).
- 10.6. To take a matter into a closed session the local government must abide by the following:
  - 10.6.1. Pass a resolution to close all or part of the meeting
  - 10.6.2. The resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered (see clause 10.1)
  - 10.6.3. Not make a resolution while in a closed meeting (other than a procedural resolution).



## Croydon Shire Council

# Best practice example standing orders for local government and standing committee meetings

### Document Control

Responsible Officer: Chief Executive Officer

CEO Signature: \_\_\_\_\_

Date: 16 April 2026

Category (tick):

- Policy**      *Council resolution required*  
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Approval date	Head Policy #	Reference Number	Reason/Comment	Next review
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16/04/2026	POL STAT 01	POL STAT 02	Legislative changes	April 2028

# Best practice example standing orders for local government and standing committee meetings

March 2026

Date	Version Number	Name	Approved
11 March 2026	002	P Cameron	M Woods (A/D)

### **Acknowledgement of Country**

The Department of Local Government, Water and Volunteers respectfully acknowledges the Traditional Custodians of Country. We recognise the ongoing spiritual and cultural connection Aboriginal Peoples and Torres Strait Islander Peoples have with land, water, sea and sky. We pay our deep respects to their Elders past and present, support future leaders and acknowledge First Nations People's right to self-determination.

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## Intent

To help local governments, the Department of Local Government, Water and Volunteers (DLGWV) provides best practice standing orders that local governments can choose to adopt to provide written rules for the orderly conduct of local government meetings. These best practice standing orders incorporate the model meeting procedures (MMP) that deal with matters during local government meetings that must be followed under the *Local Government Act 2009* (LGA) including the DLGWV MMP and the meeting provisions in the *Local Government Regulation 2012* (LGR). Local governments can revise their standing orders to incorporate the MMP or adopt the MMP.

### 1. Standing orders

- 1.1. These standing orders apply to local government meetings including standing committee meetings. These standing orders do not apply to meetings of the audit committee.
- 1.2. A section of these standing orders may be suspended by a vote at any meeting of the local government except those sections that are mandatory under the MMP. A separate vote is required for any suspension and must specify the application and duration of each suspension.
- 1.3. Where a matter arises at the local government meeting that is not provided for in these standing orders, the matter will be determined by vote of the local government upon a motion which may be put to the meeting without notice but otherwise conforming with these standing orders.

## Procedures for meetings of local government

### 2. Procedure for the Chairperson

This section applies to local government meetings, and local government standing committee meetings. This section does not apply to Brisbane City Council (BCC) where the Chair of Council, elected by councillors, presides over each BCC meeting.

Under section 12(4) of the LGA the mayor has extra responsibilities than those of other councillors. This includes leading and managing meetings of the local government as chairperson and any committee meetings for which the mayor is the chairperson. The mayor may delegate another councillor to perform the mayor's extra responsibilities including acting as chairperson when the mayor is absent or temporarily incapacitated. Under the provisions of section 165 of the LGA, the deputy mayor acts for the mayor if the mayor is absent or temporarily incapacitated or when the office of the mayor is vacant.

- 2.1. The mayor is the chairperson at a local government meeting and any committee meetings for which the mayor is appointed as chairperson at which the mayor is present.
- 2.2. If the mayor is absent from a local government meeting, the meeting will be chaired by the councillor to whom the mayor has delegated their responsibility to chair the meeting.
- 2.3. If the mayor is absent or unavailable to chair a local government meeting, and has not delegated another councillor to do so, the deputy mayor will be the chairperson.
- 2.4. If the office of the mayor becomes vacant the deputy mayor acts as mayor and chairperson of the local government meetings.
- 2.5. If the mayor and the deputy mayor are both prevented from chairing the meeting because of absence or temporary incapacitation, and no other councillor has been delegated the responsibility, the local

- government may by resolution appoint one of the councillors present at the meeting to act as chairperson for the duration of the meeting.
- 2.6. The local government may appoint the chairperson for a standing committee. This chairperson will preside over meetings of the committee. The mayor is a member of each standing committee but not necessarily the chairperson unless the mayor has been appointed chairperson of the committee.
  - 2.7. If the chairperson of the committee is absent or unavailable to chair, another councillor can be chosen by the councillors present to be chairperson of the committee meeting.
  - 2.8. Before proceeding with the business of the local government meeting, the chairperson at the meeting will undertake the acknowledgement and/or greetings deemed appropriate by the local government.

**Note:** *The provision for the mayor to delegate the responsibility to be chairperson to another councillor caters for the possibility that the mayor will not be the chairperson of a particular local government meeting because the mayor has, for example, a conflict of interest in a matter, or will be absent or incapacitated for that meeting. Upon the mayor's return to the meeting the mayor or deputy mayor (whichever is relevant) can resume their role as chairperson.*

### 3. Order of business

- 3.1. The order of business will be determined by resolution of the local government from time to time. The order of business may be altered for a particular meeting where the councillors at that meeting pass a procedural motion to that effect. A motion to alter the order of business may be moved without notice.
- 3.2. Unless otherwise altered, the order of business will be as follows:
  - attendance
  - apologies and granting of leaves of absence
  - confirmation of previous minutes
  - business arising out of previous meeting reports, conduct breach investigation reports, financial statements reports
  - officers' reports.

**Note:** *The minutes of a previous meeting, whether an ordinary or a special meeting, not previously confirmed will be taken into consideration, at every ordinary meeting of the local government, so that the minutes may be confirmed. No discussion will be permitted about these minutes except with respect to their accuracy as a record of the proceedings. Amendments to the minutes may be made prior to confirming the minutes. This must be done by moving a motion to amend the minutes that must be voted on and carried. Once the resolution is passed the minutes can be amended. All councillors present at the meeting can vote to confirm the minutes including those who were absent at the previous meeting and those who had a conflict of interest at the previous meeting. Once the minutes are confirmed by resolution of the meeting they cannot be changed. If the local government needs to make a correction to the confirmed minutes, that can be done by passing a new motion that states what the correction is, but the original minutes remain as they are recorded. All councillors present at the meeting can vote to confirm the minutes including those who were absent at the previous meeting and those who had a conflict of interest at the previous meeting. If the local government needs to make a correction to the confirmed minutes, that can be done by passing a new motion that states what the correction is, but the original minutes remain as they are recorded.*

### 4. Agendas

- 4.1. The agenda may contain:

- notice of meeting
  - amendments correcting the minutes of the previous meeting
  - adoption of the minutes of the previous meeting
  - business which the mayor wishes to have considered at that meeting without notice
  - matters of which notice has been given
  - committees' reports referred to the meeting by the chief executive officer (CEO)
  - officers' reports referred to the meeting by the CEO
  - councillor conduct breach investigation reports provided by the investigator
  - deputations and delegations from the community that are approved to attend
  - any other business the local government determines to be included in the agenda.
- 4.2. Business not on the agenda, or not arising from the agenda, will not be considered at any local government meeting unless permission for that purpose is given by the councillors at the meeting. Business must follow the adopted terms of reference for each committee.
- 4.3. The notice of the meeting and the agenda must be given to each councillor at least two days before the meeting and in the case of Indigenous regional councillors, being Torres Strait Regional Council and Northern Peninsula Area Regional Council, at least four days prior to the meeting, unless it is impracticable to give the notice before that time.
- 4.4. The agenda for the local government must be made publicly available by 5pm on the business day after the notice of meeting is given to the councillors. Any related reports, including any summary investigation report for a conduct breach matter, for the local government meeting must also be included and available to the public when the agenda for the meeting is made publicly available, excluding confidential reports. If a related report is provided to councillors or committee members at any time after the meeting notice is issued and before the meeting begins, it must be made available to the public as soon as practicable after it is given to those councillors or committee members.

## 5. Quorum

- 5.1. A quorum at a local government meeting is a majority of its councillors present. If the number of councillors is even, then one half of the number is a quorum.
- 5.2. If a quorum is not present within 15 minutes after the time set for the meeting to begin, it may be adjourned to a later hour or a later day within 14 days after the day of the adjournment. The meeting may be adjourned by a majority of councillors present, or if only one councillor is present, then that councillor, or if no councillors are present then the CEO.

## 6. Petitions

- 6.1. Any petition presented to a meeting of the local government will:
- be in legible writing or typewritten and contain a minimum of 10 signatures
  - include the name and contact details of the principal petitioner (i.e., the key contact)
  - include the postcode of all petitioners, and
  - have the details of the specific request/matter appear on each page of the petition.
- 6.2. Where a councillor presents a petition to a meeting of the local government, no debate in relation to it will be allowed, and the only motion which may be moved is:
- that the petition be received and
  - referred to a committee or officer for consideration and a report to the local government, or
  - not be received because it is deemed invalid.
- 6.3. The local government will respond to the principal petitioner in relation to all petitions deemed valid.

## 7. Deputations

- 7.1. A deputation wishing to attend and address a meeting of the local government shall apply in writing to the CEO not less than seven business days before the meeting.
- 7.2. The CEO, on receiving an application for a deputation, will notify the chairperson who will determine whether the deputation may be heard. The CEO will inform the deputation of the determination in writing. Where it has been determined the deputation will be heard, a convenient time will be arranged for that purpose, and an appropriate time period allowed (e.g. 15 minutes).
- 7.3. For deputations comprising three or more persons, only three persons shall be at liberty to address the local government meeting unless the councillors at the meeting determine otherwise by vote. A deputation will be given adequate opportunity to explain the purpose of the deputation.
- 7.4. If a member of the deputation other than the appointed speakers attempts to address the local government meeting, the chairperson may end the deputation.
- 7.5. The chairperson may end an address by a person in a deputation at any time where:
  - the chairperson is satisfied that the purpose of the deputation has been sufficiently explained to the councillors at the meeting
  - the time period allowed for a deputation has expired, or
  - the person uses insulting or offensive language or is derogatory towards councillors or others.
- 7.6. The CEO is responsible for the deputation, including that the appointed speaker/s are notified in writing of developments or future actions as appropriate.

## 8. Public participation at meetings

- 8.1. A member of the public may take part in the proceeding of a meeting only when invited to do so by the chairperson.
- 8.2. In each local government meeting, time may be required to permit members of the public to address the local government on matters of public interest related to local government. An appropriate time period will be allowed (e.g. 15 minutes) and no more than three speakers shall be permitted to speak at one meeting. The right of any individual to address the local government during this period will be at the absolute discretion of the local government meeting chairperson.
- 8.3. If any address or comment is irrelevant, offensive, or unduly long, the chairperson may require the person to stop making the submission or comment.
- 8.4. For any matter arising from such an address, the local government may take the following actions:
  - refer the matter to a committee
  - deal with the matter immediately
  - place the matter on notice for discussion at a future meeting
  - note the matter and take no further action.
- 8.5. Any person addressing the local government will stand, act, speak and frame any remarks in respectful and courteous language.
- 8.6. Any person who is considered by the local government or the chairperson to be inappropriately presenting may be directed by the chairperson to immediately withdraw from the meeting. Failure to comply with such a request may be considered an act of disorder.

## 9. Prescribed conflict of interest

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a local government or committee meeting (other than ordinary business matters as prescribed under section 150EF of the LGA or section 177C of the *City of Brisbane Act 2019* (COBA)). When dealing with a prescribed conflict of interest, councillors must abide by the following procedures:

- 9.1. A councillor who has notified the CEO in writing, including all the particulars, of a prescribed conflict of interest in a matter to be discussed in a local government meeting must also give notice during the meeting at the time when the matter is to be dealt with.
- 9.2. A councillor who first becomes aware of a prescribed conflict of interest in a matter during a local government meeting must immediately inform the meeting of the conflict of interest and the particulars.
- 9.3. When notifying the meeting of a prescribed conflict of interest, the following particulars must be provided:
  - for a gift, loan, or contract—the value of the gift, loan, or contract
  - for an application for which a submission has been made—the matters the subject of the application and submission:
    - the name of the entity, other than the councillor, that has an interest in the matter
    - the nature of the councillor's relationship with the entity
    - details of the councillor's, and any other entity's, interest in the matter.
- 9.4. The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice of approval from the Minister for Local Government (the Minister) to participate in deciding the matter in a meeting including participating in the discussion and the vote.

**Note:** *Ministerial approval may be obtained when a quorum is lost due to the number of councillors with a prescribed conflict of interest in the matter, and the matter cannot be delegated. The councillor with the conflict of interest must apply to the Minister for approval to participate. The Minister may give the approval subject to the conditions stated in the notice of approval.*

- 9.5. Once the councillor has either left the area where the meeting is being conducted or remains in the meeting under ministerial approval, the local government can continue discussing and deciding on the matter at hand. However, if the prescribed conflict of interest was reported to the meeting by a councillor other than the subject councillor, then the councillor must disclose their belief or suspicion to the chairperson and the processes, duty to report another councillor's conflict of interest under section 150EW of the LGA, will apply. If more than one councillor is reported by another councillor to have a suspected prescribed conflict of interest in a matter, the meeting must deal with each councillor individually. If the councillor with the suspected prescribed conflict of interest considers there is no conflict of interest, then the eligible councillors (those who do not have a conflict of interest in the matter) must make a decision about whether or not the subject councillor has a prescribed conflict of interest under section 150EX(2) of the LGA or section 177U(2) of the COBA applies.

## 10. Declarable conflict of interest

Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at local government or committee meetings that might lead to a decision that is contrary to the public interest (other than the interests that are not declarable conflicts of interest prescribed under section 150EO of the LGA or section 177L of the COBA and ordinary business matters prescribed under section 150EF of the LGA or section 177C of the COBA).

A councillor may raise their personal interests in a matter at the meeting to canvass the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the councillor or councillors may disclose their belief or suspicion to the chairperson and the processes, duty to report another councillor's conflict of interest under section 150EW of the LGA or section 177O of the COBA, will apply. If more than one councillor is reported by another councillor to have a suspected declarable conflict of interest in a matter, the meeting must deal with

each councillor individually. The eligible councillors must then make a decision under section 150EX(2) of the LGA or section 177U(2) of the COBA.

When dealing with a declarable conflict of interest, councillors must abide by the following procedures:

- 10.1. A councillor who has notified the CEO of a declarable conflict of interest in a matter to be discussed at a local government meeting must also give notice during the meeting at the time when the matter is to be dealt with.
  - 10.2. A councillor who first becomes aware of a declarable conflict of interest in a matter during a local government meeting must stop participating in the decision on the matter and must inform the meeting of the conflict of interest including the particulars.
  - 10.3. When notifying the meeting of a declarable conflict of interest, councillors should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following details must be provided:
    - the nature of the declarable conflict of interest
    - if it arises because of the councillor's relationship with a related party:
      - the name of the related party to the councillor; and
      - the nature of the relationship of the related party to the councillor; and
      - the nature of the related party's interest in the matter
    - if it arises because of a gift or loan from another person to the councillor or a related party:
      - the name of the other person; and
      - the nature of the relationship of the other person to the councillor or related party and
      - the nature of the other person's interest in the matter; and
      - the value of the gift or loan and the date the gift or loan was made.
  - 10.4. After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have ministerial approval to participate, or they have reasons why their participation would improve making the decision in the public interest.
  - 10.5. If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision as prescribed in section 150ES of the LGA. In deciding on a councillor's declarable conflict of interest in a matter, only eligible councillors (those who do not have a prescribed or declarable conflict of interest in the matter) can participate in the decision making. The decision may be made even if the number of eligible councillors is less than a majority, or does not form a quorum for the meeting, or is a single eligible councillor, consistent with section 150ET of the LGA section 177Q of the COBA. If there is a single eligible councillor deciding, then a seconder for the resolution is not required.
- Note:** *The ability to make a resolution without a seconder applies when making a resolution under section 150ES of the LGA or section 177P of the COBA.*
- 10.6. The eligible councillor/s at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter, or whether they should not participate in the decision and leave the place of the meeting while the matter is decided by the eligible councillors. The eligible councillors may impose conditions on the councillor to either participate or leave the meeting e.g. they may stay for the debate but must leave for the vote. The councillor must comply with any decision and any condition imposed by the eligible councillors. The councillor must not participate in the decision unless authorised in compliance with section 150ES of the LGA or under an approval by the Minister for Local Government under section 150EV.
  - 10.7. The councillor who is the subject of the decision may remain in the meeting while the debate is occurring about their ability to participate and can answer questions from the chairperson to assist

the eligible councillors in making their decision. The subject councillor must not vote or otherwise participate in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.

- 10.8. When deciding whether a councillor may participate in the decision making on a matter in which they have a declarable conflict of interest, the eligible councillors should consider the particular circumstances of the matter including, but not limited to:
- how does the inclusion of the councillor in the deliberation affect the public trust
  - how close or remote is the councillor's relationship to the related party
  - if the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received
  - will the benefit or detriment the subject councillor or their related party stands to receive from the decision have a major or minor impact on them
  - how the benefit or detriment the subject councillor stands to receive compares to others in the community
  - how this compares with similar matters that the local government has decided and have other councillors with the same or similar interests decided to leave the meeting
  - whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest.
- 10.9. If the eligible councillors cannot decide about the councillor's participation in the meeting with a declarable conflict of interest, they are taken to have decided that the councillor must leave and stay away from the meeting while the eligible councillors discuss and vote on the matter as prescribed in section 150ET(3) of the LGA or section 177Q (3) of the COBA.
- 10.10. A decision about a councillor who has a declarable conflict of interest in a matter will apply to participating in the decision and all subsequent decisions about the same matter as prescribed in section 150ET(4) of the LGA section 177Q (4) of the COBA, unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the eligible councillors decide by resolution the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a local government meeting about the same matter e.g. workshops.
- 10.11. In making the decision, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).
- 10.12. A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister as prescribed in section 150EV of the LGA or section 177S of the COBA.

## 11. Reporting a suspected conflict of interest

If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or a declarable conflict of interest, and that councillor is participating in a decision on that matter, the informing councillor who believes that a conflict of interest exists must immediately inform the chairperson of the meeting of their belief or suspicion and the facts and circumstances that led to their belief or suspicion. If more than one councillor is reported by another councillor to have a suspected personal interest in a matter, the meeting must deal with each councillor individually.

- 11.1. The chairperson then should ask the councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have

- a conflict of interest, the councillor must follow the relevant meeting procedures above for prescribed and declarable conflicts of interest.
- 11.2. If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.
  - 11.3. The eligible councillors must then decide whether the relevant councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have any conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant meeting procedures above. If a councillor with a declarable conflict of interest wants to participate in the decision despite the declarable conflict of interest, then the eligible councillors must make a decision about the councillor's participation.
  - 11.4. If the eligible councillors at the meeting cannot make a decision about, whether a councillor has a declarable conflict of interest under section 150ER of the LGA or section 177Q of the COBA, or whether the councillor may or may not participate in the decision despite the subject councillor's declarable conflict of interest under section 150ES of the LGA or section 177P of the COBA, then they are taken to have determined that the councillor must leave the meeting and stay away while the matter is being decided under section 150ET(3) of the LGA or section 177Q(3) of the COBA. A decision under these provisions about a councillor participating in the meeting applies to the matter and subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the eligible councillors decide by resolution that the subject councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a local government meeting about the same matter e.g. workshops.
  - 11.5. When a councillor informs a meeting that they or another councillor have a prescribed or declarable conflict of interest in a matter, the minutes of the meeting must record all the relevant details.

**Note:** *The minutes must include details of how the conflict of interest was dealt with, being (section 150FA of the LGA or section 177X of the COBA):*

- *the name of any councillor and any other councillor who may have a prescribed or declarable conflict of interest*
  - *the particulars of the prescribed or declarable conflict of interest provided by the councillor*
  - *the actions taken by a councillor after informing the meeting that they have, or they reasonably suspect another councillor has a prescribed or declarable conflict of interest*
  - *any decision then made by the eligible councillors*
  - *whether the councillor with a prescribed or declarable conflict of interest participated in or was present for the decision under ministerial approval*
  - *the local government's decision on what actions the councillor with a declarable conflict of interest must take and the reasons for the decision.*
- 11.6. The minutes of the meeting must record the name of each eligible councillor who voted in relation to whether the councillor has a declarable conflict of interest, and how each of the councillors voted.

**Note:** *The eligible councillors include a councillor who has either been granted approval by the Minister or their fellow councillors to participate and vote on a matter (e.g. the eligible councillors in this subsection means all councillors who were entitled to vote on the matter).*

*If the councillor has a declarable conflict of interest, the following additional information must be recorded in the minutes of the meeting when the meeting is informed of a councillor's personal interest by someone other than the councillor.*

11.7. Where a decision has been made under section 150ES of the LGA or section 177P of the COBA, the minutes must include the:

- decision and reasons for the decision
- name of each eligible councillor who voted, and how each eligible councillor voted.

## 12. Loss of quorum

12.1. In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, the local government must resolve to:

- delegate the consideration and decision on the matter, as described in section 257 of the LGA or section 238 of the COBA, unless the matter cannot be delegated under subsection three of both sections, because an Act says it must be decided by resolution of the local government
- decide by resolution to defer the matter to a later meeting
- decide by resolution not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.

12.2. The local government may by resolution delegate a power under section 257 of the LGA or section 238 of the COBA to:

- the mayor or CEO
- a standing committee, or joint committee of the local government
- the chairperson of a standing committee or joint standing committee of the local government (does not apply to Brisbane City Council)
- another local government for a joint government activity
- the Establishment and Coordination Committee (only applies to Brisbane City Council).

12.3. The local government must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.

12.4. The local government may only delegate a power to make a decision about a councillor's conduct under section 150AG of the LGA pursuant to section 257(2) of the LGA, to:

- the mayor
- a standing committee

12.5. A local government may only delegate a power to make a decision about a councillor's conduct pursuant to section 238(2) of the COBA, to:

- the mayor
- the Establishment and Coordination Committee, Brisbane City Council
- a standing committee of the local government.

12.6. The Minister for Local Government may, by signed notice give approval for a conflicted councillor to participate in deciding a matter in a meeting including being present for the discussion and vote on the matter, if there is a loss of quorum and deciding the matter cannot be delegated, subject to any conditions the Minister may impose.

## Motions

### 13. Motion to be moved

13.1. A councillor is required to 'move' a motion and then another councillor is required to 'second' the motion. When a motion has been moved and seconded, it will become subject to the control of the local government and cannot be withdrawn without the consent of the local government meeting.

- 13.2 Other councillors can propose amendments to the motion, which must be voted on before voting on the final motion:
- a motion brought before a meeting of the local government in accordance with the LGA or these standing orders will be received and put to the meeting by the chairperson.
  - the chairperson may require a motion or amendment to a motion to be stated in full or be in writing before permitting it to be received.
  - the chairperson may refuse to accept a motion if it is not within the meeting's jurisdiction and rule a motion out of order if necessary. Any motion that is vague, proposes an unlawful action, is outside the scope of the meeting, is defamatory, vexatious or is unnecessary, may be ruled out of order.
- 13.3 The chairperson may call the notices of motion in the order in which they appear on the agenda. Where no objection is raised to a motion being taken as a formal motion, and the motion is then seconded, the chairperson may put the motion to the vote without discussion and the vote can occur.
- 13.4 No more than one motion or one proposed amendment to a motion may be put before a meeting of a local government at any one time.

## 14. Absence of mover of motion

- 14.1. Where a councillor who has given notice of a motion is absent from the meeting of the local government at which the motion is to be considered, the motion may be:
- moved by another councillor at the meeting
  - deferred to the next meeting.

## 15. Motion to be seconded

- 15.1. A motion or an amendment to a motion will not be debated at a meeting of the local government unless or until the motion or the amendment is seconded.
- 15.2. Procedural motions are an exception to this rule and do not need to be seconded.

## 16. Amendment of motion

- 16.1. An amendment to a motion should maintain or further clarify the intent of the original motion and not contradict the motion.
- 16.2. Where an amendment to a motion is before a meeting of the local government, no other amendment to the motion will be considered until after the first amendment has been voted on.
- 16.3. Where a motion is amended, the original motion cannot be re-introduced as a subsequent amendment to the first amended motion.

## 17. Speaking to motions and amendments

- 17.1. The mover of a motion or amendment will read it and state that it is moved but will not speak to it until it is seconded.
- 17.2. The chairperson will manage the debate by allowing the councillor who proposed the motion the option of speaking first on the motion. The chairperson will then call on any other councillors who wish to speak against the motion and then alternatively for and against the motion as available, until all councillors who wish to speak have had the opportunity.
- 17.3. A councillor may make a request to the chairperson for further information before or after the motion or amendment is seconded.

- 17.4. The mover of a motion or amendment has the right to reply. Each councillor will speak no more than once to the same motion or same amendment except as a right of reply. Once the right of reply has been delivered the debate ends.
- 17.5. Each speaker will be restricted to not more than five minutes unless the chairperson rules otherwise.
- 17.6. Where two or more councillors indicate, they may wish to speak at the same time, the chairperson will determine who is entitled to priority.
- 17.7. In accordance with section 254H of the LGR or section 242H(2) of the City of Brisbane Regulation 2012(COBR), if a decision made at the local government meeting is inconsistent with a recommendation or advice given to the local government by an advisor, the minutes of the meeting must include a statement of the reasons for not adopting the recommendation or advice.

**Note:** *If a report contains distinct recommendations, the decision of the local government may be taken separately on each recommendation. If a decision by the meeting is contra to a recommendation in a report the minutes must give the reasons for the decision.*

## 18. Method of taking vote

- 18.1. The chairperson will call for all councillors in favour of the motion to indicate their support. The chairperson will then call for all councillors against the motion to indicate their objection.
- 18.2. A councillor may call for a 'division' to ensure their objection to the motion is recorded in the minutes. If a division is taken, the minutes of the meeting will record the names of councillors voting in the affirmative and of those voting in the negative. The chairperson will declare the result of a vote or a division as soon as it has been determined.
- 18.3. Councillors have the right to request that their names and how they voted be recorded in the minutes if they request it when voting other than by division.
- 18.4. Except upon a motion to repeal or amend it, the resolution will not be discussed after the vote has been declared.

## 19. Withdrawing a motion

- 19.1. A motion or amendment may be withdrawn by the mover with the consent of the local government, which will be without debate, and a councillor will not speak to the motion or amendment after the mover has been granted permission by the local government meeting for its withdrawal.

## 20. Repealing or amending resolutions

- 20.1. A resolution of the local government may not be amended or repealed unless notice of motion is given in accordance with the requirements of the legislation (five business days).
- 20.2. Councillors present at the meeting at which a motion to repeal or amend a resolution is put may defer consideration of that motion. The deferral may not be longer than three months.

## 21. Procedural motions

- 21.1. A councillor at a meeting of the local government may during the debate of a matter at the meeting, move the following motions, as a procedural motion without the need for a seconder:
  - that the question/motion be now put before the meeting
  - that the motion or amendment now before the meeting be adjourned
  - that the meeting proceeds to the next item of business
  - that the question lie on the table
  - a point of order

- a motion of dissent against the chairperson's decision
  - that this report/document be tabled
  - to suspend the rule requiring that [insert requirement]
  - that the meeting stands adjourned.
- 21.2. A procedural motion that 'the question be put' may be moved and, where the procedural motion is carried, the chairperson will immediately 'put the question to the motion' or amendment to that motion under consideration. Where the procedural motion is lost, debate on the motion or amendment to that motion will resume.
- 21.3. A procedural motion that 'the motion or amendment now before the meeting be adjourned', may specify a time or date to which the debate will be adjourned. Where no date or time is specified:
- a further motion may be moved to specify a time or date; or
  - the matter about which the debate is to be adjourned will be included in the agenda for the next meeting.
- 21.4. Where a procedural motion that 'the meeting proceed to the next item' is carried, debate on the matter that is the subject of the motion will cease and may be considered again by the local government on the giving of notice in accordance with the standing orders.
- 21.5. A procedural motion that 'the question lie on the table' will only be moved where the chairperson or a councillor requires additional information on the matter before the meeting (or the result of some other action of the local government or person is required) before the matter may be concluded at the meeting. Where such a procedural motion is passed, the local government will proceed with the next matter on the agenda.
- 21.6. A motion that 'the matter be taken from the table', may be moved at the meeting at which the procedural motion was carried or at any later meeting.
- 21.7. Any councillor may ask the chairperson to decide on a point of order where it is believed that another councillor:
- has failed to comply with proper procedures
  - is in contravention of the legislation; or
  - is beyond the jurisdiction of the local government meeting.
- Note:** *Points of order cannot be used as a means of contradicting a statement made by the councillor speaking. Where a point of order is moved, consideration of the matter to which the motion was moved will be suspended. The chairperson will determine whether the point of order is upheld.*
- 21.8. Upon the question of order suddenly arising during the process of a debate, a councillor may raise a point of order, and then the councillor against whom the point of order is raised, will immediately cease speaking. Notwithstanding anything contained in these standing orders to the contrary, all questions or points of order at any time arising will, until decided, suspend the consideration and decision of every other question.
- 21.9. A councillor may move a motion of dissent in relation to a ruling of the chairperson on a point of order. Where such motion is moved, further consideration of any matter will be suspended until after a ruling is made. For example, where a motion of dissent is carried, the matter to which the ruling of the chairperson was made will proceed as though that ruling had not been made. Where the opposite ruling is made, that the matter was discharged as out of order, it will be restored to the agenda and be dealt with in the normal course of business.
- 21.10. The motion that 'a report/document be tabled' may be used by a councillor to introduce a report or other document to the meeting only if the report or other document is not otherwise protected under confidentiality or information privacy laws. On tabling the document, it ceases to be a confidential document and is available for public scrutiny.

- 21.11. A procedural motion 'to suspend the rule requiring that' may be made by any councillor in order to permit some action that otherwise would be prevented by a procedural rule. A motion to suspend a rule will specify the duration of the suspension.
- 21.12. A procedural motion that 'the meeting stands adjourned', may be moved by a councillor at the conclusion of debate on any matter on the agenda or at the conclusion of a councillor's time for speaking to the matter, and will be put without debate. Such a procedural motion will specify a time for the resumption of the meeting and on resumption of the meeting, the local government meeting will continue with the business before the meeting at the point where it was discontinued on the adjournment.

## 22. Questions

- 22.1. At a local government meeting, a councillor may ask a question for reply by another councillor or an officer regarding any matter under consideration at the meeting.
- 22.2. Questions will be asked categorically and without argument and no discussion will be permitted at the local government meeting in relation to a reply or a refusal to reply to the question.
- 22.3. A councillor or officer to whom a question is asked without notice may request that the question be taken on notice for the next meeting.
- 22.4. A councillor who asks a question at a meeting, whether or not upon notice, will be deemed not to have spoken to the debate of the motion to which the question relates.
- 22.5. The chairperson may disallow a question which is considered inconsistent with an acceptable request or good order, provided that a councillor may move a motion that the chairperson's ruling be disagreed with, and if carried the chairperson will allow the question.

## Meeting Conduct

### 23. Process for dealing with Unsuitable Meeting Conduct

The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a local government meeting and contravenes a behavioural standard of the Code of Conduct for Councillors. When dealing with an instance of unsuitable meeting conduct by a councillor in a meeting, the following procedures must be followed by the chairperson of the local government meeting:

- 23.1. The chairperson must reasonably believe that unsuitable meeting conduct has been engaged in by a councillor during a meeting. The chairperson may consider the severity of the conduct and whether the councillor has been issued with any previous warnings for unsuitable meeting conduct. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, the chairperson can make an order in relation to the conduct under section 23.7 below.
- 23.2. If the chairperson decides unsuitable meeting conduct has occurred, but is of a less serious nature, the chairperson may request the councillor take remedial actions such as:
  - ceasing and refraining from exhibiting the conduct
  - apologising for their conduct
  - withdrawing their comments.
- 23.3. If the councillor complies with the chairperson's request for remedial action, no further action is required.
- 23.4. If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request could result in an order of unsuitable meeting conduct being issued.

- 23.5. If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.
- 23.6. If the councillor continues to fail to comply with the chairperson's request for remedial action or the chairperson decides a warning was not appropriate under 23.2, the chairperson may make one or more of the orders below:
- an order reprimanding the councillor for the conduct
  - an order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting.
- 23.7. If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.
- 23.8. Following the completion of the meeting, the chairperson must ensure the minutes record the information about unsuitable meeting conduct (see note below).

**Note:** Details of any order issued must be recorded in the minutes of the meeting. If it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are to be dealt with at the next local government meeting as a suspected conduct breach. The local government is not required to notify the Independent Assessor (the Assessor) about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. The local government's CEO is advised to ensure details of any order made is updated in the local government's councillor conduct register.

- 23.9. Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for parts 23.2, 23.3, 23.7 and 23.8 above.

**Note:** Details of any order issued must be recorded in the minutes of the meeting. If it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are to be dealt with at the next local government meeting as a suspected conduct breach. The local government is not required to notify the Assessor about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. The local government's CEO is advised to ensure any orders made are recorded in the councillor conduct register

## 24. Process for dealing with Unsuitable Meeting Conduct by a Chairperson

- 24.1. If a councillor at the meeting reasonably believes that the conduct of the chairperson during the meeting is unsuitable meeting conduct, the councillor may raise the matter in the meeting by point of order.
- 24.2. The chairperson may correct their unsuitable meeting conduct or if they do not properly correct their behaviour, the councillor may move a motion that the chairperson has engaged in unsuitable meeting conduct (a seconder for the motion is required). The councillors present, excluding the chairperson, must decide by resolution if the conduct is unsuitable meeting conduct.
- 24.3. The chairperson has a declarable conflict of interest in the matter and must declare the conflict of interest and leave the place where the meeting is being held, including any area set aside for the public, during the debate and vote on the matter. If the chairperson wishes to remain in the meeting, the eligible councillors must make a decision and follow the procedures set out above for declarable conflict of interest.

- 24.4. For the debate and vote on the motion, a councillor other than the councillor that moved the motion, is to act as the chairperson.
- 24.5. If the original chairperson remains in the meeting, on the condition that they will not vote on the matter as determined by the eligible councillors, they can put forward their reasoning about their conduct, and respond to questions through the acting chairperson from the eligible councillors.
- 24.6. The acting chairperson of the meeting will preside over the meeting while the councillors present at the meeting vote on whether the chairperson has engaged in unsuitable meeting conduct (the acting chairperson will have a casting vote on the resolution if required).
- 24.7. If it is decided that the chairperson has engaged in unsuitable meeting conduct, the councillors can decide to make an order reprimanding the chairperson for the conduct.
- 24.8. Once the councillors make a decision, the chairperson returns to the meeting (unless they have been permitted to remain in the meeting) and is informed of the decision by the acting chairperson.
- 24.9. The chairperson then resumes the role of chairperson, and the meeting continues.

**Note:** *Details of any reprimand order must be recorded in the minutes of the meeting. The local government's CEO is advised to ensure details of any order made is updated in the local government's councillor conduct register.*

*For conduct of a chairperson, at local government meetings that is part of a course of conduct leading to orders for unsuitable meeting conduct being made against the chairperson, on three occasions within a 12-month period, the conduct that led to the orders being made, taken together, becomes a conduct breach. If the conduct of a councillor, including a chairperson, at the meeting becomes a conduct breach (in accordance with section 150J of the LGA and is a conduct breach under section 150K of the LGA), the local government is not required to notify the Independent Assessor (the Assessor) about the conduct, and may deal with the conduct under section 150AG of the LGA as if an investigation had been conducted. It may be dealt with at the next local government meeting.*

## 25. Meeting Procedures for Dealing with a Suspected Conduct Breach including that which has been Referred to a Local Government by the Independent Assessor

Under chapter 5A, part 3, division 3A of the LGA, the Assessor must make a preliminary assessment and dismiss a complaint, notice or information if satisfied that particular circumstances apply – see section 150SD of the LGA. If the Assessor finds that a matter is a suspected conduct breach it must refer the matter to the local government to be dealt with. The Assessor refers the councillor's suspected conduct breach to the local government by giving a referral notice.

**Note:** *A conduct breach is conduct that:*

- *contravenes a behavioural standard of the **Code of Conduct for Councillors**, or a policy, procedure, or resolution of the local government; or*
- *the conduct contravenes an order of the chairperson of a local government meeting for the councillor to leave and stay away from the place at which the meeting is being held; or*
- *an instance of a suspected conduct breach that may arise from circumstances of three instances of unsuitable meeting conduct orders within a 12-month period.*

- 25.1. In relation to matters referred by the Assessor to the local government, the local government may decide not to start or discontinue an investigation if:
  - the complainant withdraws the complaint

- the complainant consents to the investigation not starting or discontinuing
- the complainant does not provide extra information when requested
- there is insufficient information to investigate the complaint
- the councillor vacates or has vacated their office as a councillor.

**Note:** *The local government investigation must be conducted in a way that is consistent with the local government's Investigation Policy. An investigation report must be prepared to assist the councillors in making a decision on the outcome under section 150AG of the LGA. Before debating a matter relating to making a decision, a summary investigation report (with redactions) must be prepared and made publicly available under section 150AFA of the LGA on or before the day and time prescribed by regulation. However, this section does not apply in relation to a decision by the Establishment and Coordination Committee under the COBA.*

25.2. The local government must decide in a local government meeting, whether the councillor has engaged in a conduct breach, unless the decision has been delegated to the mayor under section 257(2)(a) of the LGA, or to a standing committee section 257(2)(b) of the LGA or section 238(2)(a), (b) or (c) of the COBA. Under the LGA and COBA, decisions about a conduct breach can only be delegated to the mayor or a standing committee and under COBA to the Establishment and Coordination Committee.

25.3. When dealing with an instance of a suspected conduct breach which has been referred to a local government by the Assessor:

- the local government must act in a manner consistent with the local government principle of transparent and accountable decision making in the public interest, by deciding the outcome of an investigation of a suspected conduct breach in an open meeting of the local government. However, where the matter requires debate a local government may close all or part of a meeting to the public, if considered necessary, to discuss an investigation report under section 254J of the LGR or section 242J of the City of Brisbane Regulation (CBR).
- no resolution for a decision can be made in the closed session including a decision about a conflict of interest matter. All matters must be decided in an open session of the meeting or at a later meeting.
- where a local government makes a decision about a conduct breach matter at a local government meeting that is inconsistent with a recommendation made about that matter in an investigation report, a statement of the reasons for the inconsistency must be included in the minutes of the meeting under section 254H of the LGR and section 242H of the CBR.
- the subject councillor has a declarable conflict of interest in the matter and must declare the conflict of interest. The eligible councillors at the meeting can decide by resolution that the subject councillor may remain in the meeting (unless the eligible councillors decide otherwise) during the debate about the investigation report and may answer questions put to the subject councillor through the chairperson in relation to the evidence or written submission about the conduct breach provided by the councillor to the local government.
- the subject councillor who has a declarable conflict must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have engaged in a conduct breach and what, if any, penalty to impose if the councillor is found to have engaged in a conduct breach.
- if the complainant is a councillor, that councillor has a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the eligible councillors (who do not have a conflict of interest in the matter) must decide how to deal with the conflict of interest. The complainant councillor can be

required to leave the meeting place, or conditions may be applied to allow that councillor to participate in either the debate, the vote, or the decision on any disciplinary action to be applied under section 150AH of the LGA.

**Note:** *After making a decision under section 150AG of the LGA, the local government must make the full investigation report, publicly available within 10 business days after the decision is made, with redactions of the name of the complainant and any witnesses, but including the name of a councillor or the CEO of the local government if they were the complainant/s, or any councillor who declared a conflict of interest in the matter.*

- 25.4. If the local government has lost quorum due to the number of conflicted councillors or another reason, the local government must do one of the following:
- delegate deciding the matter under section 257 of the LGA to the mayor or a standing committee, or under section 238 of the COBA, to the mayor or the Establishment and Coordination Committee, or a standing committee, whichever is the most appropriate in the circumstances, or
  - decide, by resolution, to defer the matter to a later meeting, or
  - decide, by resolution, not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.

**Note:** *A local government cannot decide to take no further action on a decision about a conduct matter because it is required under the LGA. In order to reach a decision when a loss of quorum has occurred, the matter can be delegated to the mayor or a standing committee, or the matter can be deferred to a later meeting when a quorum can be maintained.*

*If the conduct breach referral notice is about the suspected conduct breach by the mayor, then the matter will need to be delegated to a standing committee for a decision.*

*The local government should establish a standing committee under section 264 of the LGR to deal with decisions about conduct breach matters. The standing committee must be in existence before receiving the referral notice from the Assessor, in circumstances where there is no quorum to decide a matter under sections 150AEA or 150AG of the LGA due to conflicts of interest. The standing committee will decide about the mayor's conduct. While section 12(4)(f) of the LGA provides that the mayor has the extra responsibility of being a member of each standing committee, the mayor could not be a decision-making member of a standing committee dealing with decisions about the mayor's conduct because of a conflict of interest. The remainder of the unconflicted members of the committee will decide the matter.*

- 25.5. If a decision is reached that the subject councillor has engaged in a conduct breach, then the councillors must decide what penalty or penalties from the orders detailed in 150AH of the LGA, if any, to impose on the councillor. In deciding what penalty to impose, the local government may consider any previous inappropriate conduct of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the local government is reasonably satisfied is true.

- 25.6. The local government may order that no action be taken against the councillor or make one or more of the following:
- an order that the councillor make a public apology, in the way decided by the local government, for the conduct
  - an order reprimanding the councillor for the conduct

- an order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense
- an order that the councillor be excluded from a stated local government meeting
- an order that the councillor is removed, or must resign, from a position representing the local government, other than the office of councillor
- an order that if the councillor engages in the same type of conduct again, it will be treated as misconduct
- an order that the councillor reimburse the local government for all or some of the costs arising from the councillor's conduct breach.

25.7. A local government may not make an order in relation to a person who has vacated their office as a councillor.

25.8. The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the decision made by the local government and if relevant any orders made by resolution.

**Note:** *The minutes of the meeting must reflect the decision and any orders made. A notice must be given to the Assessor as soon as practicable about the decision and the reasons for the decision and if an order is made under section 150AH the details of the order.*

## 26. General conduct during meetings

26.1. After a meeting of the local government has been formally constituted and the business commenced, a councillor will not enter or leave from the meeting without first notifying the chairperson.

26.2. Councillors will speak to each other or about each other during the local government meeting by their respective titles ('mayor' or 'councillor'), and when speaking of or addressing officers, will call them by their respective official or departmental title and will confine their remarks to the matter under consideration.

26.3. No councillor who is speaking will be interrupted except upon a point of order being raised either by the chairperson or by another councillor.

26.4. When the chairperson speaks during the process of a debate, the councillor speaking or offering to speak will immediately cease speaking, and each councillor present will observe strict silence so that the chairperson may be heard without interruption.

## 27. Disorder

27.1. The chairperson may adjourn the meeting of the local government, where disorder arises at a meeting other than by a councillor.

27.2. On resumption of the meeting, the chairperson will move a motion, to be put without debate, to determine whether the meeting will proceed. Where the motion is lost, the chairperson shall declare the meeting closed, and any outstanding matters will be deferred to a future meeting.

## Attendance and non-attendance

### 28. Attendance of public and the media at a local government meeting

- 28.1. An area shall be made available at the place where any meeting of the local government is to take place for members of the public and representatives of the media to attend the meeting and as many members of the public as reasonably can be accommodated in that area will be permitted to attend the meeting.
- 28.2. When the local government is sitting in closed session, the public and representatives of the media will be excluded from the meeting.

### 29. Closed session

- 29.1. A local government meeting, standing committee meeting and advisory committee meeting may resolve that a meeting be closed to the public if its councillors and members consider it necessary to discuss any of the following matters pursuant to section 254J(3) of the LGR or section 242J(3) of the COBR:
  - appointment, dismissal, or discipline of the CEO or, in the case of Brisbane City Council only, also for senior executive employees
  - industrial matters affecting employees
  - the local government's budget (which does not include the monthly financial statements)
  - rating concessions
  - legal advice obtained by the local government or legal proceedings involving the local government, including for example, legal proceedings that may be taken by or against the local government
  - matters that may directly affect the health and safety of an individual or a group of individuals
  - negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government
  - negotiations relating to the taking of land by the local government under *the Acquisition of Land Act 1967*
  - a matter that the local government is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or State
  - a matter relating to the consideration of an investigation report for a conduct breach matter given to the local government by the Assessor under the LGA chapter 5A, part 3, division 5.
- 29.2. A local government or committee meeting cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the matter by another person and the eligible councillors at the meeting must decide whether the councillor has a declarable conflict of interest in the matter.
- 29.3. Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors who leave the meeting. The local government must instead:
  - delegate consideration and decision on the matter, under section 257 of the LGA or section 238 of the COBA, unless the matter cannot be delegated
  - decide by resolution to defer the matter to a later meeting when a quorum may be available
  - decide by resolution not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.
- 29.4. None of the above will be considered, discussed, voted on or made during a closed session.

- 29.5. If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting (a failure to do so could be a contravention of section 171(3) of the LGA or section 173(3) of the COBA).
- 29.6. To take a matter into a closed session the local government must abide by the following process:
- pass a resolution to close the meeting
  - the resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered
  - no resolution can be made while in a closed meeting (other than a procedural resolution).

## 30. Teleconferencing of meetings

- 30.1. If a councillor wishes to be absent from a local government meeting place during a meeting, the councillor must apply to the local government to participate by teleconference, at least three business days prior to the meeting or as soon as practicable once the councillor becomes aware of their intended absence. The local government may allow a councillor to participate in a local government or committee meeting by teleconference.

**Note:** *There is no legislative requirement for a resolution by a local government to allow a councillor to participate by audio link or audio-visual link. This means the local government may delegate the matter. For example, the local government may delegate to the chairperson of the local government or a committee meeting the ability to decide whether a councillor can attend a meeting by audio link or audio-visual link.*

- 30.2. The councillor taking part by teleconference is taken to be present at the meeting if the councillor was simultaneously in audio contact with each other person at the meeting. The attendance of the councillor must be recorded in the minutes as present at the meeting.

**Note:** *Teleconferencing includes the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in a discussion as it happens.*