



# **HOPE VALE ABORIGINAL SHIRE COUNCIL**

## **FINANCE AND CORPORATE SERVICES JUNE 2024 REPORT TO COUNCIL**

**14 JUNE 2024**

PREPARED BY

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Director Finance & Corporate Services





# About Finance

## reporting period overview



The year-to-date financial report for June 2024 portrays the Council's commendable progress towards achieving a robust financial outcome for the fiscal year 2023-24. Despite encountering challenges such as a constrained labor market resulting from recent regional disasters, the Council's financial performance remains resilient.

The financial statements for the year-to-date period underscore efficiency, sustainability, and financial stability. Notable aspects of this report include an operating surplus highlighted in the income statement, an enhanced working capital position reflected in the balance sheet, and the net cash flow from the Council's operational activities outlined in the cash flow statement. Furthermore, the Council has successfully met eight out of nine sustainability metrics for this reporting period.

The Council's year-to-date profit margin stands at 2.7%, aligning with both budget projections and the previous reporting period. Principal revenue sources, encompassing sales, recoverable works, interest, and internal revenue, contribute to 53.6% of the total year-to-date recurrent revenue, marking a 2% increase from the prior month.

A significant portion of the Council's year-to-date expenditures, amounting to 72.9%, is allocated to materials and services, alongside employee benefits. The escalated expenditure during this period signifies increased construction activities compared to the previous reporting period. Depreciation costs have been entirely recognised in the operating results up to June 30, 2024.

The debtors' balance has dwindled by \$83k, reflecting a 6% reduction in debtors compared to the preceding reporting period.

The indexation calculations have been integrated into the financial statements whereby the replacement cost of building assets increased by 5%, whilst road, water and sewerage assets saw a 7% escalation. Land assets saw no change at June 30, 2024.

The QAO Interim Management Report, issued to the Council during this reporting period, did not identify any deficiencies in the Council's financial controls.



# About Finance

## income and expenditure

### SALES

Responsive Maintenance - 25 Bayanbi St  
Roofing Program - Upgrades - Shed Program

### RECURRENT GRANTS

Aged Care - CHSP - SGFA - Kindy  
Animal Management - Childcare - Disability

### CAPITAL GRANTS

Everlina Plaza Upgrade - ICCIP Water - Betterment  
R2R - Spring Hill Road Culverts - REPA

### FEES AND CHARGES

Utility Charges 22-23 - Rental Income  
Fees and Charges

### INTEREST

Interest generated on cash fund held with  
Queensland Treasury Corporation

### SUNDRY

Aged Services Medicare Benefits

### CAPITAL INCOME

Proceeds on Sale of Assets

\$18,969,282	\$2,007,379	\$25,136	\$20,976,661
RECURRENT REVENUE	CAPITAL REVENUE	CAPITAL INCOME	TOTAL INCOME

### MATERIALS AND SERVICES

Comparable with budget forecast

### EMPLOYEE BENEFITS

Comparable with budget forecast

### DEPRECIATION

Year to date \$4,957,409

### CAPITAL EXPENSES

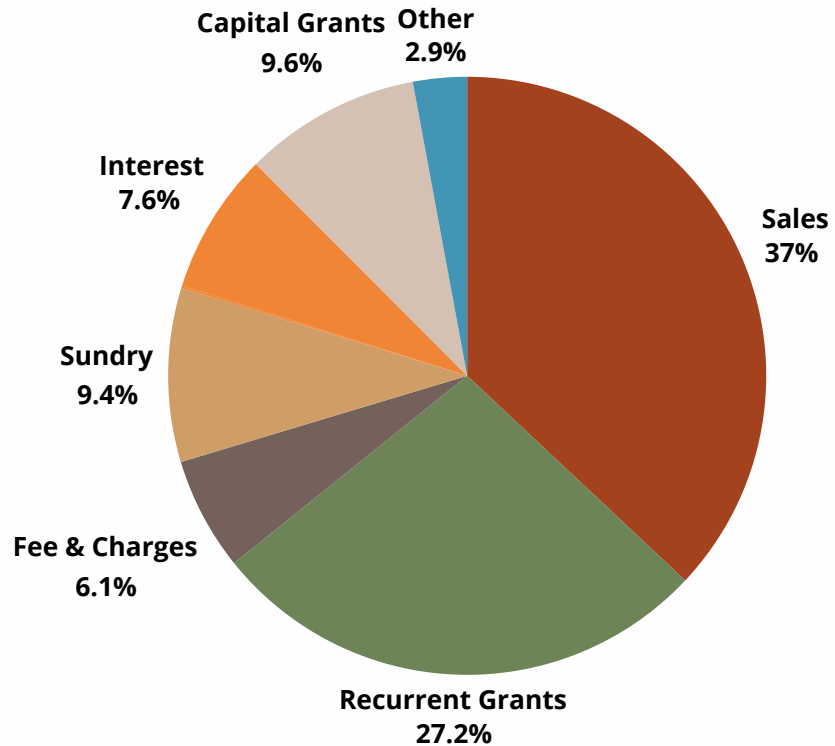
Disaster Recovery Funding Arrangement (NDRRA)

### FINANCE COSTS

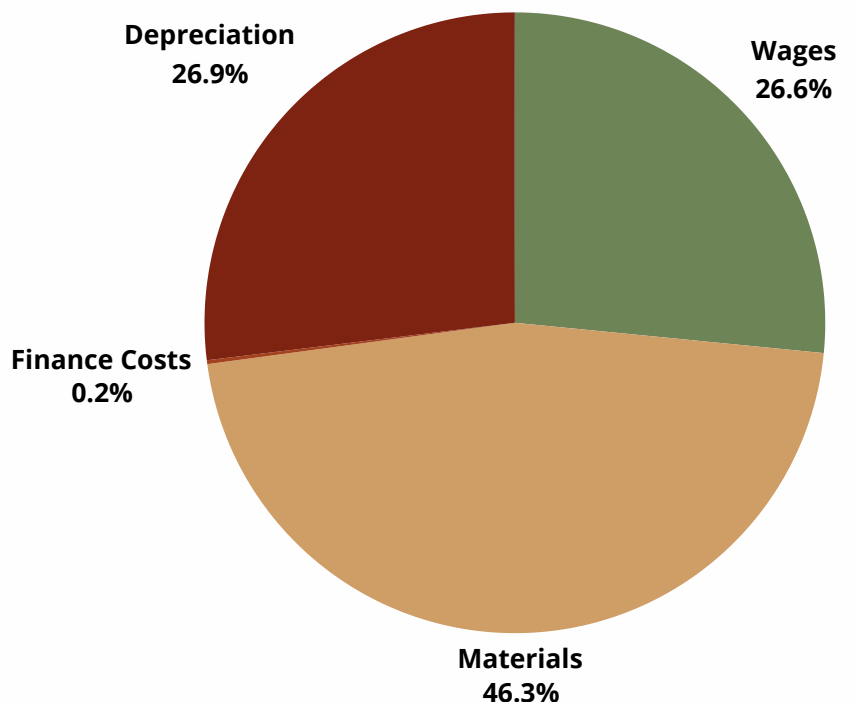
Bank Fees and QTC Administartion Charges

\$18,426,738	\$0	\$18,426,738
RECURRENT EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES

### TOTAL INCOME YTD JUNE 2024



### TOTAL EXPENSES YTD JUNE 2024





# About Finance

statement of financial  
position

PROPERTY PLANT  
& EQUIPMENT

**\$101,472,048**

LARGEST ASSET CATEGORY

BUILDINGS  
PLANT & EQUIPMENT  
ROAD NETWORK  
WATER & SEWERAGE  
OTHER INFRASTRUCTURE  
BUILDINGS  
COUNCIL HOUSING  
VEHICLES & MACHINERY



**\$43,566,222**  
CURRENT ASSETS



**\$125,154,891**  
NON CURRENT ASSETS



**\$168,721,113**  
TOTAL ASSETS

Capital Works In Progress

**\$3,028,462**



**\$1,703,670**  
CURRENT LIABILITIES



**\$135,349**  
NON CURRENT LIABILITIES



**\$1,840,019**  
TOTAL LIABILITIES

**\$166.8**  
MILLION  
COMMUNITY EQUITY



Community Equity  
increased by over

**\$7.62 million**  
in current financial year

**\$ \$ \$ \$ \$**





# About Finance

the big numbers

**BUILDING DEPARTMENT**  
**POSITIVE**  
**CONTRACT REVENUE**  
**CASHFLOW**



HOUSING RESPONSIVE MAINTENANCE  
HOUSING UPGRADE PROGRAM  
HOUSING EXTENSION REBUILD PROGRAMS  
HOUSING SHED PROGRAM  
HOUSING PAINT PROGRAM  
HOUSING DISABILITY MODIFICATIONS  
HOUSING ROOF REPLACEMENT PROGRAM  
STATE GOVERNMENT HOUSING  
STATE GOVERNMENT BUILDINGS

**YTD**  
*Cash at Bank*  
**INCREASE**

**YTD**  
**COMMUNITY**  
**EQUITY**  
**INCREASE**



**NET RESULT**  
**\$2.55M**

**DEBTORS BALANCE**

**\$1,236,107**

**RESTRICTED GRANT FUNDS**

**\$538,808**

**UNRESTRICTED CASH BALANCE**

**\$40,156,729**

**GRANT FUNDING RECEIVED**

**\$4,241,075**

STATE GOVERNMENT GRANT  
FUNDING

**\$3,241,636**

FEDERAL GOVERNMENT GRANT  
FUNDING

**GST RECEIVABLE**  
**JUNE 2024**

**\$28,973**

**CONTRACT ASSETS & LIABILITIES**

**\$237,115**

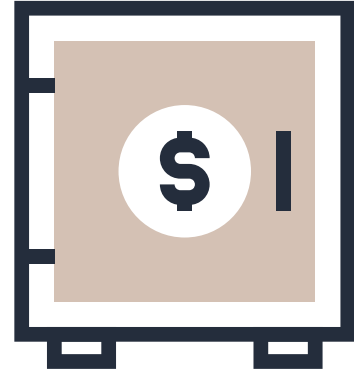


# About Finance

## financial sustainability ratios

The Financial Sustainability of Councils continues to be the cornerstone of the Local Government Act 2009 and a core responsibility of Hope Vale Aboriginal Shire Council

1. Operating Surplus Ratio
2. Asset Sustainability Ratio
3. Net Financial Liabilities Ratio
4. Council Controlled Revenue Ratio
5. Population Growth Ratio
6. Operating Cash Ratio
7. Unrestricted Cash Expense Cover Ratio
8. Asset Consumption Ratio
9. Leverage Ratio



### TARGET MEASURES

Target Ranges as determined by the Department of State Development, Infrastructure, Local Government and Planning are:

- Operating Surplus Ratio - Between 0 - 10%
- Asset Sustainability Ratio - > 90%
- Net Financial Sustainability Ratio - < 60%
- Council Controlled Revenue Ratio - Contextual
- Population Growth Ratio - Contextual
- Operating Cash Ratio - > 0%
- Unrestricted Cash Expense Cover Ratio - > 4 months
- Asset Consumption Ratio - > 60%
- Leverage Ratio - 0 - 3 times



### OUR YTD JUNE 2024 STATISTICS



- |  |  |
|--|--|
| 1. Operating Surplus Ratio 2.7%            | 6. Operating Cash Ratio 39.8%                        |
| 2. Asset Sustainability Ratio 50.8%        | 7. Unrestricted Cash Expense Cover Ratio 35.9 months |
| 3. Net Financial Liabilities Ratio -219.9% | 8. Asset Consumption Ratio 61.0%                     |
| 4. Council Controlled Revenue Ratio 3.4%   | 9. Leverage Ratio 0                                  |
| 5. Population Growth Ratio 2.7%            |  |





# About Finance

## capital assets

### CAPITAL ASSET PROJECTS WORKS IN PROGRESS

#### ROADS INFRASTRUCTURE

QRA Cooktown-Mclvor Road Betterment	\$1,295,134
REPA 2021 Road Assets	\$750,323
NDRRA REPA 2023 Emergent Works	\$140,000
ATSI TIDS Road Asset Protection	\$246,827
R2R Tee Tree Road Bitumen Seal	\$127,457

#### OTHER INFRASTRUCTURE

QRRRF 22-23 Aerodrome Design	\$127,172
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#### WATER & SEWERAGE INFRASTRUCTURE

ICCIP Water Bore 1	\$325,000
ICCIP Water Bore 2	\$325,000

#### BUILDINGS OTHER

W4Q 21-24 Council Building Upgrades	\$15,000
LGGSP Everlina Plaza	\$1,691,807
Business Precinct	\$50,000
Everlina Plaza Offices	\$50,000
MIIFF MPC Gym Security Upgrade	\$133,831

**\$5,326,904**

### FORWARD ORDERBOOK

#### ROADS INFRASTRUCTURE

QRRRF Spring Hill Road Culverts  
Local Recovery and Resilience Program  
Local Roads & Community Infrastructure Program  
REPA 2024 Road Assets

#### BUILDINGS OTHER

SES Building Facilities Upgrade

**\$5,601,778**

### CAPITAL WORKS COMPLETED YEAR TO DATE

#### ROADS INFRASTRUCTURE

FNQROC Bitumen Reseal Mclvor Rd  
FNQROC Bitumen Reseal Elim Beach Rd  
FNQROC Bitumen Reseal Hopevale Access Rd  
FNQROC Bitumen Reseal McLean Drive  
FNQROC Bitumen Reseal Binthin St  
FNQROC Bitumen Reseal Bayanbi St  
FNQROC Bitumen Reseal Bathurr St  
QRA Alligator Creek Road Betterment

#### OTHER INFRASTRUCTURE

BOR5 Community & Cultural Park

#### WATER AND SEWERAGE INFRASTRUCTURE

Chlorine Probes

#### BUILDINGS OTHER

Aged Care Solar Bollards  
Childcare Upgrade  
Business Precinct Extension – Offices  
W4Q 21-24 Council Building - Everlina Plaza Post Office  
W4Q 21-24 Council Building - Warehouse  
W4Q 21-24 Council Building - Cabinetmakers Shed  
W4Q 21-24 Council Building - Business Precinct  
LRCI Phase 3 - MPC Oval Upgrade

#### BUILDINGS RESIDENTIAL

W4Q 21-24 Council Building - 4A Alec Cameron Drive  
W4Q 21-24 Council Building - 4B Alec Cameron Drive  
W4Q 21-24 Council Building - 2 Flierl Street  
W4Q 21-24 Council Building - 4A Flierl Street

**\$5,574,627**

**NEW HOUSING - WORKS IN PROGRESS - \$3,826,143**



# About Finance

## policies, procedures and guidelines

Each financial year, and for the financial year, Council is required to endorse certain policies, These policies must incorporate mandatory information relevant in context with the Local Government Act 2009 (LGA) and Local Government Regulation 2012 (LGR), Council may also note or endorse other policies that have been amended to reflect current legislation.

In order to comply with the requirements of the Local Government Act 2009 (LGA) and Local Government Regulation 2012 (LGR), it is recommended that Council, for the financial year, endorse and note the following policies, procedures and guidelines that have been reviewed in the financial year:

### 1. **CG 15 Debt Policy**

The Debt policy must include information relating to:

- New borrowings planned for the current financial year and next nine financial years.
- Period over which the council plans to repay existing and new borrowings.

### 2. **CG 21 Procurement Policy**

The Procurement policy must include information relating to:

- Must include the details of the principles, including the sound contracting principles, that council will apply for purchasing goods and services.

### 3. **CG 22 Revenue Policy**

The Revenue policy must include information relating to:

- The principles the local government intends to apply for:
  - levying rates charges;
  - granting concessions for rates and charges;
  - recovering overdue rates and charges; and
  - cost recovery methods
- If the local government intends to grant concessions, the purpose of concessions granted.
- Extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

### 4. **CG 8 Contracting Procedure**

### 5. **CG 20 Investment Policy**

### 6. **CG 25 Risk Management Policy**

### 7. **CG 25.1 Risk Management Framework Guidelines**

## RECOMMENDATION

That Council endorse and note the following policies, procedures and guidelines attached to the Finance and Corporate Services Director's Report, dated June 14, 2024 -

CG 15 Debt Policy

CG 21 Procurement Policy

CG 22 Revenue Policy

CG 8 Contracting Procedures

CG 20 Investment Policy

CG 25 Risk Management Policy

CG 25.1 Risk Management Framework Guidelines





# About Finance

grant funding applications  
submissions pending

## **WALKING LOCAL GOVERNMENTS GRANT (WLGG) 2023-2024**

**Application Submitted: 8 December 2023**

**Grant Funding Sought: \$50,000**

### **Scope of Works**

Design and development of Walking Network Plan.

### **Status: Pending**

The Department of Transport and Main Roads have advised that applications are currently being assessed and that an announcement of successful recipients has been extended to June 2024.

## **COMMUNITY BROADCASTING FOUNDATION (CBF)**

**Application Submitted: 5 March 2024**

**Grant Funding Sought: \$79,113**

**Council Co-contribution: \$15,264**

### **Scope of Works**

Development of a 5-year strategy for our local community radio station and replacement of end of life studio equipment.

### **Status: Pending**

Announcement of successful recipients is expected in June 2024.

## **ACTIVE WOMEN AND GIRLS GRANT**

**Application Submitted: 6 March 2024**

**Grant Funding Sought: \$25,000**

### **Scope of Works**

Delivery of two coaching and skill development clinics in Hope Vale for local women and girls in a range of sporting codes.

### **Status: Pending**

Announcement of successful recipients was expected in late May 2024.

## **GAMBLING COMMUNITY BENEFIT FUND (GCBF)**

**Application Submitted: 29 April 2024**

**Grant Funding Sought: \$64,409**

### **Scope of Works**

Procurement of dedicated Hope Vale Community Radio Station vehicle for mobile live broadcasts.

### **Status: Pending**

Announcement of successful recipients is expected in October 2024.



# About Finance

grant funding applications  
submissions pending

## DEPARTMENT OF ENVIRONMENT AND SCIENCE - WASTE INITIATIVES HOPEVALE COUNCIL WASTE PROPOSAL SUBMISSIONS

The Council has submitted four waste management initiatives proposals for consideration to the Department of Environment and Science (DES).

Collectively, these proposals require a budget of \$4,204,000 and could bring about substantial enhancements by introducing sustainable waste management and resource recovery practices. These proposals align with the Waste Management and Resource Recovery Strategy of Queensland as well as regional waste plans, and therefore have the potential to acquire funding support through flexible funding agreements.

### WASTE PROPOSAL ONE - ELIM BEACH MOBILE RUBBISH SERVICE

Grant Funding Sought: \$745,000

#### Scope of Works

This proposal aims to establish efficient and sustainable waste collection infrastructure at Elim Beach, through the introduction of multiple mobile skip bin trailers. The primary goal is to ensure a consistent supply of mobile bins that are situated conveniently throughout Elim Beach, that are easily accessible, regularly emptied, and securely locked. The mobile skip bin trailers are designed to reduce waste, while also providing convenience for waste disposal. The proposal also encompasses the remediation of the unofficial landfill sites and preventing illegal dumping activities by launching an awareness campaign to promote environmentally-conscious behavioral changes within the community.







# About Finance

## grant funding applications submissions pending

### **WASTE PROPOSAL TWO - NEW GARBAGE COMPACTOR**

**Grant Funding Sought: \$766,000**

#### **Scope of Works**

The council's proposal aims to improve waste collection services in Hope Vale by acquiring an automated, larger garbage compactor. The proposal seeks the acquisition of a 15-cubic-meter garbage compactor equipped with a sidearm loader and automation on a truck chassis. This investment is intended to optimise the waste collection process, incorporating bin counters and underbody weight scales to ensure precise data collection during collection operations.

### **WASTE PROPOSAL THREE - KERBSIDE BIN STABILISATION AND PUBLIC BIN INSTALLTION**

**Grant Funding Sought: \$230,000**

#### **Scope of Works**

The proposed solution for stabilizing kerbside residential bins and installing public bins in Hope Vale aims to address several issues affecting the township. By stabilising the residential bins, the proposal intends to alleviate the impact of scavenging animals, improve waste management efficiency, and enhance the visual appeal of public spaces.

The plan includes replacing the current kerbside bins with 550 new 240L kerbside wheelie bins featuring the council's logo, acquiring 550 wheelie bin gravity latches to prevent spillage when knocked over, and procuring eight (8) durable metal public bins adorned with a laser-cut council logo.

### **WASTE PROPOSAL FOUR - LANDFILL REVITALISATION AND WASTE MANAGEMENT ENHANCEMENT**

**Grant Funding Sought: \$2,463,000**

#### **Scope of Works**

The proposal focuses on the segregation of waste streams to ensure proper disposal and recycling. It involves the removal and proper disposal of legacy waste, the establishment of a fully equipped gatehouse facility providing essential services such as water, power, and sanitation. Security protocols will be put in place to prevent unauthorized access, and the procurement of necessary equipment will facilitate landfill operations.

Furthermore, the plan includes hiring two additional employees to bolster landfill operations and provide compliance training.

The council will conduct a waste stream audit and engage consultancy services to evaluate the viability of implementing a containers-for-change initiative in Hope Vale.



# About Social Services

## program analysis

### AGED CARE

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### RADIO BROADCASTING

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### CHILD CARE

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### COMMONWEALTH HOME SUPPORT PROGRAM

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### KINDERGARTEN

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### LIBRARY

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### YOUTH & SOCIAL SERVICES

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### NDIS CONNECTOR

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES

### SPORT & RECREATION

- EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES







# About Building Construction Snapshot

## QBUILD HOUSING PROGRAM

- OPERATIONAL EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES



**\$9K** QBUILD ORDERS RECEIVED IN THIS REPORTING PERIOD  
Existing Painting Program Variations 4

**\$347K** QBUILD TENDERS SUBMITTED IN THIS REPORTING PERIOD

**\$660K** TENDERS SUBMITTED AND AWAITING APPROVAL  
Bathroom 3 | Kitchen 1 | Paints 1 | Do & Charge 2  
Robes 1 | Windows 1 | Government School 1 | Verandah 1  
Roofing 2 | Disability Modification 1

## QBUILD RESPONSIVE MAINTENANCE PROGRAM

- ✓ OPERATIONAL EFFICIENCY
- ✓ SUSTAINABILITY
- ✓ COMPLIANCE
- ✓ IMPROVEMENT OPPORTUNITIES



**1874** WORK ORDERS RECEIVED YTD  
**2017** WORK ORDERS ISSUED TO SUBCONTRACTORS YTD  
**17** WORK ORDERS NOT YET ISSUED TO SUBCONTRACTORS YTD  
**1836** WORK ORDERS ISSUED AND COMPLETED BY SUBCONTRACTORS YTD  
**182** WORK ORDERS ISSUED AND NOT COMPLETED BY SUBCONTRACTORS YTD  
**1767** WORK ORDERS INVOICED TO QBUILD YTD  
**199** WORK ORDERS OUSTANDING YTD (As at 14 June 2024)  
**36** WORK ORDERS OVER 60 DAYS YTD (As at 14 June 2024)

## BUILDING CONSTRUCTION MAJOR PROJECTS

- OPERATIONAL EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES



**\$9.29M** BUILDING CONSTRUCTION PROGRAM VALUE  
**\$6.46M** PROJECT VALUE OF WORKS IN PROGRESS  
**\$161K** PROJECT VALUE OF BUILDING WORKS NOT YET COMMENCED  
**\$2.66M** YEAR TO DATE VALUE OF WORKS COMPLETED

## CIVIL CONSTRUCTION ROADS

- OPERATIONAL EFFICIENCY
- SUSTAINABILITY
- COMPLIANCE
- IMPROVEMENT OPPORTUNITIES



**\$11.01M** CIVIL CONSTRUCTION PROGRAM VALUE  
**\$2.68M** PROJECT VALUE OF WORKS IN PROGRESS  
**\$5.60M** PROJECT VALUE OF CIVIL WORKS NOT YET COMMENCED  
**\$2.89M** YEAR TO DATE VALUE OF WORKS COMPLETED



# About Building Construction

## Current Projects

### EVERLINA PLAZA TERRACE/STREET FRONTAGE UPGRADE PROJECT

**Commence Construction: February 2024**

**Completion Date: June 2024**

#### Scope of works

This project sees an upgrade to the existing Everlina Plaza frontage including refurbishment and store development of the Hope Vale Supermarket. It aims to maintain and extend the functional life of the existing infrastructure.

External modifications in the road reserve will involve building a new footpath and installing a corresponding ramp. Additionally, the project will include erecting new street awning, adding plaza signage to improve visual aesthetics, and upgrading stormwater drainage to direct runoff directly to the kerb instead of onto the grassed verge. Internal plaza improvements will feature new access points to the supermarket, as well as the installation of roller shutters and fixed aluminum glazed double doors at the Muni Street Entry.

#### Project Status

During this reporting period, a comprehensive site survey of Everlina Plaza and its road frontage was conducted to ensure that stormwater drainage considerations were adequately integrated into the development, encompassing both the internal plaza and road reserve. A thorough construction assessment of stormwater outlets from the terrace revealed no significant service clashes, with stormwater discharge facilitated through kerb adaptors leading to Muni Street.

The concrete steel fabrication subcontractors engaged by the Council have been actively working on site. A potential program risk concerning steel fabrication, which relied on a single local boilermaker/welder, was identified in late May. To mitigate this risk, a second boilermaker/welder has been secured on a rotational basis to provide additional support. The progression of local trades and their availability remains a critical factor influencing the project's completion target of June 30, 2024.

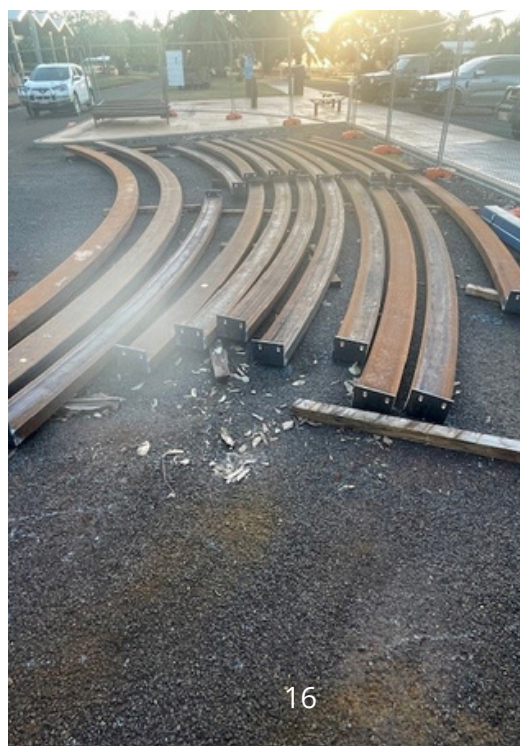
By the week ending on June 14, 2024, construction milestones included the completion of plaza earthworks up to the foundation level and the finalisation of stormwater outlet installations from the roof structure to the back of the kerb. Onsite, the fabrication of steelworks has advanced, with stub columns installed to support the new roof structure extension from the existing roof.

Remaining tasks to achieve project completion entail forming concrete slabs, erecting masonry block walls, assembling steel framework including columns and rafters, installing steel roof sheeting and flashing, and fitting a new roller door.

Looking ahead, the project risks primarily revolve around the progress of the Council's subcontractors. Based on the current pace of work and absent any productivity rate improvements, the forecast project completion date for construction is September 2024.









# About Building Construction

## Current Projects

### **SES BUILDING RECREATIONAL UPGRADE**

**Commence Construction: July 2024**

**Completion Date: September 2024**

#### **Scope of works**

Construction of an outdoor concrete extension for servicing of equipment, bathroom facilities upgrade and the construction of a designated covered outdoor seating area, complete with tables and BBQ facilities.

#### **Project Status**

Stamped drawings reflecting the revised design have been provided by the structural engineer. Purchase orders have been issued for the procurement of project materials and equipment. The labor component is currently being finalised.

### **LOT 25 BAYANBI STREET - GEH HOUSING**

**Commence Construction: March 2023**

**Completion Date: July 2024**

#### **Scope of works**

Construction 1 x 2 Bedroom House

Construction 3 x 3 Bedroom House

#### **Project Status**

The recent favorable weather conditions have significantly advanced progress on the GEH Housing project. Internally, plasterboard installations have been completed in houses 2, 3, and 4, and house 1 is nearing its final stages. Tiling has been completed in houses 2, 3, and 4, with house 1 expected to be finished within the upcoming week. Painting has been completed in house 2, and house 4 is in its final stages, while houses 1 and 3 are anticipated to be fully completed within the next three weeks. Carpentry fit-off has been finalised in houses 2 and 4, with houses 1 and 3 progressing in alignment with the painters progress.

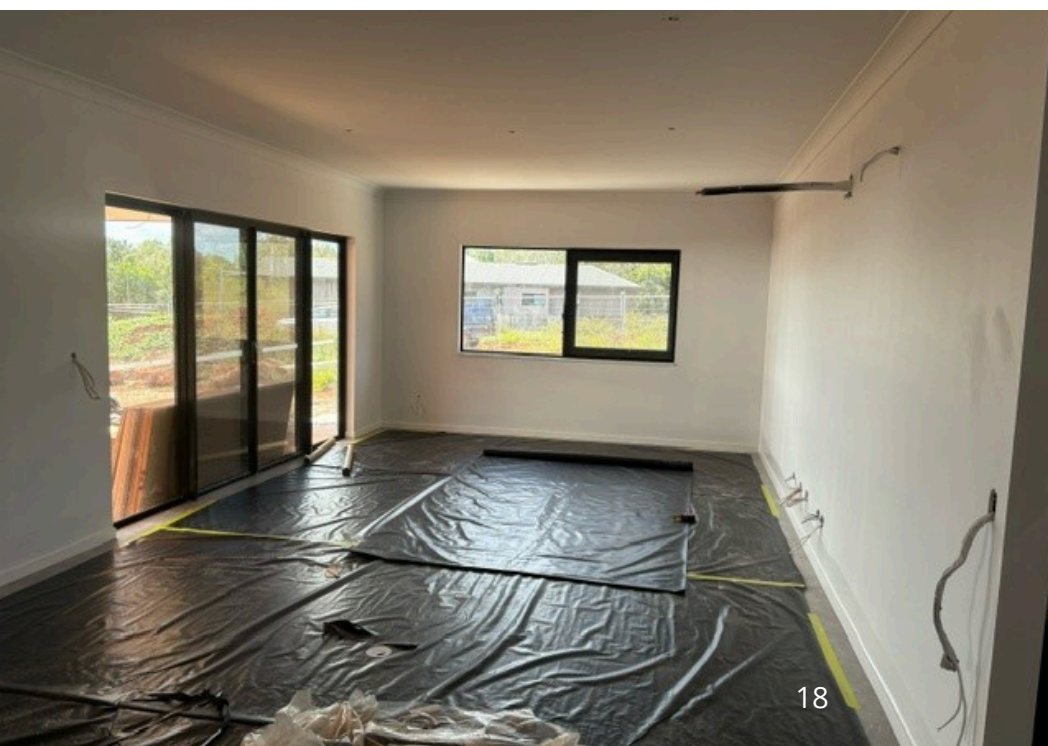
The remaining internal works involve finalising painting, installing cabinetry in all houses, fitting robes, linen, and shelving, completing final carpentry and plumbing fit-offs, installing shower screens, mirrors, and appliances, and concluding final handover tasks.

There have also been several variations requested by client which are currently being finalised for inclusion including electrical changes, downpipe pits, garage beams, PV solar to the roof and extended retaining wall sections.

External works continue to progress with concrete pathways for all houses nearing completion. Materials have arrived for the retaining walls and are set for construction within the next three weeks. Underground services have been successfully completed, paving the way for upcoming external perimeter fencing and landscaping tasks.

A recent client inspection earlier this month saw positive feedback on the project's progress.









# About Building Construction

## Current Projects

### FORWARD REMOTE CAPITAL WORKS - PLUG IN PROGRAM

**Commence Construction: March 2023**

**Completion Dates: June and July 2024**

#### Scope of works

Construction 3 x 3 Bedroom Granny Flat  
Construction 2 x 2 Bedroom Granny Flat  
Construction 3 x 3 Bedroom Granny Flat

Construction 1 x 5 Bedroom House  
Construction 2 x 4 Bedroom House

#### Project Status

Significant progress was made during this reporting period, culminating in the completion of construction works at 38 Poland Street, 109 Rose Street, and 20 Flierl Street. Despite construction at these sites being finalised, handover is delayed pending the Ergon connections. Despite this, all three properties are scheduled for final handover in June.

Similarly, the installation of vinyl flooring has been finalised at 54 Poland Street, 7 Flierl Street and 61 Wenke Street. Remaining handover tasks including paint touch-ups, and final plumbing fit-off and minor electrical and carpentry works are in progress. These tasks, alongside the pending Ergon connections, align with the final handover anticipated in June also.

In contrast, repeated acts of vandalism has delayed progress at the remaining two properties, 49 Poland Street and 93 Rose Street. Notably, 49 Poland Street has been a target of multiple incidents of vandalism, including the most recent, causing damage to every window, necessitating the boarding up of the property. As a result, the handover for both 93 Rose Street and 49 Poland is now expected to be completed by the conclusion of July.

#### Completed - June 2024

**99%**

38 Poland St  
109 Rose St  
20 Flierl St

**99%**

54 Poland St  
61 Wenke St  
7 Flierl St

#### Forecast July 2024 Completion

**90%**

93 Rose St

**90%**

49 Poland St



# About Building Construction

## Current Projects

### CRITICAL INFRASTRUCTURE PROGRAM WORKS (ICCIP) - WATER BORES

**Commence Construction: January 2024**

**Completion Date: June 2024**

#### Scope of works

Construction of two (2) new water bores.

#### Project Status

Situated in the vicinity of the existing water treatment plant, water bore 1 has been successfully constructed, installed, and is now operational. Following positive water test results acknowledged by the water regulator last month, imminent confirmation of compliance was expected. This confirmation authorises the connection of the new bore to the current reticulated water supply infrastructure managed by Council. However, just recently, the Department of Public Health has requested an extension of the testing period into the dry season before final connections can be established. Consequently, the connection to the reticulation system is expected to be delayed by two to three months, contingent upon continued satisfactory water quality tests from this bore.

Previous sink and pressure tests identified potential locations for bore 2. These locations were surveyed during this reporting period to ensure that the bore construction site and the required site access area location remained within the existing road reserve area. The final site for bore 2 sees it positioned 400 meters north of the Council's current water treatment plant along the right-hand side of Elim Beach Road. Preparation for construction at this site, including the clearing of a 900m<sup>2</sup> access area, has been completed. The strategic advantage of this site lies in its proximity to the existing water treatment plant, facilitating easy connection to the Council's existing water infrastructure. Additionally, the nearby Ergon lines ensure convenient and cost-effective access to electrical supply in the future.

All necessary materials have been procured for bore 2, with deliveries coordinated to align with the bores construction which is scheduled to commence on June 17, 2024, seeing completion before the end of the financial year.

The long-term benefits of these bores include securing Hope Vales water supply with a reliable and sustainable water source for the indefinite future. The site location of both bores enables the utilisation of existing infrastructure, minimising the need for extensive new construction and reducing capital expenditures to align with funding parameters. The strategic proximity of the new bore network to the Council's existing water infrastructure network streamlines the management and operational aspects of the new bores.

Securing a consistent water supply not only ensures water security but also sets the stage for the future expansion of the Hope Vale area.



**CRITICAL INFRASTRUCTURE PROGRAM WORKS (ICCP)**

**bore 2 construction cleared site area**





# About Building Construction

## Current Projects

### **MINOR INFRASTRUCTURE AND INCLUSIVE FACILITIES FUND (MIIFF)**

#### **MULTI PURPOSE CENTRE 24/7 GYM SECURITY ACCESS SHADE SAIL UPGRADE**

**Commence Construction: July 2024**

**Completion Date: December 2024**

#### **Scope of works**

Installation of fixed security camera, 24/7 digital gym access with enhanced security features and installing shade sails over the outdoor gym.

#### **Project Status**

A pre-construction project management meeting was held with Chris Coutts from the Department of Sport and Recreation on May 30, 2024 where Council demonstrated that the pre-construction conditions had been met.

Construction has been delayed by one month, out to July, whilst Council awaits formal written approval from the Department. Council is unable to commence the physical construction of any portion of this Project until all approvals required for such commencement have been obtained, unless otherwise approved in the writing by the Department.

### **MINOR INFRASTRUCTURE AND INCLUSIVE FACILITIES FUND (MIIFF)**

#### **facial recognition for 24/7 gym access**



# About the Building Network

## grant funding applications successful

### STATE EMERGENCY SERVICE (SES) SUPPORT GRANT 2024-2025

Successful Grant Application: \$37,550

#### Program

The State Emergency Service (SES) Support Grant funds the delivery of the SES and related activities that contribute to safer sustainable communities. It aims to assist Councils in providing high quality emergency and disaster management services or equipment by supporting the activities of the SES.

Council contributes significantly to the ongoing viability of the local Hope Vale SES and Councils support remains an integral facet in the local SES's effectiveness, especially when challenged during emergencies and disasters.

#### Scope of Works

The procurement of a dual axle emergency trailer, complete with a mobile emergency light tower that aims to further support and assist the important role that the local SES plays in disaster and emergency incident management, as well as, Councils responsibility for disaster operations, including recovery, by ensuring that we are adequately resourced and equipped to do so.

### WORKS FOR QUEENSLAND (W4Q) FUNDING ALLOCATION 2024-2027

Successful Funding Allocation: \$1,940,000

#### Program

The aim of 2024-27 W4Q is to support council deliver local infrastructure and maintenance, planning and capability development projects which support essential services, contribute to community economic development and improve council sustainability.

Council must use the 2024-27 W4Q program funding towards infrastructure and/or maintenance projects, planning projects or capability development projects and prioritise projects that address local critical infrastructure and maintenance needs, such as water and wastewater infrastructure, staff housing, housing trunk infrastructure, transition to renewable energy, and regional economic development.

#### Scope of Works

Council is required to submit project proposals by July 5, 2024, providing details of the project(s) which council intends to deliver using its 2024-27 grant funding.



# About the Building Network

## grant funding applications submissions in development

### **REGIONAL PRECINCTS AND PARTNERSHIPS PROGRAM (RPPP) STREAM ONE: HOPE VALE ENERGY PRECINCT DEVELOPMENT AND PLANNING**

#### **Scope of Works**

Detailed scoping, planning, design and consultation activities for a proposed Energy Precinct including a business case and feasibility study.

A Hope Vale Energy Precinct aims to improve the township and regions connectivity, liveability and productivity, which supports the delivery of Councils vision for Hope Vale by addressing key challenges that affect Hope Vales access to opportunities.

#### **Project Status**

The project kick-off meeting was just recently held with Peak Services Energy Advisory division who have been engaged to undertake an assessment of the townships current and future energy requirements and to develop an energy options paper to support and form part of Council's future resilient and sustainable energy security strategy for Hope Vale.

The report is expected to be finalised in June 2024. Analysis and assessment data from this report will frame the basis of the Hope Vale Energy Precinct Development and Planning application.

### **REGIONAL PRECINCTS AND PARTNERSHIPS PROGRAM (RPPP) STREAM TWO: HOPE VALE SPORT AND RECREATION PRECINCT DELIVERY**

#### **Scope of Works**

Construction and delivery of infrastructure projects identified within the Sport and Recreation Precinct Master Plan document.

The project area covers a total of 18.59 hectares and is in the township of Hope Vale and incorporates the current showgrounds and rodeo grounds. There is opportunity to extend the precinct to the north across Theile Street into the western diversion drain and extend landscape treatments along the southern boundary abutting the local residential area.

#### **Project Status**

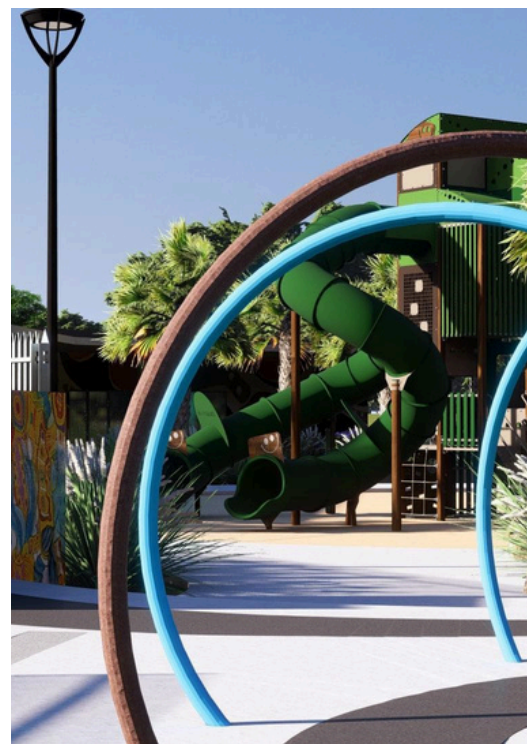
To bolster the application, a stakeholder mapping document is nearing completion. This document will facilitate stakeholder engagement, fostering collaboration and encouraging partnership cooperation for the support of the Hope Vale Sport and Recreation Precinct Master Plan.





# Club House Cafe









**REPA SUBMISSION EVIDENCE**  
flood damage cooktown mcivor road



# About the Civil Network

## Current Projects

### DISASTER RECOVERY FUNDING ARRANGEMENTS 2021 FLOOD EVENT RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA)

#### ROADS COMPLETED TO DATE

Alligator to Brannican Road  
Brannican Road  
Elim Road to Spring Hill Connection Road  
Spring Hill Road  
Tee Tree Road

#### ROAD YET TO COMPLETE

##### COOKTOWN MCIVOR ROAD

An extension of time has previously been approved by the Queensland Reconstruction Authority (QRA) for the balance of works to be completed on Cooktown-McIvor Road by the end of June 2024 in conjunction with the associated Betterment program of works. During this extension of time no work has been able to recommence on due to the heavily saturated pavement and continual flooding on the causeway as shown. A further extension of time was sought and advised that in-principle approval was supported for the balance of works to be completed by 30 September 2024.

#### COOKTOWN - MCIVOR ROAD (REPA) WORKS 2021

##### flooded causeway on cooktown-mcivor road





# About the Civil Network

## Current Projects

### DISASTER RECOVERY FUNDING ARRANGEMENTS 2021 FLOOD EVENT

#### BETTERMENT FUND 2021

#### COOKTOWN - MCIVOR ROAD BETTERMENT PROJECT

##### Scope of works

Construction of an increased 75mm pavement thickness and two coat bitumen seal commencing chainage 5076 through to 12,377.

The Cooktown Mclvor Road Bridge at Sandy Creek is assessed as not suitable for the haulage of material following a lack of maintenance and prolonged rains in 2023. The bridge requires remedial works in order to have gravel trucks safety and legally access the bridge. To restore temporary access across Sandy Creek, a temporary bridge was sourced, and was expected to be installed in early March. However the prolonged wet weather conditions saw the gravel pavement at the site saturated, which further delayed the installation of the temporary bridge. The prolonged delays saw the temporary bridge deployed to Mareeba Shire Council where it will be required to remain in place until September 2024 due to their immediate access needs.

Once advised the temporary bridge was redeployed, Council considered other remedial, cost effective options including a more permanent solution. Consequently, Council month saw the engagement of two north Queensland based organisations to provide a permanent bridge solution. The revised design solution provides council an asset with an increased asset life of 15-20 years before any further maintenance work is required.

##### Project Status

In May 2024, a third extension was requested to extend the completion date of ongoing works to September 30, 2024. This delay was primarily due to adverse weather conditions and restrictions imposed by the load limit of the Sandy Creek Bridge. The Queensland Reconstruction Authority (QRA) has duly approved the Council's extension request until September 30, 2024.

Noteworthy progress was achieved during this period with the construction, transportation, and installation of the prefabricated bridge for the Cooktown Mclvor Road Bridge at Sandy Creek, which was successfully completed at Hope Vale.

A brief road closure period from June 12 to June 14 facilitated the demolition of the old bridge and the installation of the new structure at Sandy Creek on Cooktown Mclvor Road. This brief closure allowed for essential borehole testing to determine existing gravel depths before the application of new material. These actions were taken to ensure the pavement's adequate thickness, critical for the durability of the subsequent road seal under traffic conditions. The final length adjustment required for the project will be determined during construction, with productivity against the remaining project budget serving as a key performance indicator. The construction team is committed to operational efficiency to uphold quality standards and meet project timelines. Following the completion of gravel works, a specialized contractor will apply the seal to the new gravel pavement.

Road maintenance activities are set to resume on Cooktown Mclvor Road on June 14, 2024.



**COOKTOWN - MCIVOR ROAD BETTERMENT PROJECT**  
**delivery of permanent bridge structure for sandy creek**



**COOKTOWN - MCIVOR ROAD BETTERMENT PROJECT**  
**demolition of existing bridge structure at sandy creek crossing**



## COOKTOWN - MCIVOR ROAD BETTERMENT PROJECT

new permanent bridge under construction at sandy creek crossing





## **COOKTOWN - MCIVOR ROAD BETTERMENT PROJECT**

**newly constructed and installed bridge at sandy creek crossing**

# About the Civil Network

## Current Projects

### ATSI TIDS - ROAD ASSET PROTECTION PROJECT

**Commencement Date: March 2024**

**Completion Date: June 2024**

#### Scope Of Works

Councils primary access road asset sees five entrances with unsealed surfaces that slope towards the road. Due to inadequate drainage, steep gradients, and unsealed driveways, this has resulted in the spillage of excessive materials, silt, and gravel onto the road asset.

#### Project Status

Works have been finalised to reprofile the existing batters within the road reserve. This will ensure appropriate drainage between the entrance accesses, effectively funnelling water away from the Access Road. The upstream and downstream drainage channels have been lined with rock which aims to limit erosion during rain events.

The remaining works involve increasing the pavement thickness of the driveway to ensure appropriate coverage over the pipes and provide a seal for the residents affected.

The Civil crew are currently undertaking the remaining site preparation works which will see the property accesses resheeted with gravel prior to bitumen sealing. Discussions throughout the reporting with sealing contractors, see the engagement of RPQ who are set to commence the bitumen sealing works and run concurrently with the sealing works on Tee Tree Road in the week commencing June 24, 2024. Given the small quantity of sealing required, works are anticipated to be finalised by June 30, 2024. However, should wet weather delay this time frame, an extension of time from the Department of Transport and Main Roads has been sought through to September 30, 2024 as a safeguard.

### ROADS TO RECOVERY - TEE TREE ROAD BITUMEN SEAL

**Commencement Date: June 2024**

**Completion Date: June 2024**

#### Scope Of Works

The scope of construction includes road formation works, sub-base and base material installation, and a 150m two coat bitumen seal application commencing chainage 0 through to 150.

#### Project Status

Sealing preparation works which include road formation and base material supply to support the foundation of the road prior to sealing works, are currently underway. This pavement preparation work will ensure a smooth, consistent and compacted surface prior to bitumen sealing.

The unprecedented rainfall experienced since December 2023, saw Council request an extension of time. Originally forming part of Councils wider sealing program, driven by the bitumen sealing works under the Mc-Ivor Road betterment project, it was forecast that works would extend beyond June.

Whilst an extension of time has been approved till December 2024, a staged approach for the wider sealing program is considered more beneficial operationally to facilitate completion of the sealing works within the original time frames. Recent discussions have resulted in securing a sealing contractor who has been recently engaged and bitumen sealing works are scheduled to commence on Wednesday 26 June 2024 and complete prior to June 30, 2024.

# About the Civil Network

## Current Projects

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### **QRRRF 2022-2023 SPRING HILL ROAD CULVERTS**

**Commencement Date: June 2024**

**Completion Date: September 2024**

#### **Scope Of Works**

Installation of three (3) culvert crossings through gravel invert on Spring Hill Road.

A review of the construction estimate has determined that it would be unlikely that all three creek crossing could be delivered under the approved budget due primarily with the increase in steel prices. In amending the scope, two crossings will be delivered under the approved budget, with additional funding for the remaining three crossings being sought under the 23/24 QRRRF funding.

#### **Project Status**

Design documentation and an environmental assessment (SARA) for operations within red fishways have been finalised for some time. The project's location on gravel inverts mandates dry weather conditions for commencing works. Initially forecast to commence in May 2024, to minimise standby costs, the project has encountered persistent delays due to prolonged site inundation. This timeline encompasses the construction of three concrete floodways with associated rock protection measures.

Commencement of construction works is contingent upon the thorough drying of the creeks. To ensure the project is delivered, an extension of time was requested and subsequently approved by the Queensland Reconstruction Authority, extending the deadline to October 2024. This extension facilitates the natural desiccation of the creek crossings before construction activities commence.

### **DISASTER RECOVERY FUNDING ARRANGEMENTS**

**TROPICAL CYCLONE JASPER, ASSOCIATED RAINFALL AND FLOODING, 13 DECEMBER - 28 DECEMBER 2023**

#### **RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA) - EMERGENT WORKS**

#### **Scope of Works**

The council initiated and is currently finalising emergency repair works on multiple roads including Link Road, Everlina Bridge approaches, Aerodrome Road, Thiele McIvor Road, and the Heavy Vehicle Bypass Road. These vital repairs are being conducted by the Council's Civil Construction department and encompass road grading, culvert repairs, and patching of potholes.

#### **Project Status**

During the 90-day emergency works period, 88 days were rain affected, significantly impeding urgent recovery construction works. Consequently, the Council was granted an extension until June 30 to finalise the emergency works. As a result, essential repairs have been successfully executed on Elim Beach Road, Alligator Creek Road, and Dump Road (Tip Road), restoring safe and accessible access for residents. Moreover, recent temporary measures have addressed the embankment failure on Elim Beach Road. Following completion, an emergency works claim will be submitted to the Queensland Reconstruction Authority (QRA) to seek reimbursement for the associated costs.



## RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS - EMERGENT WORKS

emergent works being undertaken dump road





# About the Civil Network

## grant funding applications successful

### **ROADS TO RECOVERY (RTR) PROGRAM 2024-2029**

**Funding Allocation for 2024-2029: \$560,810**

Construction and Maintenance of Local Road Assets

The Roads to Recovery (RTR) Program supports the construction and maintenance of local road infrastructure assets, which facilitates greater accessibility and improves safety, economic and social outcomes for Australians.

Roads to Recovery is an ongoing program that operates on a five-year funding period, providing a stable and predictable source of funding. Flexibility is built into the program, where Council can nominate local priority road projects to expend the funding allocation in accordance with the Roads to Recovery funding conditions.

From 1 July 2024, the new five-year funding period will commence with increased funding as announced by the Australian Government in November 2023. This is the first increase in RTR funding since 2019-2020. Further this is a permanent increase which allows for more effective long-term planning for the safer maintenance and upgrade of our Council's local roads without being subject to budget cycles.

### **STATE EMERGENCY SERVICE (SES) SUPPORT GRANT PROGRAM 2024-2025**

**Funding Allocation for 2024-2025: \$37,500**

Emergency Mobile Light Tower and Trailer

The SES Support Grant provides financial assistance to enable SES to respond to disasters and emergencies.

The procurement of a dual axle emergency trailer, complete with a mobile emergency light tower that aims to further support and assist the important role that the local SES plays in disaster and emergency incident management, as well as, Councils responsibility for disaster operations, including recovery, by ensuring that we are adequately resourced and equipped to do so.



# About the Civil Network

## grant funding applications submissions pending

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### DISASTER RECOVERY FUND (DRF) 2023-2024

Application Submitted: 20 March 2024

Grant Funding Sought: \$4,779,662

#### Scope of Works

Upgrade of Everlina Bridge to a dual lane carriageway.

#### Status: Pending

There have been no requests for information from the Queensland Reconstruction Authority during this reporting period.

Notification from Queensland Reconstruction Authority is expected in July 2024.

### QUEENSLAND RESILIENCE AND RISK REDUCTION FUND (QRRRF) 2023-2024

Application Submitted: 18 January 2024

Grant Funding Sought: \$500,000

#### Scope of Works

Culvert installation through two creek crossings located at creek crossing as shown as Site 4 and Site 5 Spring Hill Road.

#### Status: Pending

There have been no requests for information from the Queensland Reconstruction Authority during this reporting period.

Notification from Queensland Reconstruction Authority is expected in June 2024.





# About the Civil Network

## grant funding applications submissions pending

### DISASTER RECOVERY FUNDING ARRANGEMENTS (DFRA)

TROPICAL CYCLONE JASPER, ASSOCIATED RAINFALL AND FLOODING  
(13 DECEMBER - 28 DECEMBER 2023)

### RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA) ROAD NETWORK

Application Submitted: 20 March 2024  
Grant Funding Sought: \$4,200,000

#### Status

Council has been activated under the Disaster Recovery Funding Arrangements (Northern and Central Queensland Monsoon & Flooding 13 December 2023 – 28 December 2023) event.

From the damage assessment, a scope of works and bill of quantities was prepared for Council to submit the REPA funding submissions in March 2024. However, due to Queensland Reconstruction Authority (QRA) not releasing the new statewide benchmark rates until just recently, this delayed our submission, an issue which has affected many other Councils across Queensland also. The significance of these rates are that they form the basis of the bill of quantities construction estimates for the REPA reconstruction works. They are a standardised set of rates for each of the submissions work activities, gravel re-sheeting and bitumen sealing based on historical data and current market prices. Subsequently, the benchmark rates for Hope Vale Council have now been approved. and this reporting period see's the bulk of our applications now submitted. The final estimate sees Councils road network damage in excess of \$4,000,000.

There is a single site on Elim Beach Road that required further geotechnical investigation before this application can be submitted. Additionally, the remaining chainage on Spring Hill Road will be inspected, once the creek crossings have receded. These remaining inspections are forecast to occur in June or July dependent on weather conditions.

#### Scope of Works

The road assets which form part of Council's submission under the Reconstruction of Essential Public Asset Program are as follows:

Aerodrome Road, Alligator Creek Road, Alligator Creek Road to Brannican Road Connection Road, Banana Farm Road, Bathurr Street, Binthin Street, Brannican Road, Coloured Sands Road, Cooktown-Mclvor River Road, Elim Beach Campground Access Road, Elim Road, Elim Road to Spring Hill Connection Road, Heavy Vehicle Bypass Road, Keller Road, Link Road, North Street, Rehab Road, Reservoir Road, Spring Hill Road, Tea Tree Farm Road, Theile Mclvor Airport Road, Tip Road, Water Bores 4 and 8 Access Road.





# About the Civil Network

## grant funding applications submissions pending

### DISASTER RECOVERY FUNDING ARRANGEMENTS (DFRA)

TROPICAL CYCLONE JASPER, ASSOCIATED RAINFALL AND FLOODING  
(13 DECEMBER - 28 DECEMBER 2023)

### RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA) ROAD NETWORK

Final estimate sees Councils road network damage in excess of \$4,200,000.

#### Status

Council has been activated under the Disaster Recovery Funding Arrangements (Northern and Central Queensland Monsoon & Flooding 13 December 2023 – 28 December 2023) event.

A full damage assessment of Hope Vale's road network commenced on 15 January through to 17 January 2024. All roads were inspected with the exception for Rehab Road and Spring Hill Road. Only partial inspections have been undertaken on Rehab Road and Spring Hill Road as these roads remained impassable during the damage assessments.

From the damage assessment, three (3) submissions have been developed and lodged with the QRA for assessment and Council has received approval for two (2) of these submissions to date.

### APPROVED REPA SUBMISSIONS

Submission 1: HVASC.0015

**Approved Value: \$309,524.57**

**Works Program:**

**Alligator Creek Road**

Submission 3: HVASC.0017.2324

**Approved Value: \$322,897.91**

**Works Program:**

**Banana Farm Road, Binthin Street, Elim Road, Heavy Vehicle Bypass Road, Keller Street, Link Road, North Street, Reservior Road, Tip Road, Water Bores 4 and 8 Access Roads.**

### REPA SUBMISSION UNDER ASSESSMENT

Submission 2: HVASC.0016.2324

**Submission Value: \$1,084,103.50**

**Works Program:**

**Aerodrome Road, Alligator Creek Road to Brannican Road Connection Road, Brannican Road, Coloured Sands Road, Elim Beach Campground Access Road, Elim Road, Elim Road to Spring Hill Connection Road, Heavy Vehicle Bypass Road, Reservoir Road, Spring Hill Road (section 1), Tea Tree Farm Road, Theile Mclvor, Airport Road, Water Bores 4 and 8 Access Road**



## **APPROVED REPA SUBMISSION ONE**

**elim beach road, subjected to inundation from flood waters.**



**APPROVED REPA SUBMISSION ONE**

**alligator creek road damage approved under repa**



# About the Civil Network

## grant funding applications submissions pending

### DISASTER RECOVERY FUNDING ARRANGEMENTS (DFRA)

TROPICAL CYCLONE JASPER, ASSOCIATED RAINFALL AND FLOODING  
(13 DECEMBER - 28 DECEMBER 2023)

### RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA) ROAD NETWORK

#### REPA SUBMISSIONS IN DEVELOPMENT

##### SUBMISSION 4: HVASC.0018.2324

**Development Value: \$1,500,000\***

Works Program: Cooktown Mclvor Road, Rehab Road, Spring Hill Road (section 2)

##### Submission 4 Status

Inspections will recommence on Spring Hill Road (section 2) as soon as swollen creeks have receded and it's safe to do so. These remaining inspections are forecast to occur in July dependent on weather conditions.

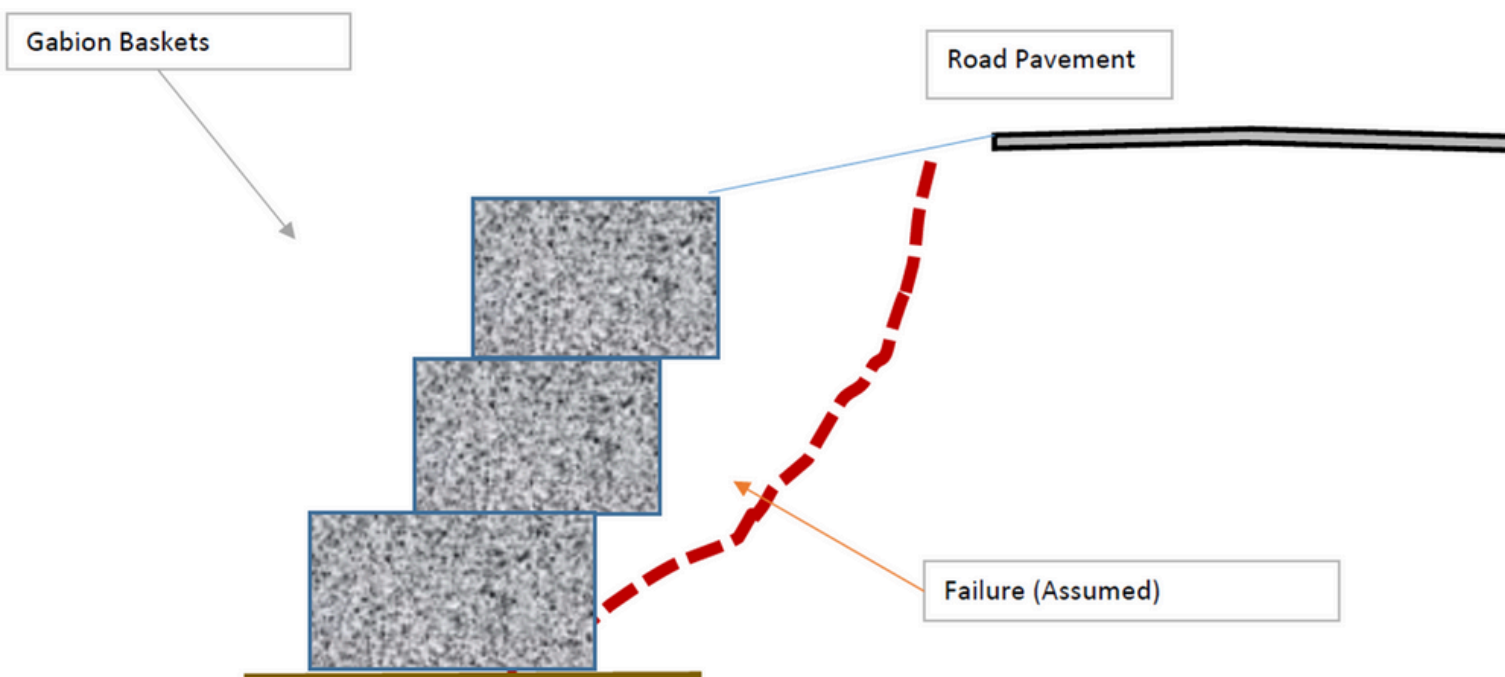
##### SUBMISSION 5: HVASC.0019.2324

**Development Value: \$564,108.53**

Works Program: Elim Beach Road Embankment Failure

##### Submission 5 Status

The geotechnical investigation which was completed during this report period, identified possible solutions and has recommended that 3m tall gabion baskets as the preferred repair mechanism design solution.







**REPA SUBMISSION IN DEVELOPMENT  
ELIM BEACH ROAD EMBANKMENT FAILURE**

development value: \$564,108.50  
geotechnical investigation completed



# About the Civil Network

## grant funding applications

## submissions pending

### DISASTER RECOVERY FUNDING ARRANGEMENTS (DFRA)

TROPICAL CYCLONE JASPER, ASSOCIATED RAINFALL AND FLOODING  
(13 DECEMBER - 28 DECEMBER 2023)

### RECONSTRUCTION OF ESSENTIAL PUBLIC ASSETS (REPA) ROAD NETWORK

#### REPA SUBMISSIONS IN DEVELOPMENT

**SUBMISSION 6: HVASC.0206.2324**

**Submission Value: \$350,000\*\***

Works Program:

Elim Beach Road Bulls Crossing Bridge.

#### Status of Submission 6

The structural engineers have presented their preliminary report, proposing a Level 3 load assessment inspection. This forthcoming assessment will incorporate Ground Penetrating Radar (GPR) technology, a non-invasive technique used to detect and visualise subsurface features within materials such as concrete. Through the application of GPR, the engineers will be able to analyse the internal composition of the bridge without resorting to intrusive core sampling methods that could compromise the integrity of the concrete. The bridge inspection is booked in for Tuesday 18th to the 20th of June 2024.

\*\* damage estimate is based on remedial works similar to Sandy Creek Bridge design.



# About the Civil Network

## grant funding applications submissions in development

### LOCAL RECOVERY AND RESILIENCE GRANT PROGRAM (LRRG)

**Grant Funding Made Available: \$1,000,000**

**Project Plans Due to QRA: 30 March 2025**

#### Scope of works

A capped funding allocation of \$1 million has been made available for Council to address economic, social and community recovery needs and support future resilience measures. Detailed project plans which outline Councils proposed activities, milestones, budgets and specific recovery and resilience needs are required to be submitted to the Queensland Reconstruction Authority (QRA) for assessment and approval.

#### Project Status

Councils Local Resilience Action Plan formed the basis for the final project nominations which will be submitted to the Queensland Reconstruction Authority (QRA). Project plans and cost estimates are currently in development for each project nominated.

The project nominations have been split into two groups for the purpose of staged submission to the QRA. Group 1 nominated projects sees the procurement of disaster assets to assist Council in responding to natural disasters and severe weather events, whilst Group 2 nominated projects involve producing detailed design drawings and Ergon Energy planning approval applications.

#### The project nominations within Group 1 include:

- Procurement of 3 x mobile generator units (on trailers).
- Procurement of 2 x vehicle messaging boards (on trailers)
- Procurement of 1 x emergency response trailer

The trailer carries signage, barrier boards and witches' hats to secure a site and control traffic, brooms and shovels, chainsaws and safety equipment to remove trees and debris and fuels and 12-volt and 240-volt power supply.

Council is currently compiling and reviewing the quotation documentation received for the supply of these items. The quotes received will be incorporated into the Group1 project plans which are anticipated for submission to the Queensland Reconstruction Authority (QRA) for approval in early July 2024.

#### Package 1 Scope of Works Estimate of Costs

3 x mobile generator units (on trailers)	\$120,000
2 x variable messaging boards	\$70,000
1 x emergency response trailer	\$40,000
<b>Total Estimate of Costs</b>	<b>\$230,000</b>



**LOCAL RECOVERY AND RESILIENCE GRANT PROGRAM (LRRG)**  
project nomination - emergency response trailer





**LOCAL RECOVERY AND RESILIENCE GRANT PROGRAM (LRRG)**  
project nomination - variable message boards



# About the Civil Network

## grant funding applications submissions in development

### LOCAL RECOVERY AND RESILIENCE GRANT PROGRAM (LRRG)

Grant Funding Made Available: **\$1,000,000**

Project Plans Due to QRA: **30 March 2025**

#### Project Status Continued

The project nominations within Group 2 include:

- Construction of a pedestrian footpath between the Miller Estate and the town centre.
- Upgrade of switchboards at Everlina Plaza to allow for future development and provide food security

The construction of a pedestrian footpath between the Miller Estate and the town centre has been considered for the grant submission. A survey was undertaken to confirm the site constraints and length of construction which will inform the final detailed design. Further, the survey determined that the total length of the footpath to be constructed will be 2569m. The design and documentation of the pedestrian footpath will be completed by June 30, 2024.

The footpath design is currently considering three options, at varying widths. The varying width of the footpaths allow for the following configurations:

1. single pedestrian access, at a 1.2-metre minimum width
2. dual pedestrian access at a 2-metre minimum width
3. pedestrian access width which allows for bicycle use at a 3-metre minimum width

Pricing for the switchboard upgrade is currently being finalised. However indicative costs for the design, supply, and installation of the switch board upgrade should sit around \$200k.

Council is currently compiling and reviewing the quotation documentation received for the supply of these items. The quotes received will be incorporated into the Group1 project plans which are anticipated for submission to the Queensland Reconstruction Authority (QRA) for approval in early July 2024.

#### Package 2 Scope of Works Estimate of Costs

Construction of pedestrian footpath	\$676,216 - \$1,695,540 (ranging from)
Upgrading switchboards Everlina Plaza	\$200,000
<b>Total Estimate of Costs</b>	<b>\$876,216 - \$1,895,540 (range)</b>

# Footpath Design

Exploring Options







## design option one

**Single pedestrian access**

**\$678,216**

length of footpath: 2569m

**width of footpath: 1.2m**

quantity: 3082m<sup>2</sup>



## design option two

**Dual pedestrian access**

**\$1,130,360**

length of footpath: 2569m

**width of footpath: 2.0m**

quantity: 5138m<sup>2</sup>



## design option three

**Dual pedestrian access  
which allows for bicycle use**

**\$1,695,540**

length of footpath: 2569m

**width of footpath: 3.0m**

quantity: 7707m<sup>2</sup>





# policy, procedure and guideline

## **attachments**

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- CG 15 Debt Policy
- CG 21 Procurement Policy
- CG 22 Revenue Policy
- CG 8 Contracting Procedures
- CG 20 Investment Policy
- CG 25 Risk Management Policy
- CG 25.1 Risk Management Framework Guidelines

## HOPE VALE ABORIGINAL SHIRE COUNCIL

### Debt Policy

### Document Control

#### Document Details:

**Document Reference Number:** CG 15  
**Version Number:** 12  
**Business Unit:** Corporate Governance  
**Scheduled Review Date:** Annual

### Version History

Version Number	Date	Signature	Reason / Comments
1	28 June 2011		Council Resolution
2	20 March 2013		Council Resolution
3	25 February 2014		Council Resolution
4	9 March 2015		Council Resolution
5	18 January 2017		Council Resolution
6	21 February 2018		Council Resolution
7	27 February 2019		Council Resolution
8	16 December 2019		Council Resolution
9	17 March 2021		Council Resolution
10	18 May 2022		Council Resolution
11	24 May 2023		Council Resolution
12	18 June 2024		Council Resolution

## DEBT POLICY

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### ORIGIN/AUTHORITY

*Local Government Act 2009*

*Section 104 (5)*

*Local Government Regulation 2012*

*Section 192*

*Statutory Bodies Financial Arrangements 1982*

*Part 5 (Division 1, Section 32)*

*Statutory Bodies Financial Arrangements Regulation 2007*

*Schedule 2*

### PURPOSE

This policy aims to provide Council with robust financial management principles associated with borrowings and working capital facilities and a debt management strategy based on sound financial management guidelines.

The following sets out the debt policy for the year ending 30 June 2024 as required by chapter 5, part 4, and section 192 of Local Government Regulation 2012.

To establish a framework for:

- (a) the new borrowings planned for the current financial year and the next nine (9) financial years; and
- (b) the time over which the Council plans to repay existing and new borrowings.

### GUIDING PRICIPLES

The purpose of establishing this policy is to:

- Provide a comprehensive view of Council's long-term debt position and the capacity to fund infrastructure growth;
- Increase awareness of issues concerning debt management;
- Enhance the understanding between Councillors, community groups and employees of Council;
- Demonstrate to government and lending institutions that Council has a disciplined approach to borrowing.

### POLICY STATEMENT

The Local Government Act 2009 requires Council to maintain a Debt Policy for each financial year. This policy must be reviewed annually and in sufficient time to allow an annual budget to be adopted that is consistent with the policy.

Council aims to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies or any specific reserves primarily established to fund capital works.

1. Borrowings are a valid funding option for assets of a long-term nature, as they allow the cost of such assets to be spread across the present and future generations who will benefit from them, subject to Council's ability to service any associated debt obligations.



2. Council will use as its basis for determining funding options the Long-term Asset Management Plan, together with the Long-Term Financial Forecast.
3. Council cannot use long-term debt to finance operating activities or recurrent expenditure.
4. Borrowings will only be made for:
  - (a) Capital expenditure; or
  - (b) Short-term working capital; or
  - (c) A genuine emergency or hardship.
5. Capital projects are to have undergone a thorough process of evaluation (including risk assessment), prioritisation and review prior to borrowings being sought.
6. A working capital facility or overdraft may be utilised to help fund short-term cash flow requirements that may arise from time to time.
7. Where borrowing is constrained, borrowings for infrastructure that provides a return on capital will take precedence over borrowings for other assets.
8. The term of debt will generally relate to the estimated useful life of the related asset(s). However, in the case of infrastructure with useful lives ranging from ten (10) to eighty (80) years the term will not exceed twenty (20) years for any individual asset, unless longer terms are recommended by the Queensland Treasury Corporation. Current and new borrowings are planned to be repaid within a twenty (20) year term.
9. Council will maintain ongoing scrutiny of debt levels to ensure its continuing ability to service its commitments without unduly burdening the community with unnecessary financial risk.
10. The amount of new debt to be borrowed in a year must be approved as part of the annual budget process, excluding working capital and bank overdraft facilities.
11. Approval for future borrowings or working capital facilities will also be sought from either Council's administering Department, or Queensland Treasury, in accordance with the Statutory Bodies Financial Arrangement Act 1982.
12. Council will use the Queensland Treasury Corporation for the management of its long-term debt facilities.
13. In accordance with the Local Government Regulation 2012, details of the planned borrowings for the budget year and the following nine (9) financial years will be presented at Council's annual budget meeting. The details will include the planned borrowings for each year, the purpose of the borrowings and the term of repayment of existing and planned borrowings.

#### **EXISTING BORROWINGS**

Council does not currently have any borrowings.

## **PLANNED BORROWINGS**

Council's long-term financial plan does not identify any borrowings for the next ten years.

Borrowings planned for the next ten (10) financial years based on estimated new capital expenditure provided to Queensland Treasury Corporation:

2024/25 – no proposed borrowings  
2025/26 – no proposed borrowings  
2026/27 – no proposed borrowings  
2027/28 – no proposed borrowings  
2028/29 – no proposed borrowings  
2029/30 – no proposed borrowings  
2030/31 – no proposed borrowings  
2031/32 – no proposed borrowings  
2032/33 – no proposed borrowings  
2033/34 – no proposed borrowings

## HOPE VALE ABORIGINAL SHIRE COUNCIL

### Procurement Policy

### Document Control

#### Document Details:

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1	20 September 2012		Council Resolution
2	20 March 2013		Council Resolution
3	25 March 2015		Council Resolution
4	18 January 2017		Council Resolution
5	21 February 2018		Council Resolution
6	27 February 2019		Council Resolution
7	16 December 2019		Council Resolution
8	17 March 2021		Council Resolution
9	18 May 2022		Council Resolution
10	24 May 2023		Council Resolution
11	18 June 2024		Council Resolution



## PROCUREMENT POLICY

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### AUTHORITY

*Local Government Act 2009*  
*Local Government Regulation 2012*  
*Section 198*

### PURPOSE

The Hope Vale Aboriginal Shire Council seeks to use its procurement activities to advance Council priorities, as detailed in the Corporate Plan, while observing the principles governing the making of contracts required under the Local Government Act (LGA) 2009.

In doing so, the Council endeavors to achieve value for money with probity and accountability whilst ensuring that competitive local businesses that comply with relevant legislation are given a full, fair, and reasonable opportunity to supply the Council.

This policy is required under section 198 of the Local Government Regulation (LGR) 2012 and sets out Hope Vale Aboriginal Shire Council's policy for purchasing throughout the organisation. The principles and procedures outlined in this policy comply with section 104(3) of the Local Government Act 2009.

When carrying out procurement activities, Council will:

- exercise responsible financial management and manage risk associated with procurement;
- act ethically and ensure that all procurement activities are within Council's legal and statutory obligations;
- access value over the whole operational life of the goods or services;
- ensure all procurement activities are carried out in a professional manner and all Council officers have a clear understanding of their responsibilities and authority;
- foster relationships with suppliers, contractors and consultants in a manner that is ethical, efficient, effective, fair and transparent.

### BACKGROUND

The Hope Vale Aboriginal Shire Council aims to achieve the sound contracting principles outlined in the Local Government Act 2009 when entering into contracts for the supply of goods or services or carrying out of work which include:

#### **Open and Effective Competition**

Council will foster open and effective competition by:

- ensuring information about the Council's purchasing policy and procurement processes are available to suppliers and the public;
- ensuring that the format, timing and distribution of invitations to suppliers maximises the prospect of obtaining the most cost-effective outcome; and
- providing suppliers with a reasonable opportunity to do business with the Council.

#### **Value for Money**

Council will obtain value for money in its assessment of offers and purchasing of goods and services by giving consideration to:

- the advancement of Council priorities;
- non-price factors such as fitness for purpose, quality, service, and support; and

- cost related factors including whole-of-life costs and transaction costs associated with acquisition, use, holding, maintenance, and disposal.

### **Development of Competitive Local Business and Industry**

Council will support the development of local business and industry by:

- maximising the opportunity for suppliers of goods and services to be considered for Council business on the basis of merit and value for money;
- encouraging and assisting local suppliers of goods and services to enter wider markets on the basis of competitiveness, quality, performance, and long-term viability;
- acknowledging that the local market is limited with respect to size, diversity and location when considering quotations, tenders, and expressions of interest from local suppliers of goods and services;
- supporting economic development within the Hope Vale Shire local government area;
- supporting locally based suppliers, contractors and consultants and monitor their performance over time; and
- furthering the establishment of a diverse supply chain with particular focus on entities that aim to deliver social, economic and environmental value to the Hope Vale Shire local government area.

### **Environmental Protection**

Council will protect the environment by:

- procuring environmentally preferred products whenever they perform satisfactorily, are of a similar quality and are available on a value for money basis;
- promoting purchasing practices which conserve resources, save energy, minimise waste, protect human health and maintain environmental quality and safety; and
- being consistent with Federal and State Government policies and practices regarding sustainable development.

### **Ethical Behaviour and Fair Dealing**

Council will encourage ethical behaviour and fair dealing by:

- establishing and observing accountable and transparent purchasing and procurement processes;
- ensuring that Council officers with purchasing and procurement responsibilities behave with impartiality, fairness, independence, openness, integrity and professionalism in their dealings with suppliers and their representatives;
- advancing the interests and priorities of Council and earning the professional respect of suppliers in all dealings and transactions; and
- reviewing relationships with suppliers who are found to be conducting themselves unethically.

Council officers responsible for purchasing goods and services are to comply with these instructions. It is the responsibility of each Council employee involved in the procurement process to understand this policy as well as its meaning and intent. Should an employee have any questions, they are to be raised with their respective supervisor or manager.

### **FINANCIAL DELEGATION**

The Council delegates the Chief Executive Officer as the authority to incur financial expenditure on behalf of Council under the following provisions:

- where expenditure has been provided for in Council's budget; or
- in the opinion of the Chief Executive Officer such expenditure is required because of genuine emergency or hardship.

Other officers may only incur expenditure on behalf of the Council if:

- the officer has been granted a financial delegation by the Chief Executive Officer and such delegation is recorded;
- expenditure is provided for in Council's budget; or
- in the case of genuine emergency or hardship and the power to incur expenditure in these circumstances has also been delegated.

### **PROCUREMENT DELEGATION**

The Chief Executive Officer is authorised to enter into contracts on behalf of Council with the expenditure delegation provided for in this policy on financial delegation.

Other officers can only enter into contracts on behalf of Council in accordance with a delegation granted by the Chief Executive Officer and recorded in the register of delegations.

### **RECURRING OPERATIONAL EXPENDITURE**

Where purchasing activities are recurring in nature, it is considered not practical to issue purchase orders. Examples of recurring expenditure include insurances, vehicle registrations, Queensland Audit Office fees, electricity, telecommunications, annual memberships. Queries regarding other instances of recurring expenditure should be directed to the Director of Finance and Corporate Services.

### **GOODS AND SERVICES TAX (GST)**

All values for the purpose of this Procurement Policy are to be exclusive of GST where applicable.

### **PROCUREMENT REQUIREMENTS THAT APPLY TO CONTRACTURAL ARRANGEMENTS**

The authority to order goods and services is delegated to officers as per the financial delegations register.

The Local Government Regulation 2012 details what Council must do before it enters into contractual purchasing arrangements specific to particular purchasing values. The following table details the threshold values and whether requirements apply.

<b>GOODS AND SERVICES VALUE</b>	<b>REQUIREMENTS APPLICABLE</b>
Expected to be worth up to \$5,000	Maintain sound contracting principles
Expected to be worth \$5,000 or more, but less than \$15,000	Quotes needed first
Expected to be worth \$15,000 or more, but less than \$200,000	Quotes needed first
Expected to be worth \$200,000 or more	Tenders needed first
Valuable Non-Current asset	Tenders or auction needed first

#### **Goods and Services expected to be worth, exclusive of GST, up to \$5,000**

Goods and services expected to be worth up to \$5,000.00 may be approved without seeking written or verbal quotations provided sound contracting principles and Local Government principles (including reasonableness, transparency, and governance) are maintained.

#### **Goods and Services expected to be worth, exclusive of GST, \$5,000 or more, but less than \$15,000**

Goods and services expected to be worth \$5,000.00 or more, but less than \$15,000, are to be acquired by:

- entering into a purchasing arrangement where practical with a supplier -
  - From an Approved Contractor List (ACL);
  - From a Register of Pre-qualified Suppliers;
  - Under a Preferred Supplier Arrangement;



- Under a LGA Arrangement; or
- obtaining at least two (2) verbal or written quotes.

### **MEDIUM-SIZED CONTRACTUAL ARRANGEMENT - QUOTES NEEDED FIRST**

#### **Goods and Services expected to be worth, exclusive of GST, \$15,000 or more, but less than \$200,000**

For goods and services expected to be worth \$15,000 or more, but less than \$200,000, Council must invite written quotations before making a contract for the carrying out of work, or the supply of goods or services. The invitation must be given to at least three persons who the Council considers can meet the Council's requirements, at competitive prices.

The Council may decide not to accept any of the quotes it receives.

However, if the Council does decide to accept a quote, the Council must accept the quote most advantageous to it having regard to the sound contracting principles.

### **LARGE-SIZED CONTRACTUAL ARRANGEMENT - TENDERS NEEDED FIRST**

#### **Goods and Services expected to be worth, exclusive of GST, \$200,000 or more**

Council must invite tenders before making a contract for the carrying out of work, or the supply of goods or services expected to be worth \$200,000 or more in a financial year.

The tender invitation must:

- be published on Council's website for at least 21 days; and
- allow written tenders to be given to Council while the invitation is published on the website.

Also, Council must take all reasonable steps to publish the invitation for tenders in another way to notify the public about the tender process.

Council retains the authority to order goods and services involving a cost of more than \$200,000 but may delegate this authority to the Chief Executive Officer once the expenditure has been approved by Council.

### **VALUABLE NON-CURRENT ASSET CONTRACT—TENDERS OR AUCTION NEEDED FIRST**

A valuable non-current asset contract is a contract for the disposal of a valuable non-current asset. The disposal of a valuable non-current asset by Council includes the disposal of all or any part of an interest in the asset.

A valuable non-current asset is:

- (a) land; or
- (b) another non-current asset that has an apparent value that is equal to or more than a limit set by the Council.

A limit set by the Council cannot be more than the following amount:

- (a) for land —\$1;
- (b) for plant or equipment —\$5,000;
- (c) for another type of non-current asset—\$10,000.

Council cannot enter into a valuable non-current asset contract unless it first:

- invites written tenders for the contract; or
- offers the non-current asset for sale by auction.

### **TENDERS**

Council cannot enter into a large-sized contractual arrangement (goods and services expected to be worth, exclusive of GST, \$200,000 or more, unless the Council first invites written tenders for the contract under section 228 of the Local Government Regulation 2012.

The invitation must:-

- be published on Councils for at least 21 days; and
- allow written tenders to be given to Council while the invitation is published on the website.

Also, Council must take all reasonable steps to publish the invitation for tenders in another way to notify the public about the tender process.

Every advertisement containing an invitation to tender should state that Council might later invite all tenders to change their tenders in accordance with the provision of the Local Government Regulation 2012. The inclusion of a statement to this effect in the advertisement gives Council the right, before making a decision on the tender, to invite all persons who have submitted a tender to change their tender to take account of a change in the tender specifications.

### **CALLING FOR EXPRESSIONS OF INTEREST**

Council may invite expressions of interest before inviting tenders if it resolves that it is satisfied that it would be in the public interest.

Council must record its reasons for making the resolution.

Expressions of interest must be invited by invitation. The invitation must:-

- be published on Councils website for at least 21 days; and
- allow written tenders to be given to Council while the invitation is published on the website.

Also, Council must take all reasonable steps to publish the invitation for expressions of interest in another way to notify the public about the tender process.

Council may prepare a short list from the persons who responded to the invitation and invite tenders from the persons on the short list.

### **ACCEPTANCE OF TENDER OR QUOTATION**

If Council decides to accept a tender or quotation, it must accept the tender or quotation most advantageous to it.

In deciding the tender or quotation most advantageous to it, Council must have regard to the principles identified in this policy.

However, Council may decide not to accept any tender or quotation available to it.

### **EXCEPTIONS TO SEEKING TENDERS OR QUOTATIONS**

#### **Exception if quote or tender consideration plan prepared**

Council may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if Council:

- (a) decides, by resolution, to prepare a quote or tender consideration plan; and
- (b) prepares and adopts the plan.

A quote or tender consideration plan is a document stating –

- (a) the objectives of the plan; and
- (b) how the objectives are to be achieved; and
- (c) how the achievement of the objectives will be measured; and
- (d) any alternative ways of achieving the objectives, and why the alternative ways were not adopted; and
- (e) the proposed terms of the contract for the goods or services; and
- (f) a risk analysis of the market from which the goods or services are to be obtained.

#### **Exception for contractor on approved contractor list**

This exception applies to a medium-sized contractual arrangement or large-sized contractual

arrangement for services.

Council may enter into the contract without first inviting written quotes or tenders if the contract is made with a person who is on an approved contractor list.

An approved contractor list is a list of persons who Council considers to be appropriately qualified to provide the services.

The Council must put together the approved contractor list by -

- (a) publishing an invitation for expressions of interest from suitably qualified persons for at least 21 days on Councils website; and
- (b) taking all reasonable steps to publish the invitation in another way to notify the public about the making of the approved contractor list; and
- (c) allowing written expressions of interest to be given to Council while the invitation is published on the website; and
- (d) choosing persons for the approved contractor list on the basis of the sound contracting principles.

#### **Exception for register of pre-qualified suppliers**

This section applies to a medium-sized contractual arrangement or large-sized contractual arrangement for the supply of goods or services.

Council may enter into the contract without first inviting written quotes or tenders if the contract is entered into with a supplier from a register of pre-qualified suppliers.

A pre-qualified supplier is a supplier who has been assessed by Council as having the technical, financial and managerial capability necessary to perform contracts on time and in accordance with agreed requirements.

The Council may establish a register of pre-qualified suppliers of particular goods or services only if -

- (a) the preparation and evaluation of invitations every time the goods or services are needed would be costly; or
- (b) the capability or financial capacity of the supplier of the goods or services is critical; or
- (c) the supply of the goods or services involves significant security considerations; or
- (d) a precondition of an offer to contract for the goods or services is compliance with particular standards or conditions set by Council; or
- (e) the ability of local business to supply the goods or services needs to be discovered or developed.

The Council must invite suppliers to tender to be on a register of pre-qualified suppliers. The invitation must -

- (a) be published on Councils website for at least 21 days; and
- (b) allow written tenders to be given to Council while the invitation is published on the website.

Also, Council must take all reasonable steps to publish the invitation in another way to notify the public about establishing the register of pre-qualified suppliers.

When selecting a supplier to be a pre-qualified supplier for the register, the Council must have regard to the sound contracting principles.

#### **Exception for a preferred supplier arrangement**

This exception applies to a medium-sized contractual arrangement or large-sized contractual arrangement for goods or services if Council -

- (a) needs the goods or services -
  - (i) in large volumes; or



- (ii) frequently; and
- (b) is able to obtain better value for money by accumulating the demand for the goods or services; and
- (c) is able to describe the goods or services in terms that would be well understood in the relevant industry.

Council may enter into a contract for the goods or services without first inviting written quotes or tenders if the contract is entered into with a preferred supplier under a preferred supplier arrangement.

Council must invite persons to tender for a preferred supplier arrangement.

The invitation to tender for a preferred supplier arrangement must -

- (a) be published on Councils website for at least 21 days; and
- (b) allow written tenders to be given to Council while the invitation is published on the website; and
- (c) describe the terms of the preferred supplier arrangement.

Also, the Council must take all reasonable steps to publish the invitation in another way to notify the public about the tender process.

When selecting a person to be a preferred supplier under a preferred supplier arrangement, the Council must have regard to the sound contracting principles.

The Council must ensure the terms of the preferred supplier arrangement allow the contract to be cancelled for the poor performance of the preferred supplier.

A preferred supplier arrangement may be entered into for a term of more than 2 years only if Council is satisfied the longer term will result in better value for the local government.

The term of a preferred supplier arrangement includes any period provided for under the arrangement by which the term of the arrangement can be extended.

### **Exception for LGA arrangement**

Council may enter into a contract for goods and services without first inviting written quotes or tenders if the contract is entered into under an LGA arrangement.

An LGA arrangement is an arrangement that -

- (a) has been entered into by -
  - 1 LGAQ Ltd.; or
  - 2 a company (the associated company) registered under the Corporations Act, if LGAQ Ltd. is its only shareholder; and
- (b) if LGAQ Ltd. or the associated company were a local government, would be either -
  - 1 a contract with an independent supplier; or
  - 2 a contract with an independent supplier entered into under a preferred supplier arrangement.

An independent supplier is an entity other than a subsidiary (a relevant subsidiary) of LGAQ Ltd. or the associated company under the Corporations Act.

An LGA arrangement may include a contract with a relevant subsidiary from a register of pre-qualified suppliers or a preferred supplier arrangement with a relevant subsidiary if the arrangement is approved by the Minister.

### **Other exceptions**

Council may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if -

- the Council resolves it is satisfied that there is only one (1) supplier who is reasonably available; or
- the Council resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for Council to invite quotes or tenders; or
- a genuine emergency exists; or
- the contract is for the purchase of goods and is made by auction; or
- the contract is for the purchase of second-hand goods; or
- the contract is made with, or under an arrangement with, a government agency.

#### **Exceptions for valuable non-current asset contracts**

Council may dispose of a valuable non-current asset other than by tender or auction if -

- (a) the valuable non-current asset -
  - I. was previously offered for sale by tender or auction but was not sold; and
  - II. is sold for more than the highest tender or auction bid that was received; or
- (b) the valuable non-current asset is disposed of to -
  - I. a government agency; or
  - II. a community organisation; or
- (c) for the disposal of land or an interest in land -
  - I. the land will not be rateable land after the disposal; or
  - II. the land is disposed of to a person whose restored enjoyment of the land is consistent with Aboriginal tradition or Island custom; or
  - III. the disposal is for the purpose of renewing the lease of land to the existing tenant of the land; or
  - IV. the land is disposed of to a person who owns adjoining land if -
    - A. the land is not suitable to be offered for disposal by tender or auction for a particular reason, including, for example, the size of the land or the existence of particular infrastructure on the land; and
    - B. there is not another person who owns other adjoining land who wishes to acquire the land; and
    - C. it is in the public interest to dispose of the land without a tender or auction; and
    - D. the disposal is otherwise in accordance with sound contracting principles; or
  - V. all or some of the consideration for the disposal is consideration other than money, for example, other land given in exchange for the disposal, if -
    - A. it is in the public interest to dispose of the land without a tender or auction; and
    - B. the disposal is otherwise in accordance with sound contracting principles; or
  - VI. the disposal is for the purpose of a lease for a telecommunication tower; or
  - VII. the disposal is of an interest in land that is used as an airport or for related purposes if -
    - A. it is in the public interest to dispose of the interest in land without a tender or auction; and
    - B. the disposal is otherwise in accordance with sound contracting principles; or
- (d) for the disposal of a valuable non-current asset, other than land, by way of a trade-in for the supply of goods or services to Council -

- I. the supply is, or is to be, made under this part; and
  - II. the disposal is, or is to be, part of the contract for the supply; or
- (e) for the disposal of a valuable non-current asset by the grant of a lease—the grant of the lease has been previously offered by tender or auction, but a lease has not been entered into; or
  - (f) the Minister exempts Council from complying with section 227 of the Local Government Regulation.

An exception mentioned in subsection (a) to (e) applies to Council disposing of a valuable non-current asset only if, before the disposal, the Council has decided, by resolution, that the exception may apply to the Council on the disposal of a valuable non-current asset other than by tender or auction. Council may only dispose of land or an interest in land under this section if the consideration for the disposal would be equal to, or more than, the market value of the land or the interest in land, including the market value of any improvements on the land. However, this does not apply if the land or interest in land is disposed of under subsection (1)(b), (1)(c)(ii) or (1)(f). A written report about the market value of land or an interest in land from a valuer registered under the Valuers Registration Act 1992 who is not an employee of Council is evidence of the market value of the land or the interest in land.

An exemption under subsection (f) may be given subject to conditions.

#### **Publishing details of contractual arrangements worth \$200,000 or more**

Council must, as soon as practical after entering into a contractual arrangement worth \$200,000 or more (exclusive of GST) -

- (a) publish the relevant details of the contractual arrangement on Councils website; and
- (b) display the relevant details of the contractual arrangement in a conspicuous place in the Councils public office.

The details of a contract will include the following –

- (a) the person with whom the local government has entered into the contractual arrangement;
- (b) the value of the contractual arrangement;
- (c) the purpose of the contractual arrangement.

## HOPE VALE ABORIGINAL SHIRE COUNCIL

### Revenue Policy

### Document Control

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2	20 March 2013		Council Resolution
3	22 July 2013		Council Resolution
4	23 July 2014		Council Resolution
5	25 March 2015		Council Resolution
6	20 July 2016		Council Resolution
7	26 July 2017		Council Resolution
8	27 June 2018		Council Resolution
9	26 June 2019		Council Resolution
10	22 July 2020		Council Resolution
11	28 July 2021		Council Resolution
12	27 July 2022		Council Resolution
13	26 July 2023		Council Resolution
14	18 June 2024		Council Resolution



## REVENUE POLICY

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### ORIGIN/AUTHORITY

*Local Government Act 2009*

*Local Government Regulation 2012*

### PURPOSE

In accordance with section 104(5)(c)(iii) of the Local Government Act 2009 and section 193 of the Local Government Regulation 2012, this policy aims to set out:

- (a) the principles which Council will apply during the 2024-25 financial year for:
  - I. levying rates and charges; and
  - II. granting concessions for rates and charges; and
  - III. recovering overdue rates and charges; and
  - IV. cost-recovery fees and methods; and
- (b) if Council grants concessions for rates and charges - the purpose of the concessions; and
- (c) the extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

### POLICY SCOPE

The Revenue Policy applies to revenue raised by rates, utility charges and fees and charges. This policy applies to the making, levying, recovery and concessions for rates and utility charges and the setting of regulatory and commercial fees and charges for Council.

### POLICY STATEMENT

The Local Government Act 2009 requires Council to maintain a Revenue Policy which must detail the principles applied by Council in relation to its relevant revenue activities for each financial year. This policy must be reviewed annually and in sufficient time to allow an annual budget to be adopted that is consistent with the policy. Accordingly, the principles contained within this policy are applied in the determination of the rates, fees and charges as detailed in the Revenue Statement.

### 1. MAKING OF RATES AND CHARGES

Council makes decisions about levying rates and charges consistently with the Local Government Principles:

- (a) transparent and effective processes, and decision-making in the public interest
- (b) sustainable development and management of assets and infrastructure, and delivery of effective services
- (c) democratic representation and social inclusion
- (d) good governance of, and by, local government; and
- (e) ethical and legal behaviour of Councillors and local government employees.

Council will also be guided by the principles contained within the Queensland Government's Guideline on equity and fairness in rating for Queensland local governments:

- (a) equity and fairness
- (b) equity for like properties
- (c) user pays
- (d) meaningful contribution
- (e) predictability; and
- (f) fairness.

Council will apply these principles when:

1. Making rates and charges
2. Levying rates and charges
3. Recovering rates and charges
4. Granting and administering rates and charges concessions
5. Charging for local government services and facilities
6. Charging for business activities; and
7. Funding Council infrastructure.

## **2. LEVYING OF RATES AND CHARGES**

When levying rates and charges the Council will seek to achieve financial sustainability while minimising the impact of Council rates and charges upon the community and distributing the burden of payments equitably across the community having regard to the consumers of each service, the benefit to the community, and to all factors that contribute to the Council's costs.

Council accepts that land valuations are generally an appropriate basis to achieve the equitable imposition of general rates, with differential rating categories determined by land use, ownership, availability of services, consumption of and demand for services, and whether any attribute of the land (including the status of the land under the Planning Scheme) gives rise to, or is likely to give rise to, increased costs for the Council, whether at that land or elsewhere.

When levying the rates and charges, Council will:

- (a) have regard to its long-term financial forecast when setting rates and charges;
- (b) seek to minimise the revenue required to be raised from rates and charges by:
  - i. maximising income from available grants and subsidies;
  - ii. imposing cost-recovery fees in respect of services and activities for which it believes cost recovery is appropriate; and
- (c) have regard to the prevailing local economic conditions; and
- (d) allow for a flexible payment arrangement for ratepayers with a lower capacity to pay.

Council may levy special rates and charges to minimise the extent to which the general community subsidises the unique costs arising from the provision of local government benefits or services to particular land.

## **3. RECOVERY OF OVERDUE RATES AND CHARGES**

Council may exercise its rate recovery powers in order to reduce the overall burden on consumers while:

- (a) making clear the obligations of consumers and the process used by Council in assisting them to meet their financial obligations;
- (b) making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective;
- (c) considering the capacity to pay in determining appropriate payment plans for different sectors of the community;
- (d) endeavouring to treat consumers with similar circumstances in a consistent way;
- (e) flexibility to consumers experiencing financial hardship through concessional arrangements; and
- (f) flexibility responding when necessary to events such as natural disasters or changes in the local economy.

## **4. GRANTING CONCESSIONS FOR RATES AND CHARGES**

In considering the application of concessions for rates and charges, Council will support community objectives by:

- ensuring equity by having regard to the different levels of capacity to pay within the local community, or other identified persons, at Councils discretion;

- ensuring the same treatment for consumers with similar circumstances;
- ensuring transparency by clearly setting out the requirements necessary to receive concessions; and
- ensuring flexibility to respond to local economic issues.

Council may further grant a concession consistent with section 120 of the Local Government Regulation 2012 (LGR).

## **5. COST RECOVERY METHODS**

Council considers that in almost all instances it is appropriate and in the community interest to fix a cost recovery fee to its water, sewerage, and refuse utility charges, which may include obtaining a return on capital for assets used in the delivery of these services. In accordance with section 97 of the *Local Government Act 2009*, cost-recovery fees may also be set for other services and activities for which Council believes it is appropriate.

A return on capital will only be charged where permissible under the *Local Government Act 2009* or Local Government Regulation 2012. By imposing charges that accurately reflect the cost of the provision of services, the Council will promote efficiency in both provision and use of the services.

Council may choose to subsidise the charges from other sources when the Council believes that is in the community interest.

In considering the application of cost recovery methods, Council will be guided by the following principles:

- ensuring that when setting the fee levels that Council has due regard for the need to ensure that they have not exceeded the cost of providing the service; and
- ensuring equity by having regard to the different levels of capacity to pay within the local community.

## **6. PHYSICAL AND SOCIAL INFRASTRUCTURE COSTS FOR NEW DEVELOPMENT**

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the Planning Act 2016. Pursuant to the provisions of this Act, developers are required to pay the costs associated with the following:

- a) any increase demanded on the available capacity of the existing infrastructure due to any new development; and/or
- b) any additional infrastructure required due to any new development; and
- c) where appropriate, a contribution towards social infrastructure changes required to cater for the increase or changes in population caused by new development.

## HOPE VALE ABORIGINAL SHIRE COUNCIL

### Contracting Procedure

### Document Control

#### Document Details:

Document Reference Number: CG 8  
Version Number: 9  
Business Unit: Corporate Governance  
Scheduled Review Date: Ongoing

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Version Number	Date	Signature	Reason / Comments
1	20 September 2012		Council Resolution
2	20 March 2013		Council Resolution
3	21 February 2018		Council Resolution
4	February 2019		Council Resolution
5	16 December 2019		Council Resolution
6	17 March 2021		Council Resolution
7	18 May 2022		Council Resolution
8	24 May 2023		Council Resolution
9	18 June 2024		Council Resolution



## CONTRACTING PROCEDURE

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### ORIGIN/AUTHORITY

*Local Government Regulation 2012 Chapter 6*

### PURPOSE

This is a policy to provide sound contracting principles as set out in the Local Government Regulation 2012 to govern council's contracting activities. In entering into contracts for the supply of goods or services, the carrying out of work or the disposal of non-current assets, council staff are to comply with the following sound contracting principles:

1. value for money;
2. open and effective competition;
3. the development of competitive local business and industry;
4. environmental protection; and
5. ethical behaviour and fair dealing.

This document provides for procedures which align with Chapter 6 of the Local Government Regulation 2012 which is about a local government's activities for the making of a contract for -

- (a) the supply of goods or services; or
- (b) the disposal of non-current assets.

### 1. APPLICATION

Applies to quotes, tenders and expressions of interest requested on or after 1 July 2024.

#### 11.1 Annual Procurement Policy

Council adopts each year, by resolution, a procurement policy. This policy and any associated significant contracting plans may include specific exemptions from the requirements of this manual.

Council officers will seek to adopt a planned approach to all contracting activities.

#### 11.2 Alignment with Corporate Plan

This manual conforms to the value for money procurement objectives and requirements of Council's corporate plan.

#### 11.3. Requirements for the Acquisition or Disposal of Land

Specific arrangements exist for the acquisition and disposal of land under the Acquisition of Land Act 1967 and under specific sections in the Local Government Act 2009 and subordinate legislation.

#### 11.4. Utilisation of Council Businesses and Staff

Council's preference is to utilise its own competent and capable employees and internal providers of services before entering into a contract for provision of services or the carrying out of work.

#### 11.5. Sustainable Procurement

Council recognises the importance and value of operating with constraint in the consumption of resources and the need to promote issues associated with quality of life, inter-generational capability and the sustainability of resources. Council's procurement policy and contracting plan considers the following outcome areas when establishing procurement objectives:

- a) Economic;
- b) Social;
- c) Environmental;
- d) Business and economic development;
- e) Zero harm; and
- f) Compliance.

The procurement objectives are developed in the procurement policy and contracting plan.

## **2. TENDERS AND PROPOSALS FOR GOODS, SERVICES AND WORKS**

### **2.1. Availability of Budget**

Quotes, tenders or expressions of interest cannot be sought unless funds are available in the approved council budget except in the case of genuine emergency, natural disaster or hardship as determined by the Chief Executive Officer.

### **2.2. Requirement for Tenders or Expressions of Interest**

Council must use one of the methods described below:

- (a) Except as provided in some sections of the legislation, Council will invite tenders or expressions of interest for the carrying out of work or the provision of goods and services expected to be worth \$200,000 or more; or
- (b) Council may use the Local Government Association of Queensland (LGAQ) Local Buy procurement services company.

### **2.3. Requirement for Quotations and Associated Information**

Council is committed to the development of competitive supply markets and Council officers will invite quotes from the supply market, in accordance with the following thresholds:

- i. For purchases expected to be worth up to \$5,000, sound contracting principles must be maintained;
- ii. For purchases expected to be worth \$5,000 or more, but less than \$15,000, evidence of contestability is to be obtained from at least two (2) suppliers. The evidence of contestability may be from price lists or approved catalogues, e-mail or fax confirmation of a telephone inquiry or internet inquiry;
- iii. For purchases expected to be worth \$15,000 or more, but less than \$200,000 at least three written quotes are to be invited from suppliers (*medium sized contractual arrangement*) who are considered able to meet the requirements, at competitive rates;
- iv. For purchases expected to be worth \$200,000 or more, Council must invite written tenders (*large sized contractual arrangement*). The tender must be published on Councils website for at least twenty-one (21) days and allow written tenders to be given to Council while the invitation is published on the website.
- v. Council may also enter into a purchasing arrangement where practical with a supplier:
  - From an Approved Contractor List
  - From a Register of Pre-Qualified Suppliers
  - Under a Preferred Supplier Arrangement
  - Under a LGA Arrangement

### **2.4. Sole or Select Sourcing**

Supply of goods and services or the carrying out of works can be obtained from one provider or a restricted group of suppliers without public tenders where:

- i. it is in the public interest;
- ii. there is a lack of available tenderers;
- iii. the specialised or confidential nature of the services that are sought; or
- iv. A multi-staged process has been followed.

### **2.5. Exemptions from Tendering**

Procurement and disposal arrangements are exempt from the quoting, tendering, expressions of interest process where the transaction is made under the following circumstances:

- a) A contract made between Council and:
  - i. The Crown (Commonwealth, State and Territory Governments);
  - ii. Another local authority;

- iii. A public authority of the Crown; or
  - iv. A Corporation wholly owned by the Crown including wholly owned subsidiaries of the Crown;
- b) A contract for the purchase of goods and services where such contract allows for entities such as Council to also procure/dispose of such goods and services under arrangements made with or under arrangement with:
  - i. The Crown; or
  - ii. Another local authority; or
  - iii. A government agency.
- c) A contract for purchase at auction;
- d) A contract made because of genuine emergency or hardship;
- e) A contract entered into under a Local Government Arrangement (LGA);
- f) Council resolves to prepare a quote or tender consideration plan, and adopts the plan;
- g) Under an approved contractor arrangement, preferred supplier arrangement or register of pre-qualified suppliers established by Council where the Council's delegate approved:
  - i. The seeking and making of such an arrangement or register; and
  - ii. The manner in which such arrangement or register was to be established.
- h) Where an approved contractor arrangement, preferred supplier arrangement or register of pre-qualified suppliers established by Council for the goods/service/works are unable to supply and where value and appropriateness of process has been demonstrated to the satisfaction of Council.

#### 2.6. Short listing

- a) Before inviting tender, Council may invite expressions of interest;
- b) Where expressions of interest have been publicly requested, tenders may be requested from a shortlist of respondents if this approach and the criteria for short-listing have been included in the publicly advertised document.

#### 2.7. Acceptance of a Quote, Tender or Expression of Interest

Council officers will only accept quotes, tenders, expressions of interest that are the most advantageous to Council having regard to the sound contracting principles. Council is not obliged to accept the lowest quote, tender or expression of interest.

#### 2.8. Modifications and Negotiations

- a) Modifications in relation to tenders or expressions of interest can be sought from the most advantageous tenderer or a short list of tenderers or all tenderers;
- b) When requests for expressions of interest have been invited for a contract for the carrying out of work or the supply of goods and/or services then all or only short-listed parties may be invited to participate further in negotiations prior to the successful party being selected; and
- c) Probity requirements apply to all modifications and negotiations.

#### 2.9. Disposal of goods

- a) Council must dispose of goods (or other non-current assets excluding land) through the invitation of tenders or sale by public auction above the following values unless an alternative disposal approach is approved in the procurement policy and contracting plan:
  - i. Plant or equipment - \$5,000;
  - ii. Any other type of non-current asset - \$10,000.
- b) Individual goods (or other non-current assets excluding land) up to the certain value may be disposed of by approaches other than public auction or tender. Probity must be maintained and value for money achieved in these disposals.

2.10. Disposal in the Public Interest

- a) The provisions do not apply to the disposal of goods (or other non-current assets excluding land) if Council is of the opinion that it is in the public interest that they should not apply.
- b) Any decision by Council to this effect:
  - i. Must specify reasons for the opinion expressed in it; and
  - ii. May relate to a particular disposal or class of disposal.

2.11. Publishing details of contracts expected to be worth \$200,000 or more

Contracts expected to be worth \$200,000 or more are to be published in accordance with section 237 of the Local Government Regulations 2012.

**3. DELEGATIONS AND EXPLANATORY INFORMATION**

3.1. Subject to 3.2, this Manual does not affect any existing delegations about:

- a) the supply of goods or services;
- b) entry into contracts for the carrying out of work; or
- c) the disposal of assets.

3.2 Where provisions in delegations refer to the value of goods and/or services and that value has been altered by this Manual, the value in that delegation will be adjusted. Council authorises the Chief Executive Officer to do anything necessary to have any limits on delegations updated in Council's delegation database to reflect this.

3.3 Explanatory information may be published from time to time for this manual.



## HOPE VALE ABORIGINAL SHIRE COUNCIL

### Investment Policy

### Document Control

#### Document Details:

**Document Reference Number:** CG 20  
**Version Number:** 11  
**Business Unit:** Corporate Governance  
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1	28 June 2011		Council Resolution
2	20 March 2013		Council Resolution
3	19 February 2013		Council Resolution
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5	21 February 2018		Council Resolution
6	27 February 2019		Council Resolution
7	16 December 2019		Council Resolution
8	17 March 2021		Council Resolution
9	18 May 2022		Council Resolution
10	24 May 2023		Council Resolution
11	18 June 2024		Council Resolution

## INVESTMENT POLICY

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### ORIGIN/AUTHORITY

*Statutory Bodies Financial Arrangements Act 1982*

*Statutory Bodies Financial Arrangements Regulations 2019*

*Local Government Act 2009*

*Section 104 (5)*

*Local Government Regulation 2012*

*Section 191 (1)*

*Section 191 (2)*

### PURPOSE

This policy aims to provide Council with a prudent approach to investment of surplus funds based on an assessment of market and liquidity risk within the legislative framework of the Statutory Bodies Financial Arrangements Act 1982 and the Local Government Act 2009.

### OBJECTIVES

Hope Vale Aboriginal Shire Councils overall objective is to invest surplus funds not immediately required for financial commitments to maximise returns on funds for the community.

In accordance with the Statutory Bodies Financial Arrangements Act 1982, Council must use its best efforts to invest in funds:

- (a) at the most advantageous interest rate available to it at the time of the investment for an investment of the proposed type; and
- (b) in a way it considers most appropriate in all the circumstances

Council will endeavour to:

- (a) preserve capital through the effective management of the investment portfolios exposure to credit risk, interest rate risk, liquidity risk and transaction risk
- (b) maintain sufficient liquidity of its investment portfolio to meet all reasonably anticipated cash flow requirements, as and when they fall due
- (c) maintain an investment portfolio which is expected to achieve a market average rate of return.

Council will ensure that appropriate records are kept and that adequate internal controls are in place to safeguard public monies.

### POLICY STATEMENT

#### **Investment Authority**

Local Governments have authority to exercise Category 1 investment powers under the *Statutory Bodies Financial Arrangements Act 1982*.

#### **Delegations**

The Chief Executive Officer, or sub-delegate, has been authorised to invest Hope Vale Aboriginal Shire Councils operating funds in investments consistent with this Investment Policy and legislation.

#### **Investment Guidelines**

The structure and features of Councils investments are to be consistent within the time horizons, risk parameters, liquidity requirements and operational guidelines of Council as set out below:

### Investment Term

As a statutory body with Category 1 investment powers under the Statutory Bodies Financial Arrangements Act 1982, all investments must be at call or for a fixed term of not more than 1 year.

### Quotations on investments

No less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed. Investment with the Queensland Treasury Corporation Capital Guaranteed Cash Fund does not constitute an investment decision requiring three (3) quotes.

In assessing fair value of quotes obtained, the risk of the entity providing the return must be considered. The fair value calculated provided by the Queensland Treasury Corporation can be used to assist in this evaluation.

### Types of Investments

When investing funds Council staff should aim to minimise the risk to the financial instruments.

As a statutory body with Category 1 investment powers under the Statutory Bodies Financial Arrangements Act 1982, authorised investments for Council include the following:

- a) Interest bearing deposits;
- b) Commercial paper;
- c) Bank accepted/endorsed bank bills;
- d) Bank negotiable certificates of deposit;
- e) Short term bonds;
- f) Floating rate notes;
- g) Queensland Investment Corporation;
- h) Queensland Treasury Corporation Guaranteed Cash Fund, debt offset facility, fixed rate deposit (up to 12 months) and QTC Working Capital Facility; and
- i) Broker sponsored deposits issued by an investment broker (or its ultimate parent company).

### Diversification/credit risk

When placing investments, consideration will be given to the relationship between credit rating and interest rate.

### Priority of Investment Activities

Giving regard to investment activities, the priority shall be the preservation of capital, liquidity and return on investment.

#### I. Preservation of Capital

This shall be the principal objective of the investment portfolio. This can be achieved by managing credit and interest rate risk with given risk management parameters and avoiding any transactions that would prejudice confidence in Hope Vale Aboriginal Shire Council.

#### II. Liquidity

Refers to Councils ability to access funds in the short-term to meet the day-to-day liquidity requirements. Council will seek to minimise the costs of failing to adequately manage day to day liquidity needs through monitoring cash flow requirements, establishing and maintaining procedures for cash balancing and evaluating investment options for surplus funds.

#### III. Return on Investment

The portfolio is expected to achieve a market average rate of return and consider Hope Vale Aboriginal Shire Council's risk tolerance and current interest rates, budget considerations and the economic cycle. Any additional return target set by Council will also consider the risk limitations, prudent investment principles and cash flow characteristics identified within this Investment Policy.

### Prohibited Investments

This investment policy prohibits any investment carried out for speculative purposes.

As a statutory body with Category 1 investment powers under the Statutory Bodies Financial Arrangements Act 1992, authorised investments for Council exclude the following:

- Derivative based instruments (excluding floating rate notices);
- Principal only investments or securities that provide potentially nil or negative cash flow;
- Stand-alone securities that have the underlying futures, options, forward contracts and swaps of any kind; and
- Securities issued in currencies other than Australian dollars.

### Internal Controls

Council is at all times to comply with the legislation applicable to the investment function within Local Government. Council will use its Category 1 investment powers to earn interest revenue on its operating funds to supplement Council's other sources of revenue.

### Ethics and Conflicts of Interest

Officers responsible for Hope Vale Aboriginal Shire Council's investments must act in a prudent manner when managing the overall Council portfolio. Investments will be managed with care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

Investment officers shall refrain from personal activities that would conflict with the proper execution, monitoring and management of Hopevale Aboriginal Shire Council's investment portfolio. This policy requires that employees and investment officials disclose to the Chief Executive Officer any conflict of interest or any investment positions that could be related to the investment portfolio and, in the event of such a conflict occurring, shall absent themselves from any dealings with respect to any investment or proposed investment which gives rise to the conflict of interest.

### Records

In accordance with the Statutory Bodies Financial Arrangements Act 1992, Council must keep records that show it has invested in the way most appropriate in all the circumstances.

For audit purposes, certificates must be obtained from the financial institution holding the funds, confirming the amounts of investment held on Council's behalf on 30 June each year.



## HOPEVALE ABORIGINAL SHIRE COUNCIL

# HOPE VALE

### Risk Management Policy

#### Document Control

##### Document Details:

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#### Version History

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1	9 December 2015		Council Resolution
2	21 February 2018		Council Resolution
3	20 March 2019		Council Resolution
4	20 April 2022		Council Resolution
5	24 May 2023		Council Resolution
6	18 June 2024		Council Resolution

# ABORIGINAL SHIRE COUNCIL

## **RISK MANAGEMENT POLICY**

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### **AUTHORITY**

*Local Government Act 2009*

*Local Government Regulation 2012*

### **SCOPE**

This policy applies to all Councillors and employees of the Hope Vale Aboriginal Shire Council who are involved in the identification and management of all risks associated with the performance of Council functions and delivery of Council services. It forms part of Council's governance framework and applies to all employees, contractors and volunteers.

### **PURPOSE**

The purpose of the risk management policy is to provide guidance regarding the management of risk to support the achievement of corporate objectives, protect staff and business assets and ensure financial sustainability.

### **OBJECTIVES**

The objectives of this policy are:

- Align Council activities to and support business objectives identified in Council's corporate and operational plans;
- Maintain and improve reliability and quality of service provided by Hope Vale Aboriginal Shire Council;
- Minimise and eliminate adverse impacts from Council's services or infrastructure on the community, visitors and the environment;
- Capitalise on opportunities identified in the Corporate Plan for Hope Vale Aboriginal Shire Council;
- Safeguard Council's employees, contractors, volunteers, assets, financial sustainability, property, reputation and information;
- Promote risk management principles as a strategic tool to ensure better informed decision making throughout Council; and
- Create a culture of risk management across the Council.

### **POLICY STATEMENT**

Hope Vale Aboriginal Shire Council recognises that as a public authority it is exposed to a broad range of risks which, if not managed, could adversely impact on the Council achieving its strategic objectives. Therefore, Council will implement a systematic risk management methodology to identify and address, where practical, areas of potential risk within Council. Any methodologies adopted will be consistent with appropriate Risk Management Standards.

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

### **PRINCIPLES**

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

- Prioritise identified risks and implement treatments progressively based on the level of risk assessed and the effectiveness of the current treatments;
- Ensure risk management is factored into business planning, performance management, audit and assurance, business continuity management and project management. Integrate risk management with existing planning and operational processes, including the corporate plan;

- Consider relevant legislative requirements and political, social and economic environments in managing risks;
- Create a culture of risk awareness throughout the organisation through training, induction, promotion and risk review and reporting mechanisms; and
- Ensure resources and operational capabilities are identified and responsibility for managing risk is allocated.
- Risk categories may include financial and economic, environmental, workplace health and safety, human resources, information technology, strategic and corporate governance, asset and property infrastructure and operational business continuity.

## **RISK APPETITE**

Council's risk appetite is conservative whilst permitting effective and efficient operations.

Council manages interrelated categories of risk and accepts a low and moderate level of risk delivering on organisational values of accountability, community, harmony, innovation, ethical conduct, vision and excellence.

It is the responsibility of councillors, the senior management team and employees to identify and manage low and moderate risks as part of day-to-day operations. High and extreme risks will be identified and managed by the responsible employee and subsequently monitored by the senior management team and the audit committee.

Council will act in accordance with this risk appetite statement to achieve operational and strategic objectives.

The Operational Risk Management Committee will review on a quarterly basis the identification of risks and the implementation of suitable controls.

## **DEFINITIONS**

### Risk

Risk is defined by the Australian Standard for Risk Management as "effect of uncertainty on objectives". An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats. Objectives can have different aspects and categories and can be applied at different levels. Risk is usually expressed in terms of *risk sources*, *potential events*, their *consequences* and their *likelihood*.

### Risk Management

Risk management for Council refers to the culture, processes and structures developed to effectively manage potential opportunities and adverse effects for any activity, function or process undertaken by the Council. Managing risk is achieved through the systematic application of policies, procedures and practices to identify, analyse, evaluate, treat, monitor and communicate risk.

### Enterprise Risk Management

Enterprise risk management encompasses all the major risk categories (including financial and economic, environmental, workplace health and safety, human resources, information technology, strategic and corporate governance, asset and property infrastructure and operational business continuity) and includes the coordination, integration, consolidation and consistency of reporting by the various Council business functions and activities with identified risks.

### Risk Register

A list of identified and assessed risks directly related to either a particular department of council, a project, or to the whole of Council. Risk Registers can either be Corporate, Operational, or project based.

## **ROLES AND RESPONSIBILITIES**

### **Council**

Council is responsible for the adoption of this policy and ensuring sufficient resources are applied to managing the risks identified.

### **Chief Executive Officer**

Council's Chief Executive Officer is accountable for the development of the policy, identifying, evaluating and managing risk in accordance with this policy through a formal enterprise-wide risk management framework. Formal risk assessments, oversight and review of risk management must be performed at least once per year as part of the business planning. The Chief Executive Officer has the responsibility to drive the culture of risk management and signs off on annual risk attestation whilst continuously improving risk management policy, strategy and supporting framework.

The Chief Executive Officer will report to Council and the Audit Committee at each meeting on the progress made in implementing a sound system of risk management and internal compliance and control across Council's operations.

### **Management Team**

Council's Management Team will perform the function of the Operational Risk Management Committee which has oversight in contributing to the ongoing development of the risk management framework and monitoring risk treatment. The Committee will meet quarterly.

The Management Team will ensure the risk management framework identifies high level strategic risks and aligns with the Internal Audit Plan. The Management Team will ensure that the results of its reviews are provided to Council for up-date of the Council's risk profile as appropriate.

The Management Team may consider that periodic reviews of the risk management framework are carried out by Internal Audit pursuant to the Internal Audit Plan.

### **Hope Vale Aboriginal Shire Council Audit Committee**

The Audit Committee reviews risk status and endorses risk strategies and policy. It will review the reports provided by the Chief Executive Officer, communicate risk information issues back to Council and identify new and emerging risks.

### **Employees including Casual Employees, Contractors and Volunteers**

All employees are responsible for management of risks within their areas of responsibility as determined under any risk treatment plans.

Employees will be responsible for the timely completion of activities conducted routinely to ensure that employees are familiar with risk management and how it is applied within the Hope Vale Aboriginal Shire Council.

### **Risk Monitoring**

Councils utilises a number of functions, including Internal Audit, to perform independent and objective monitoring over its risk areas, including if necessary, conducting reviews over Council's operations and risk areas by external agencies.

The scope of the work undertaken by all of these functions and the reviews by external agencies, will be considered in conjunction with Council's risk profile at least annually. This will assess the independent monitoring of key risk areas within Council's risk profile.



## **RELATED POLICIES AND PROCEDURES**

Fraud and Corruption Policy

Fraud and Corruption Prevention Framework

Terms of Reference Operational Risk Management Committee

Business Continuity Plan

Workplace Health and Safety Policy

Risk Management Framework Guidelines

## **IMPLEMENTATION**

The implementation of this policy is the responsibility of the Chief Executive Officer.

## **POLICY REVIEW**

This policy will be reviewed when any of the following events occur:

- (a) Audit reports relating to risk management activities being undertaken by Council indicate that a policy review from a legislative, compliance or governance perspective is justified;
- (b) Relevant legislation, regulations, standards and policies are amended or replaced;
- (c) Other circumstances as determined from time to time by the Chief Executive Officer or through a resolution of Council.

Notwithstanding the above, this policy and Council's risk management framework will be reviewed at least every two years by Council's Management Team to review its effectiveness and to ensure its continued application and relevance.

# HOPE VALE



## ABORIGINAL SHIRE COUNCIL

**Risk Management Framework Guidelines**

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APPENDIX A: Risk Register Template & Treatment Action Plan Template

## 1. Statement of Commitment

The major risk for most organisations is that they fail to achieve their strategic business or project objectives or are perceived to have failed by their stakeholders. Hope Vale Aboriginal Shire Council is committed to establishing an environment that is not unduly risk averse, but one that enables risks to be logically and systematically identified, analysed, evaluated, treated, monitored and managed. Risk is inherent in all of Council's activities and a formal and systematic process has been adopted to minimise and where possible eliminate all risks that directly or indirectly impact on the Council's ability to achieve the vision and strategic objectives outlined in the Corporate Plan.

These Risk Management Framework and Guidelines have been developed to demonstrate the Council's commitment, by detailing the integrated Risk Management framework to be employed by all staff members, contractors, committees and volunteers engaged in Council business and defining the responsibilities of individuals and committees involved in managing risk.

In addition, the guidelines have been developed to:

- Ensure risk management is an integral part of strategic planning, management and day to day activities of the Council;
- Promote a robust risk management culture within the Council;
- Enable threats and opportunities that face the organisation to be identified and appropriately managed;
- Facilitate continual improvement and enhancement of Council's processes and systems;
- Improve planning processes by enabling the key focus of the organisation to remain on core business and service delivery;
- Encourage ongoing promotion and awareness of risk management throughout Council.

## 2. Introduction

In order for Council to deliver the strategies and achieve the objectives as outlined in the Corporate Plan, Council needs to identify and manage risks. Risk is an event or action, which has the potential to prevent Hope Vale Aboriginal Shire Council from achieving its corporate objectives. A risk can also be defined as an opportunity that is not being maximised by the Council to meet its objectives.

Enterprise Risk Management (ERM) is the management of risk not only in conventional hazard categories such as health and safety, IT, finance, but in the full spectrum of strategic and operational risk. ERM is the structured approach of aligning strategy, processes, people, technology and knowledge with the purpose of evaluating and managing risk. *Enterprise wide* means the removal of traditional functional, divisional, departmental or cultural barriers. Importantly, having a structured approach provides guidance to managing existing and perceived risks that potentially impact on the organisation's ability to fulfil its business objectives.

Effective risk management is governed by an organisations commitment to risk management and this process is outlined in Hope Vale Aboriginal Shire Council's Risk Management Framework and Guidelines which is in line with the Australian Standard AS ISO 31000:2018 Risk Management – Guidelines.

## 3. Definitions

**Risk:** Risk is defined by the Australian Standard for Risk Management as “effect of uncertainty on objectives”. An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats. Objectives can have different aspects and categories and can be applied at different levels. Risk is usually expressed in terms of *risk sources*, *potential events*, their *consequences* and their *likelihood*.

**Risk Management:** Risk management for Council refers to the culture, processes and structures developed to effectively manage potential opportunities and adverse effects for any activity,



function or process undertaken by the Council. Managing risk is achieved through the systematic application of policies, procedures and practices to identify, analyse, evaluate, treat, monitor and communicate risk.

**Enterprise Risk Management (ERM):** Enterprise risk management encompasses all the major risk categories (including financial, environmental, health and safety, fraud, information technology, compliance, security and business continuity) and includes the coordination, integration, consolidation and consistency of reporting by the various Council functions with identified risks.

**Risk Register:** A list of identified and assessed risks directly related to either a particular department of council, a project, or to the whole of Council. Risk Registers can either be corporate, operational, or project based.

**Likelihood:** The word likelihood is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively (probability or frequency).

**Consequence:** The outcome of an event affecting objectives (impact). An event can lead to a range of consequences. A consequence can be certain or uncertain and can have a positive or negative effect on objectives. Consequences can be expressed qualitatively or quantitatively.

**Risk Owner:** The person with the accountability and authority to manage a risk.

**Risk Treatment:** The process to modify existing risks or create new risks.

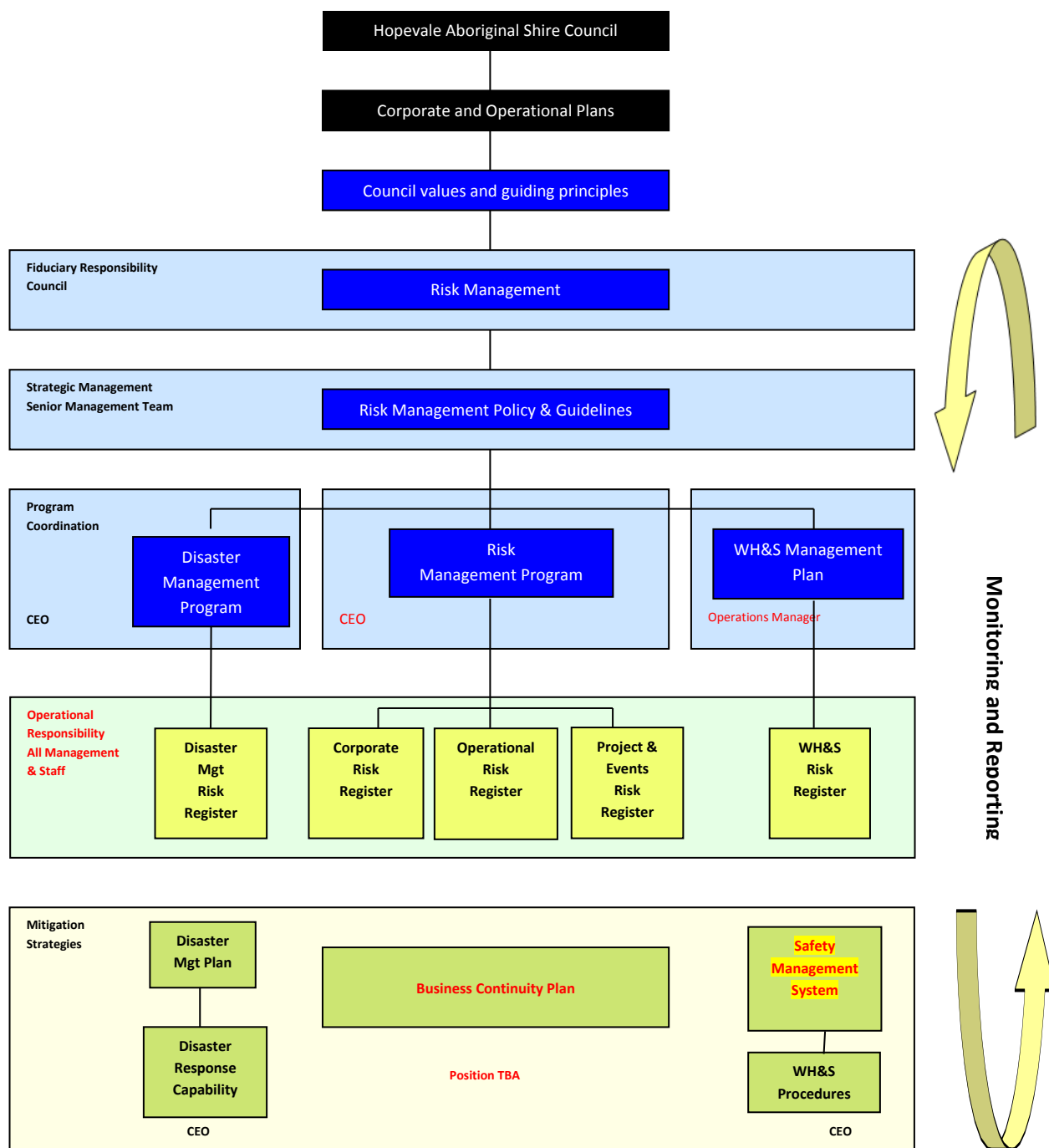
**Risk Treatment Action Plans:** The document that outlines the steps to be taken to reduce unacceptable risks to achievable and acceptable levels. This includes details on current controls; required risk treatments; improvement opportunities; resources; timing; reporting and accountabilities.

#### 4. Risk Management Principles

For risk management to be effective, the Council should comply with the following principles.

Risk Management:

- a) **Integrated** – Risk management is an integral part of all Council activities
- b) **Structured and comprehensive** – A structured and comprehensive approach to risk management contributes to consistent and comparable results
- c) **Customised** – The risk management framework and process are customised and proportionate to the Councils external and internal context related to its objectives
- d) **Inclusive** – Appropriate and timely involvement of stakeholders enables their knowledge, views and perceptions to be considered. This results in improved awareness and informed risk management.
- e) **Dynamic** – Risks can emerge, change or disappear as a Councils external and internal context changes. Risk management anticipates, detects, acknowledges and responds to those changes and events in an appropriate and timely manner.
- f) **Best available information** – The inputs to risk management are based on historical and current information, as well as on future expectations. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations. Information should be timely, clear and available to relevant stakeholders.
- g) **Human and cultural factors** – Human behaviour and culture significantly influence all aspects of risk management at each level and stage.
- h) **Continual improvement** – Risk management is continually improved through learning and experience.



## 5. Risk Management Framework

The Risk Management Framework explains the relationship between the Council's risk management components and other management systems and frameworks.

### Basis, Roles and Responsibilities

Please refer to Council's Risk Management Policy.

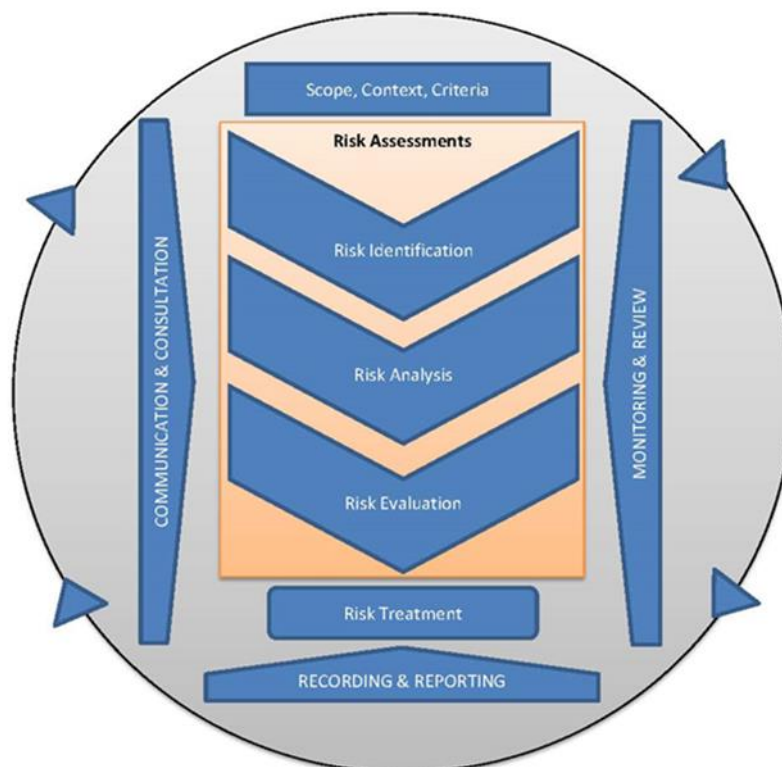
## 6. Risk Management Process

The process adopted by Hope Vale Aboriginal Shire Council to manage risks is in accordance with AS ISO 31000:2018 Risk Management – Guidelines. This process is the application of the structured risk management methodology to be used to assess; prioritise; treat and monitor risks identified. The risk management process may capture inherent risk (prior to considering controls in place), residual risk (after taking into account controls in place), or both.

The main elements of an effective Risk Management approach are as follows:

- Communicate and Consult
- Establish the Context
- Risk Assessment
  - Identify Risks
  - Analyse Risks
  - Evaluate Risks
- Treat Risks
- Monitor and Review

The following diagram represents the components of the Risk Management process. Each of these components is explained further below.



Source: Australian Standard ISO 31000:2018 Risk Management – Guidelines

### 6.1 Communicate and Consult

It is an essential part of the risk management process to develop and implement an effective framework to communicate and consult with all relevant stakeholders, internal and external as appropriate, at each stage of the risk management process and concerning the process as a whole. The level of communication and consultation will vary depending on the level of interest and or influence of that particular stakeholder individual or group.

### 6.2 Establish the Context

Stage one of the processes establishes the strategic, organisational and risk management context in which the rest of the process will take place. This includes the criteria, against which risk will be evaluated, the risk appetite of the organisation and corrective actions for the different rating achieved in the assessment of the risks.

In establishing the context for the Risk Management Framework, existing risk management processes were reviewed, interviews and workshops were held with key personnel and a Risk Management Policy was developed. (Refer to Risk Management Policy).

## 6.3 Risk Assessment

### 6.3.1 Identify Risks

At this stage, the organisation identifies what, why and how things can arise, that may affect the organisation, as the basis for further analysis. This is carried out at both strategic and operational levels of the organisation.

Categories of risk for the organisation at a strategic and operational level may include, but are not limited to:

- **Safety** – injuries, lost time, Workcover & LGM claims, fatalities
- **Reputation and image** – negative media exposure, staff morale, community perception
- **Assets** – damage or loss of information, property or assets
- **Environment** – impact or harm to natural environment, potential for future damages claims and DES prosecution
- **Service Delivery** – ability to service community and meet customer expectations
- **Regulatory** – breaches of legislation (“ignorance is no excuse”)
- **Management effort** – senior management effort directed away from achieving strategic objectives and impacting on overall performance (i.e. focused on day-to-day tasks)

### 6.3.2 Analyse Risks

This stage determines the inherent risks and then calculates any residual risks taking into consideration any existing controls in place (existing processes and procedures). Risks are analysed in terms of consequence and likelihood in the context of those controls. The analysis will consider the range of potential risk exposure consequences and how likely those consequences are to occur. The Consequence and Likelihood are then combined to produce an estimated level of risk known as the Overall Risk Rating.

#### Determining Likelihood

In determining the likelihood of each risk, the following ratings and definitions have been applied. In making your assessment you must remember that some events happen once in a lifetime, other can happen almost every day. Judgment is required to determine the possibility and frequency that the specific risk is likely to occur.

#### Likelihood Table

Rating	Description	Definition - Likelihood of Occurrence
1	Rare	Event may occur once in every 10+ years
2	Unlikely	Event may occur in every 5 – 10 years
3	Possible	Event may occur once in every 2 – 5 years
4	Likely	Event may occur once in every 1 – 2 years
5	Almost Certain	Event may occur within one year



### Determining Consequence

In determining the consequence of each risk, the following ratings and definitions have been applied. There are five levels used to determine consequence and when considering how risks may impact on the organisation it is also important to think about the non-financial elements as well.

#### Consequence Table

Description	Qualitative Definition - Consequence
<b>Insignificant</b>	An event, that impact can be absorbed; no injuries; low financial loss
<b>Minor</b>	An event, the consequences of which can be absorbed but management effort is required to minimise the impact; First aid treatment; low-medium financial loss
<b>Moderate</b>	A significant event which can be managed under normal circumstances; medical treatment; medium financial loss
<b>Major</b>	A critical event, which with proper management can be continued; extensive injuries; loss of production capability; major financial loss
<b>Catastrophic</b>	A disaster which could lead to the collapse of the organisation; death; huge financial loss

Quantitative parameters have been developed (Refer Consequence Matrix) to enable the Council to consistently assign consequence ratings to potential risks. These quantitative measures assign the Councils risk tolerance parameters applicable to each of the five consequence levels. This approach ensures that all staff can rate the consequence of a risk occurring against the Councils established parameters, instead of their own personal choice.

## Consequence Matrix

Consequence	Rating	Operational – Business Continuity	Environmental	Information Technology	Strategic/Corporate Governance – Reputation - Political	Human Resources	Infrastructure, Asset & Property	Workplace Health & Safety	Financial and Economic
<b>Catastrophic</b>	<b>5</b>	The continuing failure of Council to deliver essential services  The removal of key revenue generation.	Widespread and irreversible environmental damage attributed by the courts to be negligent or incompetent actions of Hope Vale Shire Council.	Widespread, long-term loss of IT network/hardware.	Loss of State Government support with scathing criticism and removal of the council. National media exposure Loss of power and influence restricting decision making and capabilities	Staff issues cause continuing failure to deliver essential services.	Widespread, long-term loss of substantial key assets and infrastructure.	Fatality or significant irreversible disability.	Above 6% of Council's annual revenue (excluding capital revenue) = \$ 1M
<b>Major</b>	<b>4</b>	Widespread failure to deliver several major strategic objectives and service plans.  Long-term failure of Council causing lengthy service interruption.	Severe environmental impact requiring significant remedial action. Penalties and/or direction or compliance order incurred.	Widespread, short to medium term loss of IT network/hardware.	State media and public concern/ exposure with adverse attention and long-term loss of support from Example Shire residents. Adverse impact and intervention by State Government.	Staff issues cause widespread failure to deliver several major strategic objectives and long-term failure of day-to-day service delivery.	Widespread, short to medium term loss of key assets and infrastructure.	Extensive injuries. Lost time of more than 4 working days.	Between 2-6% of Council's annual revenue (excluding capital revenue) = \$500,000

Consequence	Rating	Operational – Business Continuity	Environmental	Information Technology	Strategic/Corporate Governance – Reputation - Political	Human Resources	Infrastructure, Asset & Property	Workplace Health & Safety	Financial and Economic
<b>Moderate</b>	<b>3</b>	Failure to deliver minor strategic objectives and service plans. Temporary & recoverable failure of Council causing intermittent service interruption for a week.	Moderate impact on the environment; no long term or irreversible damage. May incur cautionary notice or infringement notice	Short to medium term loss of key IT network/hardware	Significant state wide concern/ exposure and short to mid-term loss of support from Example Shire residents. Adverse impact and intervention by another local government & LGAQ.	Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day-to-day service delivery.	Short to medium term loss of key assets and infrastructure	Medical treatment. Lost time of up to 4 working days.	Between 1-2% of Council's annual revenue (excluding capital revenue) = \$250,000
<b>Minor</b>	<b>2</b>	Temporary and recoverable failure of council causing intermittent service interruption for several days.	Minor environmental damage such as remote temporary pollution.	Minor loss/damage. Repairs required.	Minor local community concern manageable through good public relations. Adverse impact by another local government.	Staff issues cause several days interruption of day-to-day service delivery.	Minor loss/damage. Repairs required.	First aid treatment. No lost time.	Between 0.2 - 1% of Council's annual revenue (excluding capital revenue) = \$100,000
<b>Insignificant</b>	<b>1</b>	Negligible impact of Council, brief service interruption for several hours to a day.	Brief, non-hazardous, transient pollution or damage.	Damage where repairs are required however equipment still operational.	Transient matter, e.g. Customer complaint, resolved in day-to-day management. Negligible impact from another local government.	Staff issues cause negligible impact of day-to-day service delivery.	Damage where repairs are required however facility or infrastructure is still operational.	No injury.	Less than 0.2 % of Council's annual revenue (excluding capital revenue) = \$5,000

### Determining the overall Risk rating

After the consequence and likelihood ratings have been determined they are combined in a matrix to determine the overall risk rating for each risk. The extent of the consequences and the extent of the likelihood risks will be assessed in a range from Low to Extreme.

The table below illustrates how the combination of the consequence and likelihood generates the overall risk rating.

### Risk Assessment Matrix

Likelihood	Rating	Consequence				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	5	M (5)	H (10)	H (15)	E (20)	E (25)
Likely	4	M (4)	M (8)	H (12)	H (16)	E (20)
Possible	3	L (3)	M (6)	H (9)	H (12)	H (15)
Unlikely	2	L (2)	L (4)	M (8)	M (8)	H (10)
Rare	1	L (1)	L (2)	L (3)	M (4)	H (5)

### 6.3.3 Evaluate Risks

Risks need to be evaluated and prioritised to ensure that management effort is directed towards resolution of the most significant Council risks first. The initial step in this Risk Evaluation stage is to determine the effectiveness, and or existence of, controls in place to address the identified risks.

The following table will assist to determine the effectiveness, and or existence of, controls in place to address the identified risks.

Control Assessment	Description
Adequate	<ul style="list-style-type: none"><li>The controls address the identified risk and there is little scope for improvement.</li><li>There is no convincing cost/benefit justification to change the approach.</li></ul>
Opportunities for Improvement	<ul style="list-style-type: none"><li>The controls contain some inadequacies and scope for improvement can be identified.</li><li>There is some cost/benefit justification to change the approach.</li></ul>
Inadequate	<ul style="list-style-type: none"><li>The controls do not appropriately address the identified risk and there is an immediate need for improvement actions.</li><li>There is a significant cost/benefit justification to change the approach.</li></ul>



### 6.3.4 Risk Register

A Risk Register is developed to record and assess each risk identified as part of the risk identification stage.

The application of the stages of the risk assessment process noted above ensure there is consistency in the determination of the current risk severity level, taking into account the existing controls and their level of effectiveness in mitigating or addressing the risk. Refer to Appendix B for a Risk Register Template.

### Risk Profile diagram

At the completion of the assessment process, a risk profile diagram will be developed to highlight each of the risks identified and their overall risk rating.

The risk profile diagram (example below) will highlight to CEO and senior executive the key risk exposures within the Council. The risks will be categorised as Extreme, High, Medium and Low to assist management to target those risks that have the greatest potential impact on the Council.

The approach for treatment of risks is:

LIKELIHOOD	CONSEQUENCES				
	Negligible / Insignificant	Low / Minor	Medium / Moderate	Very high / Major	Extreme / Critical
<b>Rare</b>	LOW Consider accepting the risk or routine management	LOW Consider accepting the risk or routine management	LOW Consider accepting the risk or routine management	MEDIUM Specify responsibility and action	HIGH Quarterly senior management review
<b>Unlikely</b>	LOW Consider accepting the risk or routine management	LOW Consider accepting the risk or routine management	MEDIUM Specify responsibility and action	MEDIUM Specify responsibility and action	HIGH Quarterly senior management review
<b>Possible</b>	LOW Consider accepting the risk or routine management	MEDIUM Specify responsibility and action	MEDIUM Specify responsibility and action	HIGH Quarterly senior management review	HIGH Quarterly senior management review
<b>Likely</b>	MEDIUM Specify responsibility and action	MEDIUM Specify responsibility and action	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
<b>Almost Certain</b>	MEDIUM Specify responsibility and action	MEDIUM Specify responsibility and action	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

### 6.4 Treatment of Risks

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

As a general guide:

- **Retain the risk** – where the risk cannot be avoided, reduced, or transferred. In such cases, usually the likelihood and consequence are low. These risks should be monitored and determined how losses, if they occur, will be funded.
- **Transfer the risk** – involves shifting all or part of the responsibility to another party who is best able to control it (such as an insurer who bears the consequence of losses e.g. Insure Council vehicles).

- **Avoid the risk** – Decide not to proceed with the policy, program or activity or choose an alternative means of action.
- **Control the risk** – By either reducing the likelihood of occurrence or the consequences e.g. Implement procedures for specified tasks.
- **Remove** – the risk source.
- **Take or pursue the risk** – where a risk presents an opportunity a decision may be taken to enhance, accept, work with or pursue the risk.

Determine the most effective treatment options by considering the:

- Cost/benefit of each option including the cost of implementation (do not consider financial considerations only; organisational, political, social and environmental factors should also be considered)
- Use of proven risk controls
- The anticipated level of risk remaining after implementation of risk treatment. The final acceptance of this risk will be a matter for the appropriate Director or CEO to decide.

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

The decision to accept a risk will be determined by the agreed table indicating proposed corrective action and the risk appetite criteria established by the council. For example, a LOW risk is accepted and only requires monitoring should circumstances change. For other risks, a specific management plan may be required to be developed and implemented which may include consideration of funding. Risk treatment strategies need to also be considered to ensure that no new risks are introduced.

## 6.5 Monitor and Review

This stage establishes a process to monitor and review the performance of the risk management system implemented and changes that might affect the performance or give rise to new risks that will require assessment.

Both monitoring and reviewing should be a planned part of the risk management process and tailored to the needs of the Council and the significance of the risks identified. It should be undertaken on at least an annual basis.

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

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

Possible methods for review:

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

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

- Completeness of the register;
- Continued existence of controls;

- Adequacy of controls;
- Risk ratings;
- Treatment strategies;
- Risk owner; and
- Risk review date.

## **7. Recording the Risk Management Process**

Each stage of the Risk Management process must be recorded appropriately. All Risk Assessments and Risk Treatment Action Plans must be documented, retained and easily accessible for future reference. Even if a risk is assessed to be Low and a decision is taken to do nothing, the reasoning that led to the decision must be recorded. In complying with the Local Government Regulation 2012, section 164, we are required to keep written records of:

- A) the risks
- B) the control measures

## **8. Reviewing the Risk Management Framework and Guidelines**

To ensure that the risk management process is effective and continues to support the Councils performance, all aspects of the risk management process will be periodically reviewed.

The Risk Management Framework and Guidelines, Risk Management Policy and Risk Registers will be reviewed on a regular basis to ensure that they are still appropriate and continue to reflect the Councils risk activities and tolerances.

Based on the results of monitoring and reviews, decisions will be made on how the Risk Management Framework can be improved. These improvements should lead to improvements in the management of risk and the risk management culture.

The Operational Risk Management Committee will review Council's performance in identifying and treating operational risks (including disaster management & WH&S) on a quarterly basis.

The internal auditors through the Audit Committee will also undertake periodic reviews of council's performance.

## **9. Communication**

The Risk Management Framework and Guidelines, Risk Management Policy, Risk Registers and associated documents and procedures will be held in a secure central repository and will be accessible to stakeholders according to their authority levels.

The existence, nature and location of the central repository will be shared with staff at all levels to encourage their awareness of how the organisation is managing its risks.

Following reviews of the Framework and Guidelines as specified any changes will be communicated to the relevant Risk Owners and other stakeholders to ensure that the Enterprise Risk Management process remains dynamic and relevant.

Appendix A

Risk Management Action Plan NOTE: Electronic template in Excel available.

Risk ID No	Description	Risk Event <i>What might happen?</i>	Source of Risk <i>How might the risk arise?</i>	Likelihood <i>How likely is it to occur?</i>	Consequence <i>What will be the outcome?</i>	Risk Score <i>Likelihood x consequences</i>	Risk Treatment <i>What can be done to avoid the risk, control, transfer or finance the risk?</i>	Controls Assessment	Resources Required <i>What physical, human, or financial resources required</i>	Residual Risk Consequences	Residual Risk Likelihood	Residual Risk Rating	Performance Measure <i>How will you know the risk treatment is working?</i>	Time Line	Responsibility <i>Name and position</i>

Reviewing Officer:\_\_\_\_\_ Date:\_\_\_\_\_

Comments:\_\_\_\_\_