

**MINUTES OF THE GENERAL MEETING  
OF THE BARCALDINE REGIONAL COUNCIL  
HELD IN THE RSL MEMORIAL HALL, BRUFORD STREET, MUTTABURRA  
ON WEDNESDAY 17 AUGUST 2016  
COMMENCING AT 9.20AM**

**ATTENDANCE**

Councillor R Chandler (Mayor) (In the Chair), Councillor J Gray (Deputy Mayor), Councillors G Bettiens, S Dillon, M Rogers, B Plumb and G Peoples.

**OFFICERS**

D Howard (Chief Executive Officer), R Bauer (Executive Manager – Alpha), G Rintoul (Executive Manager – Aramac), G Frangos (Relieving Executive Manager - Aramac), B Walsh (Executive Manager – Barcaldine), J Ricks (Manager – Engineering Services) and A Newton (Minute Secretary).

**PRAYER** – Cr. Gray read the prayer.

**CONDOLENCES** - Nil

**LEAVE OF ABSENCE** - Nil

**ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

The Mayor acknowledged the traditional owners of the land, past and present.

**DECLARATIONS OF COUNCILLORS**

**Material Personal Interest on any items of Business**

**Conflict of Interest**

**Cr. Bettiens** for the Mayoral Minute:- “I declare I may have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of Barcaldine Aged Care Inc. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.”

**Cr. Bettiens** for Item 3.6.6:- “I declare I may have real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of the Barcaldine Rugby League Club. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.”

**Cr. Peoples** for Item 3.1.7:- “I declare I may have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of Queensland Country Racing. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.

**Cr. Peoples** for Item 3.5.4:- “I declare I have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009), due to my membership of Aramac Community Development Association. I propose to exclude myself from this meeting while this matter is debated and the vote is taken.”

**Cr. Gray** for Item 3.5.2:- “I declare I may have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of the Dr. Arratta Museum Association Inc. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.”

**Cr. Plumb** for Item 3.5.2:- “I declare I may have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my employment with Elders Barcaldine. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.”

**Cr. Plumb** for Item 3.6.6:- “I declare I may have a real conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of the Barcaldine Show Society. I have determined that this personal interest is not of sufficient significance that it will lead me to making a decision on this matter that is contrary to the public interest. I honestly believe that I will best perform my responsibility of serving the overall public interest of the whole of council’s area by participating in this discussion and voting on this matter.”

**Mr. Brett Walsh** for Item 3.5.5:- “I declare I may have a perceived conflict of interest in this matter, as defined in section 173 of the Local Government Act 2009, due to my Committee membership of the Barcaldine Arts Council.”

**Personal Gifts and Benefits - Nil**

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**BUSINESS**

**1. CONFIRMATION OF MINUTES**

*Summary: The following minutes required confirmation by Council:-  
General Meeting – 20 July 2016.*

**Resolution: 2016/08/205**      **Moved Cr Gray**      **Seconded Cr Bettiens**  
**That the minutes of the General Meeting held by Barcaldine Regional Council on the 20 July 2016 be received.**

**Carried**  
*Unanimous*

**Resolution: 2016/08/206**      **Moved Cr Dillon**      **Seconded Cr Gray**  
**That the minutes of the General Meeting held by Barcaldine Regional Council on 20 July 2016 be confirmed.**

**Carried**  
*Unanimous*

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**2. PETITIONS - Nil**

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**Mayoral Minute**

**Ageing in Place Pilot Project – Economic Development Queensland**

**Resolution: 2016/08/207**      **Moved Cr Chandler**  
**That Council:-**

- 1. advise Economic Development Queensland that it supports the Ageing in Place Pilot Project in principle subject to mutual agreement on the terms of the Agreement between the State Government, Local Government and Barcaldine Aged Care Inc.;**
- 2. will contribute all Council fees and charges related to the project which includes, but is not limited to, the development and operational works application fees, water and sewer connection and inspection fees; and**
- 3. delegate the Chief Executive Officer to negotiate the terms and execute the Heads of Agreement with Economic Development Queensland and Barcaldine Aged Care Inc.; and**
- 4. invites Andrew Sly, Executive Director, Economic Development Queensland to visit Barcaldine to finalise with Council.**

**Carried**  
*Unanimous*

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**3. REPORTS**

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**3.1 CHIEF EXECUTIVE OFFICER**

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**3.1.1 Councillor Information Bulletin**

*Summary: From the Chief Executive Officer tabling a list of items sent to Councillors in the Councillor Information Bulletin up to and including 12 August 2016.*

**Resolution: 2016/08/208**      **Moved Cr Peoples**      **Seconded Cr Plumb**  
**That the report be received.**

**Carried**  
*Unanimous*

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**3.1.2 Application for Permit to Occupy - Muttaborra**

*Summary: From the Chief Executive Officer tabling correspondence from the owners of Nalemba, Muttaborra advising that they intend to apply for a Permit to Occupy from the State Government for grazing over part of a secondary stock route and asking for Council's support.*

**Resolution:          Moved Cr Dillon    Seconded Cr Peoples**  
**2016/08/209          That Council advises the owners and the Department of Natural Resources and Mines that it does not support an application for a Permit to Occupy over the secondary stock route.**

**Carried**  
*Unanimous*

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### **3.1.3 Request for Roadway and Services Easement - Aramac Primary Health Centre**

*Summary:              From the Chief Executive Officer advising of the Department of Housing and Public Works request for a roadway and services easement adjacent to the proposed Aramac Primary Health Centre.*

**Resolution:          Moved Cr Gray    Seconded Cr Bettiens**  
**2016/08/210          That Council support the request for easements over Lot 7 SP217660 and Lot 6 RY242 at the Aramac Ambulance and Medical Centre and the Chief Executive Officer be delegated authority to execute the documents.**

**Carried**  
*Unanimous*

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### **3.1.4 Transport and Tourism Connections (TCC) Program**

*Summary:              From the Chief Executive Officer tabling correspondence from the Minister for Main Roads that funding is available under the Transport and Tourism Connections (TCC) Program.*

**Resolution:          Moved Cr Dillon    Seconded Cr Gray**  
**2016/08/211          That Council applies for funding under the Transport and Tourism Connections Program subject to all approvals with interested parties for:-**

- **Regional Tourism Signage**
- **Permanent fire pit at the Belyando River on the Capricorn Highway**
- **Sealing of Council Caravan Parks**
- **Solar lighting for Muttaborra Caravan Park**
- **Sealing of the car park at The Globe, Barcaldine**
- **Sealed car park at the Healing Circle, Eastmere Road, Aramac**
- **Car parking in Oak Street, Barcaldine adjacent to IGA**
- **Road to the Tramway Museum, Aramac**

**Carried**  
*Unanimous*

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*At 10.00am the meeting adjourned for morning tea and resumed at 10.35am.*

### **3.1.5 2016 LGAQ Annual Conference - Call for Motions**

*Summary: From the Chief Executive Officer advising that the Call for Motions for the 2016 Local Government Association of Queensland Annual Conference closes on 26 August 2016.*

**Resolution: 2016/08/212**      **Moved Cr Dillon**      **Seconded Cr Peoples**  
**That the following motion be submitted to LGAQ for consideration at the 2016 Local Government Association of Queensland Conference:-**

**“That LGAQ support Barcaldine Regional Council to have the Capricorn Highway between Alpha and Emerald upgraded to enable Type 2 road trains to get to Emerald.”**

**Carried**  
*Unanimous*

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### **3.1.6 Renewal of Special Lease 37/49757 - Described as Lot A on Plan Bel12451 over Reserve for Water R.36 Belyando - Lessees: Kevin Joseph & Dianne Shirley Mavin Pickersgill**

*Summary: From the Chief Executive Officer tabling correspondence from the Department of Natural Resources and Mines requesting Council's views and/or requirements in relation to the renewal of the Special Lease 37/49757.*

**Resolution: 2016/08/213**      **Moved Cr Peoples**      **Seconded Cr Bettiens**  
**That Council inform the Department of natural Resources and Mines that it raises no objection to the renewal of the Special Lease 37/49757.**

**Carried**  
*Unanimous*

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### **3.1.7 Country Racing Governance Structure**

*Summary: From the Chief Executive Officer reporting on the new charter for the Country Racing Governance Structure.*

**Resolution: 2016/08/214**      **Moved Cr Dillon**      **Seconded Cr Bettiens**  
**That Council requests RAPAD provide a letter of support for the Governance Structure to remain as it is for the Country Racing Committee and this letter be forwarded to the Premier and Minister for Racing.**

**Carried**  
*Unanimous*

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## **3.2 FINANCE**

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### **3.2.1 Financial Report – August 2016**

*Summary: The Financial Report for the period ending 8 August 2016 was presented to Council.*

**Resolution: 2016/08/215**      **Moved Cr Peoples**      **Seconded Cr Plumb**  
**That Council receives the Financial Report for the period ending 8 August 2016.**

**Carried**  
*Unanimous*

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### **3.2.2 Long Term Financial Forecast**

*Summary: Council is required to submit a Council approved updated Long Term Financial Forecast to QTC by 26 August.*

**Resolution: 2016/08/216**      **Moved Cr Dillon**      **Seconded Cr Peoples**  
**That Council approves the Long Term Financial Forecast for the financial years 2017-2026 as per Attachment A.**

**Carried**  
*Unanimous*

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### **3.2.3 Borrowings – Aramac Pool**

*Summary: A proposal for Council to borrow funds for the construction of the Aramac Swimming Pool in accordance with the 2017 Debt Policy.*

**Resolution: 2016/08/217**      **Moved Cr Dillon**      **Seconded Cr Rogers**  
**That Council obtains a loan of \$600,000 from Queensland Treasury Corporation for the construction of the Aramac Swimming Pool.**

**Carried**  
*Unanimous*

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## **3.3 MANAGER ENGINEERING SERVICES**

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### **3.3.1 Works Report**

*Summary: From the Manager of Engineering Services submitting for Council's information, the status of the scopes of work assigned to Engineering Services for the period ending 31 July 2016.*

**Resolution: 2016/08/218**      **Moved Cr Peoples**      **Seconded Cr Gray**  
**That the Works Report for the period July 2016 be received.**

**Carried**  
*Unanimous*

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### **3.3.2 Aramac Aquatic Centre**

*Summary: From the Manager of Engineering Services submitting a report on the Aramac Aquatic Centre scope of works and approval for Building our Regions funding application.*

**Resolution: 2016/08/219**      **Moved Cr Dillon**      **Seconded Cr Plumb**  
**That Council:-**

- (a) approves the construction of the new Aramac Aquatic Centre, including 25m x 6 lane swimming pool, 10m splash pad, water treatment infrastructure, small kiosk, fence and landscaping with a project budget of \$1,999,623;**
- (b) commits to \$1,012,311 funded internally, and approves the \$987,312 funding application from Building our Regions – Round Two, provided by The Department of State Development; and**
- (c) is committed to the management and costs associated with the ongoing operation and maintenance of the Aramac Aquatic Centre.**

**Carried**  
*Unanimous*

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### **3.4 EXECUTIVE MANAGER - ALPHA**

#### **3.4.1 General Information Report**

*Summary: The Executive Manager's – Alpha report was presented to Council for information.*

**Resolution: 2016/08/220**      **Moved Cr Gray**      **Seconded Cr Bettiens**  
**That the Executive Manager's – Alpha General Information Report be received.**

**Carried**  
*Unanimous*

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*At this stage Cr. Rogers left the meeting.*

#### **3.4.2 Alpha Swimming Pool Lease Contract**

*Summary: Alpha Learn to Swim has accepted the offer of Council to operate the Alpha Swimming Pool Contract subject to some clarifications.*

**Resolution:** Moved Cr Bettiens Seconded Cr Peoples  
**2016/08/221** That Council does not agree to alter the proposed Fees and Charges for the Alpha Swimming Pool Complex for the 2016/17 financial year.

**Carried**  
5/1

*Councillor Dillon voted against the motion.*

*At this stage Cr. Rogers returned to the meeting.*

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### **3.4.3 C & K Jellybeans Site**

**Summary:** *The local C & K Jellybeans Community Kindergarten and Limited Hours Care committee requesting Council permission and funding assistance to install an outdoor concrete path area at the Jellybeans site for use by the children.*

**Resolution:** Moved Cr Peoples Seconded Cr Plumb  
**2016/08/222** That Council :-

- (a) agrees to the installation of a concrete path, as applied for at the Jellybeans site; and
- (b) does not agree to contribute \$3,250 to the installation of a concrete pathway at the Jellybeans site however Council's Community Development Officer will travel to Alpha to assist with an application for suitable funding.

**Carried**  
6/1

*Councillor Dillon voted against the motion.*

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### **3.4.4 Alpha-Jericho Commonwealth Home Support Programme**

**Summary:** *From the Alpha Health Care Auxiliary writing a letter of support to the above Programme transferring from the present premises to the old Hospital premises or addressing future needs for storage etc. at the present site.*

**Resolution:** Moved Cr Bettiens Seconded Cr Dillon  
**2016/08/223** That Council does not agree to make application to Queensland Health for the use of the old Hospital premises as a new headquarters for the Alpha-Jericho Commonwealth Home Support Programme.

**Carried**  
*Unanimous*

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## **3.5 EXECUTIVE MANAGER – ARAMAC - Nil**

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### **3.5.1 General Information Report**

*Summary: The Acting Executive Manager's – Aramac report was submitted to Council for information.*

**Resolution: 2016/08/224**      **Moved Cr Plumb**      **Seconded Cr Bettiens**  
**That the Acting Executive Manager's – Aramac General Information Report be received.**

**Carried**  
*Unanimous*

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### **3.5.2 Dr Arratta Museum Association Inc – Insurance Assistance**

*Summary: Consideration for assistance with insurance for Dr Arratta Museum Association Inc.*

**Resolution: 2016/08/225**      **Moved Cr Peoples**      **Seconded Cr Dillon**  
**That Council support the request from the Dr Arratta Museum Association Inc for insurance assistance to the amount of \$550.00.**

**Carried**  
*Unanimous*

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### **3.5.3 Update - Sale of Land for Overdue Rates**

*Summary: Update for Council of the sale of land for overdue rates.*

**Resolution: 2016/08/226**      **Moved Cr Gray**      **Seconded Cr Bettiens**  
**That Council receive the report as an update of actions for the sale of land for overdue rates.**

**Carried**  
*Unanimous*

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*Cr. Peoples declared an interest in the following item and left the meeting during discussions thereon.*

### **3.5.4 Community Request for Assistance – ACDA - Shed**

*Summary: Aramac Community Development Association are seeking to use the remainder of unused funds allocated for the acquisition of bus and signwriting towards building a shed to house the bus and trailer and for Council to waive associated fees to erect the shed.*

**Resolution:** Moved Cr Chandler **Seconded Cr Dillon**  
**2016/08/227** That Council approves the request by the Aramac Community Development Association to use remaining funds allocated for bus and signwriting (\$4,500) towards a shed to house the bus and trailer, and for Council to donate the value of the fees associated with erecting the shed (\$1,102.75).

**Carried**  
**Unanimous**

*At this stage Cr. Peoples returned to the meeting.*

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### **3.5.5 RADF Applications**

**Summary:** *From the Community Development Officer reporting RADF Assessment Outcomes and Funded Project Outcome reports.*

**Resolution:** Moved Cr Bettiens **Seconded Cr Peoples**  
**2016/08/228** That Council accepts the following applications approved by the RADF Committee for the total amount of \$7,300:-

<b>Barcaldine Regional Council</b>	<b>Aerosol Art and Mural Workshop</b> <b>2 – Building Community Cultural Capacity</b> <b>Total Cost \$6,830</b> <b>RADF Grant \$5,000</b>
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<b>Barcaldine Arts Council</b>	<b>Mixed Media Painting Workshop</b> <b>2 – Building Community Cultural Capacity</b> <b>Total Cost \$3,634</b> <b>RADF Grant \$2,300</b>
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**Carried**  
**Unanimous**

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## **3.6 EXECUTIVE MANAGER – BARCALDINE**

### **3.6.1 General Information Report**

**Summary:** *The Executive Manager’s – Barcaldine report was submitted to Council for information.*

**Resolution:** Moved Cr Peoples **Seconded Cr Plumb**  
**2016/08/229** That the Executive Manager’s – Barcaldine General Information Report be received.

**Carried**  
**Unanimous**

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*The meeting adjourned at 12.35pm for lunch and to inspect the Nurse’s Quarters. The meeting resumed at 2.15pm.*

### **3.6.2 Get Playing Plus – Water Recreation Park**

*Summary: Council has been successful in obtaining funding for a Water Recreation Park in Barcaldine.*

**Resolution: 2016/08/230**      **Moved Cr Gray**      **Seconded Cr Bettiens**  
**That Council agrees to construct a Water Recreation Park on the Town Reserve on the western side of Lagoon Creek, Barcaldine and:-**

- (a) confirms Council’s contribution of \$200,000 to the project;**
- (b) lodges a Development Application for the site including a motor sports area;**
- (c) appoints Manager of Engineering Services, Jason Ricks, as the Project Manager; and**
- (d) appoints a Project Control Group consisting of:**
  - i. Debbie Hall – Department of National Parks, Sport and Racing;**
  - ii. Rob Chandler – Barcaldine Regional Council**
  - iii. Des Howard – Chief Executive Officer**
  - iv. Brett Walsh – Executive Manager**
  - v. Morgan Gronold – Community Representative**
  - vi. Jason Ricks – Project Manager**
  - vii. Garry Bettiens – Barcaldine Regional Council.**

**Carried**  
*Unanimous*

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### **3.6.3 Planning and Development Report – July 2016**

*Summary: The Planning and Development Report for July 2016 is presented for consideration.*

**Resolution: 2016/08/231**      **Moved Cr Peoples**      **Seconded Cr Plumb**  
**That Council receives the Planning and Development Report for July 2016.**

**Carried**  
*Unanimous*

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### **3.6.4 Barcaldine Airport Land**

*Summary: Council has received an offer from the Department of Natural Resources and Mines for Council to acquire a part of the Airport Reserve in Barcaldine.*

**Resolution:**                      **Moved Cr Dillon**    **Seconded Cr Bettiens**  
**2016/08/232**                      That Council accepts the offer from Department of Natural Resources and Mines to acquire the proposed Lot 831 (approximately 10 hectares) at Barcaldine Airport and agrees to compulsorily acquire native title on the land.

**Carried**  
*Unanimous*

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### **3.6.5 Fraud Policy and Fraud Control Plan**

*Summary:                      The draft Barcaldine Regional Council Fraud Policy and Fraud Control Plan is presented for Council consideration.*

**Resolution:**                      **Moved Cr Peoples**    **Seconded Cr Dillon**  
**2016/08/233**                      That Council adopts the Barcaldine Regional Council Fraud Policy and Fraud Control Plan as per Attachment B.

**Carried**  
*Unanimous*

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### **3.6.6 Barcaldine Showground Lighting**

*Summary:                      A funding application to Get Playing Places and Spaces Program for lighting at the Barcaldine Showground for Council consideration.*

**Resolution:**                      **Moved Cr Gray**    **Seconded Cr Peoples**  
**2016/08/234**                      That Council applies for funding from the Get Playing Places and Spaces program for upgrade of lighting at the Barcaldine Showground and that Council agrees to contribute 20% of the total eligible project costs.

**Carried**  
*Unanimous*

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### **3.6.7 Alice River Outback Trail Ride**

*Summary:                      A letter from Barcaldine Motorsports Association requesting permission to hold a bike ride on the Barcaldine Town Common.*

**Resolution:**                      **Moved Cr Bettiens**    **Seconded Cr Plumb**  
**2016/08/235**                      That Council grants permission to the Barcaldine Motorsports Association to conduct the Alice River Outback Trail Ride on the Barcaldine Town Reserve on 1 & 2 October 2016 on the following conditions:-

- (a) The event is to be covered by a comprehensive event insurance policy including public liability;
- (b) Appropriate warning signage is installed in accordance with an approved Traffic Management Plan;
- (c) Kurrajong Drive is closed to all traffic for the duration of the event;

- (d) A Participant Safety plan is prepared for and enforced during the event; and
- (e) Council will not be held liable for any incident or claim as a result of the event.

**Carried**  
*Unanimous*

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### **3.6.8 Sale of Land – Oak Street, Barcaldine**

*Summary: Council has received an enquiry regarding the possible sale of Council owned land in Oak Street Barcaldine.*

**Resolution: 2016/08/236**      **Moved Cr Bettiens**      **Seconded Cr Peoples**  
**That Council offers 127 Oak Street, Barcaldine for sale by tender.**

**Carried**  
*Unanimous*

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### **3.6.9 Muttaborrasaurus Interpretation Centre**

*Summary: Council has been successful in obtaining funding for a Muttaborrasaurus Interpretation Centre in Muttaborra.*

**Resolution: 2016/08/237**      **Moved Cr Bettiens**      **Seconded Cr Rogers**  
**That Council agrees to construct the Muttaborrasaurus Interpretation Centre at 9-11 Bruford Street Muttaborra (L1-2 RP603773) and:-**

- (a) confirms Council's contribution of \$262,750 to the project;
- (b) lodges a Development Application for the site;
- (c) appoints Manager of Engineering Services, Jason Ricks, as the Project Manager;
- (d) appoints Brian Hooper as the Project Architect; and
- (e) appoints a Project Control Group consisting of:
  - i. Rob Chandler – Barcaldine Regional Council
  - ii. Jenni Gray – Deputy Mayor
  - iii. Des Howard – Chief Executive Officer
  - iv. Geoff Rintoul – Executive Manager
  - v. Brian Hooper - Architect
  - vi. Kerry Robinson – Community Representative
  - vii. Jason Ricks – Project Manager.

**Carried**  
*Unanimous*

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**3.6.10 Stock Routes Capital Works Program**

*Summary: Funding applications are now open for priority construction and maintenance works on stock routes.*

**Resolution: 2016/08/238**      **Moved Cr Peoples**      **Seconded Cr Gray**  
**That Council applies for funding for the following stock route works:-**

- (a) Coreena Water Facility – De-silt turkey’s nest and fence site**
- (b) Little Sardine Water Facility – Remove windmill and fence site.**

**Carried**  
*Unanimous*

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**3.7 RURAL SERVICES MATTERS - Nil**

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**3.8 CONFIDENTIAL REPORTS - Nil**

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**3.9 NOTIFIED MOTIONS - Nil**

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As there was no further business, the Mayor declared the meeting closed at 2.50pm

CONFIRMED AS A TRUE AND CORRECT RECORD

MAYOR: \_\_\_\_\_

DATED: 21 September 2016

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Attachment A



BARCALDINE REGIONAL COUNCIL  
2017 BUDGET  
LONG TERM FINANCIAL FORECAST  
STATEMENT OF INCOME AND EXPENDITURE FOR THE PERIOD 2017 - 2026

Year ended	30-Jun-16	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26
<b>Revenue</b>	<b>Estimated</b>										
Recurrent revenue:	3,620,745	3,682,109	3,755,416	3,830,213	3,945,119	4,063,473	4,185,377	4,310,938	4,440,267	4,573,475	4,710,679
General rates	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947
Separate rates	1,293,935	1,263,950	1,284,400	1,307,300	1,333,446	1,360,115	1,387,317	1,415,064	1,443,365	1,472,232	1,501,677
Water	781,398	795,175	811,000	827,350	843,897	860,775	877,990	895,550	913,461	931,730	950,365
Sewerage	429,203	437,220	444,960	454,800	468,444	482,497	496,972	511,881	527,238	543,055	559,347
Waste management	6,131,228	6,184,401	6,301,723	6,425,610	6,596,853	6,772,807	6,953,604	7,139,381	7,330,278	7,526,439	7,728,014
Net rates and utility charges	830,992	861,287	870,387	879,637	901,628	924,169	947,273	970,955	995,229	1,020,109	1,045,612
Fees and charges	328,120	310,960	311,620	311,620	314,736	317,884	321,062	324,273	327,516	330,791	334,099
Rental income	771,702	790,000	840,000	890,000	900,000	950,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest received	7,166,112	14,570,661	11,960,000	12,060,000	7,500,000	7,600,000	7,700,000	7,800,000	7,900,000	8,000,000	8,100,000
Recoverable Works	8,400,211	8,732,504	8,413,036	8,552,342	9,000,000	9,300,000	9,600,000	9,900,000	10,300,000	10,600,000	10,800,000
Grants, subsidies, contributions	221,280	242,000	243,000	244,000	117,300	120,490	124,775	128,150	131,635	135,225	255,200
Other recurrent income	23,849,645	31,691,813	28,939,766	29,363,209	25,330,518	25,985,349	26,646,714	27,262,758	27,984,657	28,612,564	29,262,925
<b>Total recurrent revenue</b>											
<b>Capital revenue:</b>	449,840	8,322,387	8,000,000	8,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Capital flood damage recoveries	8,873,278	8,513,145	4,040,000	4,040,000	4,000,000	3,800,000	3,800,000	3,800,000	4,000,000	4,000,000	5,000,000
Grants, subsidies, contributions and donations	582,394	280,000	260,000	260,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Gain on sale of property, plant and equipment	9,905,512	17,115,532	12,300,000	12,300,000	9,300,000	9,100,000	13,300,000	9,100,000	9,300,000	13,300,000	10,300,000
<b>Total capital revenue</b>											
<b>Total income</b>	<b>33,755,157</b>	<b>48,807,345</b>	<b>41,239,766</b>	<b>41,663,209</b>	<b>34,630,518</b>	<b>35,085,349</b>	<b>39,946,714</b>	<b>36,362,758</b>	<b>37,284,657</b>	<b>41,912,564</b>	<b>39,562,925</b>
<b>Expenses</b>											
Recurrent expenses:	8,780,871	10,225,452	9,715,400	9,889,090	10,000,000	10,300,000	10,609,000	10,927,270	11,255,088	11,592,741	11,940,523
Employee benefits	9,892,011	14,321,402	13,179,753	13,253,789	10,250,000	10,500,000	10,750,000	11,000,000	11,300,000	11,600,000	12,000,000
Materials and services	150,282	154,754	138,208	120,784	125,000	120,000	100,000	80,000	60,000	40,000	20,000
Finance costs	6,899,065	6,988,000	6,953,000	6,953,000	6,953,000	6,953,000	6,953,000	6,953,000	6,953,000	6,953,000	6,953,000
Depreciation and amortisation	25,722,229	31,689,608	29,986,561	30,216,663	27,328,000	27,873,000	28,412,000	28,960,270	29,568,088	30,185,741	30,913,523
<b>Total recurrent expenses</b>											
<b>Net Income/(Loss)</b>	<b>8,032,928</b>	<b>17,117,737</b>	<b>11,253,405</b>	<b>11,446,546</b>	<b>7,302,518</b>	<b>7,212,349</b>	<b>11,534,714</b>	<b>7,402,488</b>	<b>7,716,569</b>	<b>11,726,824</b>	<b>8,649,402</b>



**BARCALDINE REGIONAL COUNCIL**  
**2017 BUDGET**  
**LONG TERM FINANCIAL FORECAST**  
**STATEMENT OF FINANCIAL POSITION FOR PERIOD 2017 - 2026**

Year ended	30-Jun-16	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26
	Estimated	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Current assets</b>											
Cash assets and cash equivalents	23,052,665	25,052,163	28,864,407	32,852,366	35,361,940	36,573,234	40,666,202	42,614,207	44,962,780	49,307,276	50,678,903
Receivables	1,965,928	977,839	1,007,839	1,037,839	1,037,839	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Inventories	672,253	740,408	740,408	740,408	740,408	600,000	600,000	600,000	600,000	600,000	600,000
Other financial assets	180,300	175,810	175,810	175,810	175,810	320,000	320,000	320,000	320,000	320,000	320,000
<b>Total current assets</b>	25,871,146	26,946,220	30,788,464	34,806,423	37,315,997	39,493,234	43,586,202	45,534,207	47,882,780	52,227,276	53,598,903
<b>Non-current assets</b>											
Property, plant and equipment	347,618,965	368,807,025	380,893,025	392,979,025	402,126,025	412,273,025	425,420,025	436,567,025	447,714,025	461,861,025	476,008,025
<b>Total non-current assets</b>	347,618,965	368,807,025	380,893,025	392,979,025	402,126,025	412,273,025	425,420,025	436,567,025	447,714,025	461,861,025	476,008,025
<b>Total assets</b>	<b>373,490,131</b>	<b>395,753,245</b>	<b>411,681,489</b>	<b>427,785,448</b>	<b>439,442,022</b>	<b>451,766,259</b>	<b>469,006,227</b>	<b>482,101,232</b>	<b>495,596,805</b>	<b>514,088,301</b>	<b>529,606,928</b>
<b>Current liabilities</b>											
Trade and other payables	2,008,510	1,545,380	1,575,380	1,605,380	1,605,380	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Borrowings	338,617	338,617	338,617	338,617	305,183	271,749	279,089	136,890	145,077	159,955	187,754
Employee entitlements	1,059,211	1,085,036	1,085,036	1,085,036	1,100,036	1,115,036	1,130,036	1,145,036	1,160,036	1,175,036	1,190,036
<b>Total current liabilities</b>	3,406,338	2,969,033	2,999,033	3,029,033	3,010,599	3,386,785	3,409,125	3,281,926	3,305,113	3,334,991	3,377,790
<b>Non-current liabilities</b>											
Borrowings	2,748,506	3,009,889	2,654,728	2,282,141	1,624,631	1,330,333	983,247	772,962	498,780	203,574	-
Employee entitlements	1,737,393	1,737,393	1,737,393	1,737,393	1,767,393	1,797,393	1,827,393	1,857,393	1,887,393	1,917,393	1,947,393
<b>Total non-current liabilities</b>	4,485,899	4,747,282	4,392,121	4,019,534	3,392,024	3,127,726	2,810,640	2,630,355	2,386,173	2,120,967	1,947,393
<b>Total liabilities</b>	<b>7,892,237</b>	<b>7,716,315</b>	<b>7,391,154</b>	<b>7,048,567</b>	<b>6,402,623</b>	<b>6,514,511</b>	<b>6,219,765</b>	<b>5,912,281</b>	<b>5,691,286</b>	<b>5,455,958</b>	<b>5,325,183</b>
<b>Net community assets</b>	<b>365,597,894</b>	<b>388,036,930</b>	<b>404,290,335</b>	<b>420,736,881</b>	<b>433,039,399</b>	<b>445,251,748</b>	<b>462,786,462</b>	<b>476,188,951</b>	<b>489,905,519</b>	<b>508,632,343</b>	<b>524,281,745</b>
<b>Community equity</b>											
Retained surplus (deficiency)	166,984,461	184,423,497	195,676,902	207,123,448	214,425,966	221,638,315	233,173,029	240,575,518	248,292,086	260,018,910	268,668,312
Asset revaluation reserve	198,613,433	203,613,433	208,613,433	213,613,433	218,613,433	223,613,433	229,613,433	235,613,433	241,613,433	248,613,433	255,613,433
<b>Total community equity</b>	<b>365,597,894</b>	<b>388,036,930</b>	<b>404,290,335</b>	<b>420,736,881</b>	<b>433,039,399</b>	<b>445,251,748</b>	<b>462,786,462</b>	<b>476,188,951</b>	<b>489,905,519</b>	<b>508,632,343</b>	<b>524,281,745</b>



**Attachment B**

**BARCALDINE REGIONAL COUNCIL**  
**POLICY**

<b>SYSTEM:</b>	Finance
<b>POLICY TITLE:</b>	<b>Fraud Policy</b>
<b>ADOPTED:</b>	17 August 2016
<b>POLICY NUMBER:</b>	<b>F026</b>

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**INTRODUCTION**

Fraud is an intentional dishonest act or omission done with the purpose of deceiving, causing actual or potential financial loss to any person or entity. It includes theft of moneys or other property by employees or persons external to the entity.

This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.

Corruption is a dishonest activity in which a Councillor, executive officer, employee or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

**PURPOSE**

This policy defines Barcaldine Regional Council's position in relation to fraud and corruption, by:

- Acknowledging Council's obligations as a public sector entity to eradicate all instances of fraudulent and corrupt activities through appropriate control measures; and
- Establishing Council's commitment to the promotion and proper management of the fraud and corruption management framework.

The policy objective is to:

- Protect Council's assets and reputation
- Ensure a sound ethical culture of the Council
- Ensure senior management commitment to identify fraud risk exposures and establish procedures for prevention and detection
- Ensure Councillors and staff are aware of their responsibilities in relation to ethical conduct.

The policy outlines the appropriate actions that must be followed to increase the awareness of, and the investigation of, fraud.

**SCOPE**

This policy applies to all Barcaldine Regional Council Councillors, employees, contractors and volunteers.

**POLICY STATEMENT**

Council is committed to the control and elimination of all forms of fraud and corruption, and to create an ethical environment and culture that discourages and prevents fraud. Council has zero tolerance to activities related to fraud and corruption.

All employees are responsible for the prevention and detection of fraud and corruption and must comply with the Council's Fraud Policy and Fraud Control Plan.

All allegations and suspicions of fraud will receive attention. All substantiated cases will be dealt with appropriately either by criminal, disciplinary or administrative mechanisms suitable to the particular case (having due regard for the rights of all persons, including any person reporting a fraud and of any alleged perpetrator of fraud).

### **FRAUD AND CORRUPTION MANAGEMENT FRAMEWORK**

Council acknowledges that the Fraud Policy and accompanying Fraud Control Plan must be in place and address the ten elements of effective fraud control, identified in the Crime and Corruption Commission's publication, *Fraud and Corruption Control: Guidelines for Best Practice (2005)*.

The ten elements are:

- I. A clear and integrated suite of relevant policies
- II. Effective and continuing fraud and corruption risk management
- III. Internal controls with clear accountability and responsibility structures
- IV. Effective internal reporting systems and procedures
- V. An effective system of external notification and reporting
- VI. Robust public interest disclosure mechanisms
- VII. A clear Code of Conduct and disciplinary standards
- VIII. Comprehensive staff awareness and appropriate training programs
- IX. Competent investigation processes and standards
- X. Effective stakeholder and community awareness programs

### **RISK ASSESSMENT**

Council will undertake a fraud and corruption risk assessment at least every two years. After each review, Council will update its Fraud Control Plan.

### **INTERNAL CONTROLS**

Council will maintain an internal control structure to minimise exposure to fraud and corruption. The primary mechanism for this control will be Council's internal control framework, operating in conjunction with established audit and financial management practices.

### **REPORTING**

Employees must report any concerns or suspicions that they have about fraudulent or corrupt activity to their immediate Supervisor. If the staff member believes that the Supervisor may be involved in the activity, then the report must be made to a more senior person or to the Chief Executive Officer.

Concerns and suspicions must be reported as soon as possible. An employee must not attempt to investigate the matter himself/herself.

Council must ensure that any report of suspected fraud or corrupt activity is treated confidentially to the fullest extent possible under the law.

### **INVESTIGATION**

As statutorily required, Council will investigate or otherwise formally enquire into all instances of suspected fraudulent or corrupt conduct exposed as a result of receiving an allegation or detecting fraudulent or corrupt activities.

Investigations must be in accordance with the rules of procedural fairness or natural justice.

Appropriate actions will follow these investigations, including where applicable actions to recover money or other property should a cost benefit analysis justify such action.

### **EXTERNAL REPORTING**

This includes reporting of fraud and recovery of proceeds of fraudulent activity to the Queensland Audit Office (QAO), Crime and Corruption Commission (CCC) and the Queensland Police Service.

By law, the Chief Executive Officer must report all allegations of fraudulent or corrupt conduct to the CCC, and the QAO as appropriate.

### **PUBLIC INTEREST DISCLOSURE**

Council acknowledges that under the *Public Interest Disclosure Act 2010*, it has obligations to any person who makes a public interest disclosure. These obligations may extend to a person who discloses fraud or corruption.

### **ASSOCIATED DOCUMENTS**

This Policy complements and is to be implemented in conjunction with other Council policies, including (but not limited to):

- Whistleblower Protection Policy
- Complaints Policy
- Risk Management Policy and Internal Control Procedures
- Code of Conduct for Council Employees
- Code of Conduct for Council Members;
- Disciplinary Policy
- Councillor Expenses Policy.

Legislation related to this policy:

- *Crime and Corruption Act 2001*
- *Criminal Code Act 1899*
- *Integrity Act 2009*
- *Public Interest Disclosure Act 2010*
- *Public Sector Ethics Act 1994*
- *Right to Information Act 2009*
- *Local Government Act 2009 and*
- *Local Government Regulations 2012.*

**APPENDIX - DEFINITIONS**

The following definitions apply to this Policy.

CEO	A person holding an appointment under section 194 of the <i>Local Government Act 2009</i> . This includes a person acting in this position.
Contractor	A person, organisation or entity that performs a specific act or acts including the provision of services and/or materials to another person, organisation or entity under an agreement enforceable by law.
Corrupt Conduct	Conduct that involves the exercise of a person's official powers in a way that: <ul style="list-style-type: none"> <li>• Is not honest or impartial; or</li> <li>• Involves a breach of trust placed in the person as a public officer, either knowingly or recklessly; or</li> <li>• Involves a misuse of Council assets, materials or information; and</li> <li>• Is for the purposes of providing a benefit to the person or another person or causing a detriment to another person;</li> <li>• Would, if proven constitute a criminal offence or is serious enough to justify a dismissal.</li> </ul>
Council	Barcaldine Regional Council
Councillor	The Mayor and Councillors of Barcaldine Regional Council within the meaning of the <i>Local Government Act 2009</i> .
Employee	Local government employee - the Chief Executive Officer; or a person holding an appointment under section 196 of the <i>Local Government Act 2009</i> .
False Disclosure	Disclosure of information relating to Fraud or Corruption that is made by a person who knows the information to be false or, who is reckless as to whether it is false.
Fraud Control Plan	A document outlining Barcaldine Regional Council's anti-fraud and anti-corruption strategies.
Leadership Team	Consists of the CEO and senior executive employees as defined by the <i>Local Government Act 2009</i> .
Manager	Any employee of the Council who is responsible for the direct supervision of other employees, and/or for the management of a local government department and/or function/activity.
Public Officer	Includes: <ul style="list-style-type: none"> <li>• A Council member</li> <li>• A member of a Local Government body (including a subsidiary of a Council established under the <i>Local Government Act 2009</i>)</li> <li>• An employee or officer of the Council</li> </ul>
Public Interest Disclosure	A disclosure made under the <i>Public Interest Disclosure Act 2010</i> (PID Act) and includes all information and help given by the discloser to the proper authority for the disclosure.
Risk	The effect of uncertainty on objectives in consideration of fraud and corruption risk, this will generally be a negative impact.

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## **FRAUD CONTROL PLAN**

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### **1. INTRODUCTION**

The operational, financial, social and reputational impact of fraud and corruption on our organisation, and the people it supports, can be significant. Fraud and corruption can:

- Undermine the viability of Council
- Compromise the delivery of essential services to our community
- Breach the trust of stakeholders, sometimes irreparably.

Damage to Council's credibility, including the potential loss of public confidence, lower morale and/or reduced productivity and performance, may far exceed any likely financial or material loss caused.

For these reasons Barcaldine Regional Council takes a zero tolerance approach to fraud and corruption. It is important we take steps to prevent fraud and corruption from happening, supported by a hierarchy of governance and controls to build an ethical organisational culture.

### **2. PURPOSE**

This Fraud Control Plan (Plan) provides direction and guidance to Barcaldine Regional Council officers and stakeholders on the processes for:

- Prevention of fraud and corruption
- Detection of fraud and corruption and
- Responding to fraud and corruption.

The Plan objectives are to:

- Promote a culture that supports prevention of fraud and corruption;
- Minimise the risk of fraud and corruption within and against the council;
- Details how Barcaldine Regional Council deals with suspected fraud and corruption through risk management practices; and
- Provide guidance on how suspected instances of fraud are managed and dealt with by Barcaldine Regional Council.

### **3. SCOPE**

This plan applies to all Barcaldine Regional Council Councillors, employees, contractors and volunteers.

### **4. RESPONSIBILITIES**

The Plan details the different responsibilities and accountabilities of Councillors, managers and employees within council. It requires all public officers to abide by Barcaldine Regional Council's Code of Conduct, which prescribes standards of ethical conduct.

In general, Barcaldine Regional Council expects public officers will assist in preventing fraud and corruption within Council by:

- Understanding the responsibilities of their position;
- Familiarising themselves with, and adhering to, Barcaldine Regional Council policies and procedures;

- Understanding what behaviour constitutes fraudulent and/or corrupt conduct;
- Maintaining an awareness of Council strategies implemented to minimise Fraud and Corruption;
- Being continuously vigilant to the potential for fraud or corruption to occur; and
- Reporting suspected or actual occurrences of fraud or corruption in accordance with Part 6 of this Plan.

**SPECIFIC RESPONSIBILITIES**

Role	Responsibilities
Councillors	<p>Collectively, as the decision making body of the Council, Councillors are responsible for ensuring that Barcaldine Regional Council:</p> <ul style="list-style-type: none"> <li>• promotes community awareness of Council's commitment to the prevention of fraud and corruption;</li> <li>• provides adequate security for the prevention of fraud and corruption, including the provision of secure facilities for storage of assets, and procedures to deter fraud or corruption from occurring;</li> <li>• provides mechanisms for receiving allegations of fraud or corruption, including ensuring a responsible officer is appointed;</li> <li>• ensures that, where appropriate, proper investigations are conducted into allegations that involve fraud or corruption;</li> <li>• makes reports of suspicions of fraud in accordance with Part 6 of this Plan and facilitates cooperation with any investigation undertaken by an external authority (such as Queensland Audit Office or the Crime and Corruption Commission);</li> <li>• ensures that all employees are provided with appropriate and regular training to raise awareness of their responsibilities in relation to fraud and corruption</li> <li>• promotes a culture and environment in which fraud and corruption is actively discouraged and is readily reported should it occur; and</li> <li>• undertakes a fraud and corruption risk assessment on a regular basis.</li> </ul>
Chief Executive Officer and Executive Managers	<p>Managers are responsible for:</p> <ul style="list-style-type: none"> <li>• the oversight of the conduct of any employees whom they supervise;</li> <li>• any property under their control and will be held accountable for such;</li> <li>• reporting suspicions of fraud in accordance with Part 6 of this Plan;</li> <li>• creating an environment in which fraud and corruption is discouraged and readily reported by employees. This should be fostered by the manager's own attitude and behaviours to fraud and corruption and, by the accountability and integrity they both display and encourage from other employees;</li> <li>• ensuring that new employees for whom they are responsible are aware of their responsibilities in relation to fraud and corruption and, of the standard of conduct expected from all employees as outlined in the Barcaldine Regional Council's Code of Conduct and Fraud Policy;</li> </ul>

	<ul style="list-style-type: none"> <li>• identifying potential fraud and corruption risks; and</li> <li>• leading by example to promote ethical behaviour.</li> </ul>
Employees	<p>Employees are responsible for:</p> <ul style="list-style-type: none"> <li>• performing their functions and duties with care, diligence, honesty and integrity;</li> <li>• conducting themselves in a professional manner at all times;</li> <li>• adhering to these guidelines and other Council procedures that have been established to prevent fraud or corruption;</li> <li>• taking care of Council's property which includes avoiding the waste or misuse of Barcaldine Regional Council's resources;</li> <li>• maintaining and enhancing the reputation of Council:</li> <li>• remaining scrupulous in the use of Council information, assets, funds, property, goods or services; and</li> <li>• reporting suspicions of fraud in accordance with Part 6 of this Plan.</li> </ul>

**5. FRAUD RISK ASSESSMENT**

Barcaldine Regional Council's main objective in the prevention and control of Fraud and Corruption is to minimise the occurrence of Fraud and Corruption within the Council. This objective is generally achieved by:

- identifying fraud and corruption risks;
- determining strategies to control those risks; and
- defining responsibility for and, the time frame within which the strategies will be implemented.

Council will facilitate the systematic identification, analysis and evaluation of risks within its business operations. Council will maintain a fraud risk register documenting identified fraud risks and the controls that are in place to mitigate them.

The risk assessment considers the combined influences of the following factors on the activities of Council:

- the environment (both internal and external) within which Council operates ;
- the timeframe and deadlines in which Council operates; and
- an overall assessment of Council's internal controls.

Managers must be alert to the potential of fraud and corruption to occur and remain wary of factors which may leave the Council vulnerable to fraud and corruption, including:

- changes to delegations;
- implementation of cost cutting measures;
- contracting out and outsourcing;
- the impact of new technology; and
- changes to risk management practices.

**6. REPORTING ALLEGATIONS OF FRAUD**

Any public officer who suspects, or becomes aware of, breaches of the Code of Conduct, including fraud and corruption, should report the matter without delay to a supervisor or manager.

A number of reporting options are available, including:

- Reporting the incident to the employee's supervisor or Executive Manager;
- Reporting the incident to the Chief Executive Officer; and
- Making a Public Interest Disclosure under the *Public Interest Disclosure Act 2010*.

Officers should provide information on the alleged fraud using the *Fraud Allegation Report Form* available on MagiQ. The information provided includes:

- Details of the suspected offence, and
- Details of the suspected offender(s) where known.

Management recognises that the reporting of fraud and corruption is a sensitive issue (especially against work colleagues). To affirm the integrity of this function therefore, management will, as far as practicable, ensure the confidentiality of information provided. It will achieve this by maintaining the confidentiality of both the complainant and suspect and by avoiding rumours, morale problems and the possibility of wilful destruction of evidence. Regardless of the reporting option exercised, Council will take all practical steps to protect the welfare of the person making the report.

Barcaldine Regional Council's Disciplinary Policy governs reports of suspected or actual fraud or corruption.

An allegation by an officer of a substantial misuse of public resources may fall within the definition of a public interest disclosure (PID) and is covered by the Barcaldine Regional Council's Public Interest Disclosure (Whistleblower Protection) Policy.

#### **VEXATIOUS, MISLEADING OR FALSE REPORTING**

There could be occasion when a party may make an allegation of fraud against an employee (or contractor, volunteer, consultant or work experience student) with the intention of causing that person harm, damage or disruption.

Vexatious, misleading or false reporting can waste time and resources in investigating the matter. This can also cause the person who is subject to the allegation a significant amount of emotional trauma and stress.

Any vexatious, misleading or false reporting of any allegation of fraud will not be tolerated and will have serious consequences to the person bringing about such an allegation.

#### **7. INVESTIGATION PROCESS**

All reports, information, complaints and notifications concerning alleged fraud activity or corrupt behaviour are referred to the Chief Executive Officer through the investigation process in the first instance and reviewed by King and Company (Council solicitors). The reviewer will determine, where appropriate, the proposed investigation scope and appoint an investigating officer. An investigation is then initiated and conducted by the investigating officer.

It is a reasonable and lawful workplace direction for Council to ask that employees participate in the investigation process. Witnesses are informed of their rights and obligations before an investigation, including information about the terms of reference of the investigation, employee's legislative obligations, the investigation process, natural justice, interviews and what each party can expect from the other during an investigation.

Substantiated allegations of fraud activity or corrupt behaviour may result in formal disciplinary action including dismissal. Any allegation involving criminal offences against the Council by employees or external parties needs to be referred to the Queensland Police Service (QPS).



## **8. FRAUD AWARENESS**

Barcaldine Regional Council recognises that the success and credibility of the Fraud Policy and Fraud Control Plan will largely depend on how effectively they are communicated throughout the organisation and beyond.

Barcaldine Regional Council will therefore, from time to time take proactive steps towards ensuring that the wider community is aware of the Council's zero-tolerance stance towards fraud and corruption.

Barcaldine Regional Council will increase community awareness by:

- promoting Council initiatives and policies regarding the control and prevention of fraud and corruption on the Council website and at Council offices;
- including guidance on their website, for both council staff and external parties, on how to report suspicions of fraud;
- making reference to fraud and corruption initiatives in the Council's Annual Report; and
- facilitating public access to all of the documents that constitute the Council's Fraud and Corruption framework.

## **9. ACTIONS TO PREVENT, DETECT AND, RESPOND TO FRAUD**

The Plan is based on the 10-element model detailed in the Crime and Corruption Commission publication *Fraud and Corruption Control: Guidelines for Best Practice (2005)*. The ten elements are distributed along the three phases of prevention, detection and response, as shown below:

Elements	Spread across the 3 Phases as below		
	Prevention	Detection	Response
Integrated Council policy	√		
Risk assessment	√		√
Internal Controls	√	√	√
Staff education and awareness	√		√
Public Interest Disclosures		√	
Investigations		√	
Code of Conduct	√		
Internal Reporting		√	√
External Reporting			√
Client and community awareness	√		

**PHASE 1: PREVENTION OF FRAUD AND CORRUPTION**

This stage outlines the frameworks, systems and processes in place across Council to promote and support the prevention of fraud and corruption.

What		How	Who	When
Element	Component	Action Plan	Oversight	Timeline
Integrated Policy	Fraud Policy and Control Plan	Senior management to endorse and promote the Plan and to ensure staff awareness of the plan on an ongoing basis.	Chief Executive Officer	Every two years.
		Include relevant staff who are involved in prevention activities in reviews of the Plan.	Chief Executive Officer	Every two years.
Risk assessment	Risk profile and management	Consider and assess fraud and corruption risk and include in the overall Corporate Risk Register	Chief Executive Officer	Review every two years.
Internal Controls	Corporate Governance Framework	Develop, approve, review and update various governance policies e.g. Code of Conduct, Ethics Policy, Conflict of Interest, , Public Interest Disclosure Policy, Fraud Policy, Procurement Policy, Entertainment & Hospitality Policy, Gifts Policy etc.	Chief Executive Officer	Ongoing Suggest review policies every three years
		Outline clear accountability and reporting responsibilities in staff position descriptions.	Chief Executive Officer	
		Where fraud risks are known to exist (e.g. procurement, capital expenditure management, payroll, travel, entertainment recruitment etc), clearly document work processes and make available to council officers.	Respective managers	
		Conduct screening of potential new employees. As a minimum all employees should be subject to referee checks, but also consider undertaking Police checks.	Human resources	
	Accountability and responsibility structures	Monitor recordkeeping for adherence to record keeping and document management policies.	Chief Executive Officer	As required
		Supervisors to monitor compliance with work procedures.	Respective managers	Ongoing
		Supervisors to ensure proper and adequate advice and support is provided to staff on procedures where needed.	Respective managers	
		Senior executives and managers to demonstrate adherence to work procedures.	Senior Management group	
		Organisation chart to be kept updated and available to all officers.	Executive Managers	
		Include prevention of fraud and corruption as part of job description documentation for all staff	Executive Managers	As required
		Review and update delegations register regularly.	Chief Executive Officer	Ongoing and regular
	Internal Audit	Internal Audit to regularly review governance, risk management and internal control processes, and issue and provide recommendations for improved systems.	Audit Committee	Ongoing
	Conflicts of Interest and Personal	Regularly review Conflict of Interest Policy and procedures and keep up to date.	Chief Executive Officer	Annually

	disclosures	Register of Interests for councillors and senior executives must be kept up to date and disclosed where appropriate.	Chief Executive Officer and Mayor	Ongoing and regular
		All staff to make annual declarations of conflict of interests and related party transactions; and a register of interests maintained.	Chief Executive Officer	Annually
	Committees and Workgroups	Form Governance committee to specifically address fraud and corruption risk (e.g. audit committee, governance & finance committee etc).	Council	Ongoing
Staff Education and awareness	Policies and procedures	Policies and procedures and other related processes and information must be made available on intranet	Chief Executive Officer	Ongoing as required
	Training and awareness	Provide appropriate training to all staff on the contents and purposes of the Fraud Policy and Fraud Control Plan	Executive Managers	Annually
		Corporate Plan to refer to values and ethical conduct and how the local government tracks this aspect.	Chief Executive Officer	Ongoing as required
Code of Conduct	Induction program	Provide each new employee information on fraud and corruption control.	Executive Managers	Within one month of arrival
	Staff training	Promote ethical culture and awareness of fraud and corruption prevention and controls through the code of conduct training.		Annually and when the Code is revised
	Staff performance and development	Include culture, values and an organizational understanding in the performance appraisal and performance development processes of each council employee.		Every twelve months
Supplier and Community Awareness	Policies and procedures	Include Fraud and Corruption Policy and Fraud Control Plan on the website. Keep it available for anyone who requests a copy.	Chief Executive Officer	Ongoing as required
	Training and awareness	Make external parties dealing with the local government aware of the Fraud and Corruption Policy and Plan. Publish guidance on Council website on how to make a complaint or report suspicions of fraud.	All staff and officers making procurements	
	RTI, Privacy requests and RTI Disclosure Log	Promptly actions requests for information on the plan and publish required information on website.	Chief Executive Officer	

**PHASE 2: DETECTION OF FRAUD AND CORRUPTION**

This stage outlines the systems and processes in place across the local government to detect and expose fraud and corruption.

What		How	Who	When
Element	Component	Action Plan	Oversight	Timeline
Internal Controls	Work processes	Each functional area should develop clearly documented work procedures which are communicated to staff. Awareness and training of workflows and work processes must be provided	Respective managers	Ongoing
		Specific functional area processes must be complied with.	Respective managers	
Public Interest Disclosures	Management of Public Interest Disclosure	Public Interest Disclosure policy and processes will be reviewed and kept updated	Chief Executive Officer	Biannual
		Management to take all reasonable steps to protect disclosers and ensure all victimisation is dealt with swiftly and appropriately	Senior management group	Ongoing
		All staff must comply with the policy and procedures	Respective managers	Ongoing
Internal Reporting	Fraud allegations	Make Fraud Allegation Reporting form readily available to all staff to allow reporting of suspicions of fraud.	Executive Managers	Ongoing
		Maintain appropriate register and records of all allegations received.		
	Internal audit	Ensure that the internal audit plan takes into account fraud risk incidents as reported in the Risk Register.	Audit Committee	Ongoing as required but minimum as per the Strategic Audit Plan
		Council to respond promptly to audit findings and recommendations.	Chief Executive Officer	
Informal reporting	Culture of reporting to be supported and promoted through induction, training, the intranet, organisational planning and policies and procedures.	All managers	Ongoing	
Investigations	Investigation process and procedures	Staff must report all suspected instances of misconduct to the Executive Manager or directly to the CEO	Chief Executive Officer	As required

**PHASE 3: RESPONSE TO FRAUD AND CORRUPTION**

This stage outlines the systems and processes in place across the local government to respond to fraud and corruption within local government and the various channels to ensure improvements or remedies for fraud and corruption.

What		How	Who	When
Element	Component	Action Plan	Oversight	Timeline
Risk assessment and internal reporting	Fraud Incident Register	Report all alleged or proven fraud and/or corruption instances as a risk incident and record in the Fraud Incident Register.	Chief Executive Officer	Report Incident within 24 hours of identification Update Register within 48 hours of incident reporting
	Fraud Risk reporting	Risk incidents and periodical risk reports are to be used to identify risks, review risks mitigation strategies.	Chief Executive Officer	As required and quarterly
Investigations	Conduct investigations	Conduct investigations according to Disciplinary Policy and Procedures, Public Interest Disclosures Policy & Procedures. The HR Manager, Director of Corporate Service and the CEO will decide whether the allegation constitutes improper conduct.	Chief Executive Officer	Ongoing as required
	Report investigations	Investigation outcomes are to be supported and implemented by such means as are determined by the Senior management team	Senior Management team	
Internal Controls	Policies and Procedures	Review policies and procedures taking into account recent risk incidents and in response to recommendations made by investigators, internal or external audit.	Chief Executive Officer	Ongoing as required
Staff education and awareness	Training/Awareness program	Reinforce awareness of internal controls/prevention mechanism through training on any new processes or procedures	Executive Managers	Ongoing as required
		State and reinforce Council's stance on fraud and corruption through relevant corporate communications.	Chief Executive Officer	
External reporting	Mandatory reporting	Report fraud and corruption to following agencies in line with legislation: <ul style="list-style-type: none"> <li>Report suspected corrupt conduct, which includes fraud, to CCC</li> <li>Notify reportable losses to Auditor General, Minister and Police if relevant.</li> </ul> Implement all CCC recommendations	Chief Executive Officer	Ongoing as required
	Governance publications	Report fraud prevention and control matters in Annual Report, Corporate Plan and Operational Plan.	Chief Executive Officer	Annually and as required

\*Oversight - This refers to the person or group who is to ensure the item in the action plan is done, as distinct from the person or group who is responsible for actioning the item. The exception to this is a reference to "All staff" where oversight is not practical.