



# **SPECIAL MEETING**

## **AGENDA**

**1 FEBRUARY 2022**

*Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 1 February 2022 commencing at 9:00am for transaction of the enclosed business.*

*In line with section 277E of the Local Government Regulation 2012, it has been determined that it is not practicable for the public to attend Council meetings in person at the current time. Until further notice, Council meetings will instead take place via videoconference and will be livestreamed online.*

A handwritten signature in black ink, appearing to be "C. P.", written in a cursive style.

**CHIEF EXECUTIVE OFFICER**  
28 January 2022

**Please note:**

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

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**1 OPENING**

1.1 Acknowledgement of Country

**2 PRESENT**

Members Present:

The Mayor, Councillor A P Williams (Chairperson)  
Deputy Mayor, Councillor N K Fisher  
Councillor S Latcham  
Councillor C E Smith  
Councillor C R Rutherford  
Councillor M D Wickerson  
Councillor D Kirkland  
Councillor G D Mathers

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

**4 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

## 5 BUSINESS OUTSTANDING

### 5.1 LIFTING MATTERS FROM THE TABLE

**File No:** 11979  
**Attachments:** Nil  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Evan Pardon - Chief Executive Officer

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#### SUMMARY

*Items laid on the table require a report to be lifted from the table before being dealt with. This report is designed to lift the report that has been laid on the table at Ordinary Council Meeting 25 January 2022.*

#### OFFICER'S RECOMMENDATION

THAT the following matter be lifted from the table and dealt with accordingly:

- Future Financial Sustainability & Budgetary Issues

## 6 OFFICERS' REPORTS

### 6.1 COUNCIL DECISION MAKING STRUCTURE

<b>File No:</b>	<b>10072</b>
<b>Attachments:</b>	<ol style="list-style-type: none"> <li><b>Draft Terms of Reference - Communities Committee</b> <a href="#">↓</a></li> <li><b>Draft Terms of Reference - Infrastructure Committee</b> <a href="#">↓</a></li> </ol>
<b>Authorising Officer:</b>	<b>Evan Pardon - Chief Executive Officer</b>
<b>Author:</b>	<b>Ross Cheesman - Deputy Chief Executive Officer</b>

#### SUMMARY

*The purpose of this report is to present for Council's consideration an alternative method and structure related to governance and information sharing with the aim of facilitating timely and informed decision making by Council.*

#### OFFICER'S RECOMMENDATION

THAT pursuant to Chapter 8, Part 2 Div 2 of the *Local Government Regulation 2012* and with effect from 1 March 2022:

- Council move to the following Committee structure whilst maintaining the current Councillor Portfolio appointments.

<b>Committee</b>	<b>Members</b>	<b>Chairperson</b>
Communities	All Councillors	Mayor
Infrastructure	All Councillors	Mayor

- The Terms of Reference for each Committee as attached to the report be approved.

#### COMMENTARY

The existing program of Portfolio Information Sessions, Briefing Sessions and Council Meetings provides a blend of formal and informal meetings. This program is resource intensive and has flow-on effects to timely decision-making by Council.

There has been some discussion with Councillors on an alternative model that may create efficiencies and provide an improved level of communication and information sharing to Councillors to assist them in their decision-making and in the performance of their legislative responsibilities.

A modified structure and framework is proposed in order to provide Councillors with the opportunity to direct increased time and attention towards the delivery of positive strategic outcomes, advocating on behalf of the region and communicating with the community.

#### BACKGROUND

The upcoming program of Portfolio Information Sessions, Workshops and Council Meetings has Councillors and Officers in Council Chambers in one of these formats at least two or three days per week. Combined with discussions on Council's long-term financial position, Certified Agreement negotiations, Mount Morgan water supply, Northern Suburbs and COVID-19 to name a few, an alternative model to the current model is proposed to address these immediate issues.

This report explores a model that will not only better utilise Councillors' and officers' time, but provide an improved framework for information sharing for Councillors to assist in their decision-making. A modified approach should also allow Councillors to be able to focus increased attention on strategy, advocacy and communication without detracting from important Portfolio issues that will continue to require attention.

Several options are listed below for consideration, however a range of iterations based on the frameworks proposed could be equally effective. The recommendation however is to move to a more streamlined Committee structure while retaining the Portfolio Councillor responsibilities. Eight (8) Committees matching the current Portfolios would ultimately not be tenable and counterintuitive to resolving the issues identified and the purpose of this review.

### **Options for consideration**

#### Option 1

The following points outline the proposed framework with a draft Terms of Reference included as attachments for further context.

- The establishment of two (2) Standing Committees, namely Communities and Infrastructure.
- In accordance with s. 257(1)(c) of the *Local Government Act 2009*, Council delegate authority to both Standing Committees to make resolutions on its behalf, provided that there is an absolute majority in favour of the proposal. For clarity, a casting vote cannot be used by the presiding Councillor to determine a resolution and tied votes must be referred to Ordinary Council meeting for determination. Decisions under the *Planning Act 2016* will continue to be referred to Council meetings.
- Committee members to be all Councillors.
- Audit Committee to remain as currently constituted.
- Meetings are to take place every Tuesday for a full day in some format (refreshments and lunch provided):
  - The first Tuesday of each month reserved for strategic briefing sessions and/or Special Council meetings.
  - The second and fourth Tuesday of each month, Ordinary Council meetings are scheduled with time dedicated post-Council meetings for briefing sessions on issues related to strategy, advocacy and/or communication.
  - The third Tuesday of each month allocated for Committee meetings to be convened over the course of the day.
- Portfolio responsibilities are retained and led by the Portfolio Councillor at the Table.
- Portfolio Councillors liaise and meet regularly with relevant Managers and General Managers on portfolio matters.
- Intended content for the Committee meetings will be those matters across Council requiring a decision or is strategic information or information that is in the public interest rather than day to day operational matters and in line with the Terms of Reference.
- Some matters that currently are addressed via the Councillor Information Session would be directed through the Committee structure for consideration.
- Councillor Information Sessions will cease. Information Bulletins will be retained with general information to facilitate a coordinated exchange of information to Councillors rather than ad hoc emails.
- Previous Budget workshops would now be included as part of Council meeting (closed session) or a Special Council meeting.

- As a Board, it is recognised that Council needs to be able to monitor organisational performance. In addition to the quarterly Operational Plan report a Corporate Performance report would be produced monthly and presented to Council.

#### Option 2 - No Portfolio or Committee Meetings

- The first Tuesday of each month reserved for strategic briefing sessions and/or Special Council meetings
- The second and fourth Tuesday of the month allocated for convening of Ordinary Council Meetings.
- Refreshments and lunch provided for Councillors each Tuesday.
- Previous Budget workshops would now be included as part of Council meeting (closed session) or a Special Council meeting.
- Portfolio responsibilities are retained and led by the Portfolio Councillor at the table.
- Portfolio Councillors liaise and meet regularly with relevant Managers on portfolio matters.
- A Corporate Performance report would be presented monthly.
- Some matters that currently go to Councillor Information Session would be directed to Council Meetings or briefing sessions.
- Councillor Information Sessions will cease. Information Bulletins will be retained with general information to facilitate a coordinated exchange of information to Councillors rather than ad hoc emails.

#### Option 3 – Status Quo

A continuation of the current scheduled framework of informal and formal meetings noting:

- 2022 schedule of meetings is more time and resource intensive than 2021.
- 2 to 3 days' time commitment for existing informal meetings, briefings and Council meetings most weeks limiting the time to address strategic focus areas and forward challenges.
- Impaired public interest transparency and good governance.

#### **PREVIOUS DECISIONS**

Council adopted the 2022 meeting schedule and Portfolio format at its 28 September 2021 meeting.

#### **BUDGET IMPLICATIONS**

Minimal direct implication. The Committee approach will attain some operational efficiencies.

#### **LEGISLATIVE CONTEXT**

The *Local Government Regulation 2012* stipulates the requirements of Council meetings and Committee. If adopted all options comply with this legislation.

#### **STAFFING IMPLICATIONS**

Nil

#### **RISK ASSESSMENT**

Nil

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**CORPORATE/OPERATIONAL PLAN**

Corporate Plan 5.2 Strong leadership that provides quality governance to support and service the community.

**CONCLUSION**

The recommended option is Option 1 to commence from 1 March 2022. This option will provide more efficient use of time for both Councillors and Management. This is not to detract from the important role of Councillor Portfolios in any way but rather allow the more operational matters to be dealt with directly with Management. Importantly, it allows Council and Management the time to direct appropriate focus on areas of strategy, advocacy and communication for the betterment of the community.

# **COUNCIL DECISION MAKING STRUCTURE**

## **Draft Terms of Reference - Communities Committee**

**Meeting Date: 1 February 2022**

**Attachment No: 1**

**Date:** 1 March 2022  
**Subject:** Terms of Reference – Communities Committee  
**File Ref:** 8237

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### **1. PURPOSE**

The Communities Committee is a formal standing committee of Rockhampton Regional Council and provides direction and leadership on the functional responsibilities that fall under its Community Services Department.

### **2. SCOPE**

This Committee comprises all Councillors of Rockhampton Regional Council. The Mayor is an ex-officio member of the Committee pursuant to s12(4)(f) of the Local Government Act 2009.

This Committee is primarily responsible for overseeing Strategy, Advocacy and Communication along with the Policy and Performance in the areas of Council that operate under its Community Services Department. This includes the following areas of operation:

- Environmental Sustainability
- Community Asset and Facilities
- Heritage Village
- Venues
- Rockhampton Museum of Art
- Library and Childcare Services
- Parks Management (including Botanics and Kershaw Gardens and Cemeteries)
- Sport
- Rockhampton Zoo
- Development Engineering
- Building Plumbing & Compliance
- Health & Environment
- Local Laws

Executive Officer is the General Manager Community Services.

### **3. FUNCTIONS**

The main functions of the Committee are to:

1. Consider and decide on the most appropriate forms of advocacy pertaining to the above scope.
  2. Review and decide on relevant strategies as they relate to the areas of operation listed in the scope of this Terms of Reference.
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Communities Committee Terms of Reference

3. Consider the best forms of communication for the betterment of the organization and community in line with the scope listed above.
4. Receive reports from the Chief Executive Officer and appropriately delegated officers.
5. Consider the material in the reports from officers and seek further information from relevant officers, if necessary.

**4. LIMITATIONS**

In accordance with s. 257(1)(c) of the Local Government Act 2009, Council delegate authority to the committee to make resolutions on its behalf, provided that there is an absolute majority in favour of the proposal. For clarity, a casting vote cannot be used by the Committee Chair to determine a resolution and tied votes must be referred to Ordinary Council meeting for determination.

Development Assessment approvals to go to Council meetings as opposed to this Committee.

Committee members to be all Councillors.

A quorum of the committee is a majority of its member Councillors. However, if the number of Councillors is an even number, one half of the number is the quorum

In accordance with s. 267(1) of the Regulation, the Mayor be appointed as Chair of the Committee. The Committee Chair shall assume overall responsibility for the good governance and order of the Committee meeting.

**Evan Pardon**  
**Chief Executive Officer**

# **COUNCIL DECISION MAKING STRUCTURE**

## **Draft Terms of Reference - Infrastructure Committee**

**Meeting Date: 1 February 2022**

**Attachment No: 2**

**Date:** 1 March 2022  
**Subject:** Terms of Reference – Infrastructure Committee  
**File Ref:** 8237

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### **1. PURPOSE**

The Infrastructure Committee is a formal standing committee of Rockhampton Regional Council and provides direction and leadership on the functional responsibilities that fall under its Regional Services Department.

### **2. SCOPE**

This Committee comprises all Councillors of Rockhampton Regional Council. The Mayor is an ex-officio member of the Committee pursuant to s12(4)(f) of the Local Government Act 2009.

This Committee is primarily responsible for overseeing Strategy, Advocacy and Communication along with the Policy and Performance in the areas of Council that operate under its Regional Services Department. This includes the following areas of operation:

- Civil Operations
- Infrastructure Planning
- Asset Management
- Waste Services (Collections and Operations)
- Recycling
- Project Delivery
- Fitzroy River Water (Treatment & Supply and Network Services)

Executive Officer is the General Manager Regional Services.

### **3. FUNCTIONS**

The main functions of the Committee are to:

1. Consider and decide on the most appropriate forms of advocacy pertaining to the above scope.
2. Review and decide on relevant strategies as they relate to the areas of operation listed in the scope of this Terms of Reference.
3. Consider the best forms of communication for the betterment of the organization and community in line with the scope listed above.
4. Receive reports from the Chief Executive Officer and appropriately delegated officers.
5. Consider the material in the reports from officers and seek further information from relevant officers, if necessary.

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Infrastructure Committee Terms of Reference

#### 4. LIMITATIONS

In accordance with s.257(1)(c) of the Local Government Act 2009, Council delegate authority to the committee to make resolutions on its behalf, provided that there is an absolute majority in favour of the proposal. For clarity, a casting vote cannot be used by the Committee Chair to determine a resolution and tied votes must be referred to Ordinary Council meeting for determination.

Committee members to be all Councillors.

A quorum of the committee is a majority of its member Councillors. However, if the number of Councillors is an even number, one half of the number is the quorum

In accordance with s. 267(1) of the Regulation, the Mayor be appointed as Chair of the Committee. The Committee Chair shall assume overall responsibility for the good governance and order of the Committee meeting.

**Evan Pardon**  
**Chief Executive Officer**

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Infrastructure Committee Terms of Reference

## 7 CLOSED SESSION

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

### RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 254J(3) of the *Local Government Regulation 2012*, for the reasons indicated.

#### 8.1 Future Financial Sustainability & Budgetary Issues

In accordance with section 254J(3)(c) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss the local government's budget. (Budget discussions with Council)



## 8 CONFIDENTIAL REPORTS

### 8.1 FUTURE FINANCIAL SUSTAINABILITY & BUDGETARY ISSUES

**File No:** 8785

**Attachments:** Nil

**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer

**Author:** Marnie Taylor - Acting Manager Corporate & Technology Services

In accordance with section 254J(3)(c) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss the local government's budget. (Budget discussions with Council)

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#### SUMMARY

*This report provides a summary of the impact on the future financial sustainability of Council and budgetary measures required to address the large reduction in the financial assistance grants from 2022/2023 onwards.*

**9 CLOSURE OF MEETING**