



ORDINARY MEETING

AGENDA

26 APRIL 2016

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 26 April 2016 commencing at 9:00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
21 April 2016

Next Meeting Date: 10.05.16

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

The opening prayer will be presented by Reverend Delfina Trail from All Saints, North Rockhampton Parish.

2 PRESENT

Members Present:

The Mayor, Councillor M F Strelow (Chairperson)
Councillor C E Smith
Councillor C R Rutherford
Councillor M D Wickerson
Councillor S J Schwarten
Councillor A P Williams
Councillor R A Swadling
Councillor N K Fisher

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE**4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 12 April 2016

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COMMITTEE REPORTS

Nil

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 NATIONAL STRONGER REGIONS FUND (ROUND THREE)

| | |
|-----------------------------|---|
| File No: | 7322 |
| Attachments: | Nil |
| Authorising Officer: | Ross Cheesman - General Manager Corporate Services |
| Author: | Penelope-Jane Fry - Grants Officer |

SUMMARY

All Queensland Local Authorities submitting applications under Round 3 of the National Stronger Regions Fund Program are required to confirm by resolution post election, their committed contribution to the application.

OFFICER'S RECOMMENDATION

THAT council confirm the funding contributions proposed for the projects submitted for Round Three of the National Stronger Regions Fund programme.

COMMENTARY

On 27 January 2016 Council resolved:

1. THAT the eligibility requirements and criteria for Round Two of the National Stronger Regions Fund programme be noted; and
2. THAT a submission be prepared for the identified projects, with those being the Gracemere Sewage Treatment Plant Augmentation, including the completion of the effluent pipeline, and Cedric Archer Reserve/Touch of Paradise, Gracemere Sport and Recreation Precinct project; and
3. THAT the Chief Executive Officer be instructed to prepare documentation to allow for a later application for the Mount Archer project, and the matter be returned to the Council table.

As the close date (16 March) was in caretaker period all Queensland Local Authorities are now required to confirm that the funding commitments are accepted by the newly elected Council.

If confirmation of indicative funding is not provided before 16 May 2016, the applications will be deemed ineligible.

CONCLUSION

In conclusion, the submissions have been completed and it is recommended that Council confirm its commitment to these applications under round three of the National Stronger Regions Fund.

11.2 LOCAL GOVERNMENT INFRASTRUCTURE PLAN (LGIP) AMENDMENT

| | |
|-----------------------------|---|
| File No: | RRPS-PRO-2010/01/01/05 |
| Attachments: | 1. Draft LGIP document 2. Buckley Vann LGIP checklist 3. Buckley Vann LGIP review report |
| Authorising Officer: | Russell Claus - Executive Manager Regional Development |
| Author: | Robert Truscott - Coordinator Strategic Planning |

SUMMARY

Amendments to planning legislation in 2014 included new requirements for a LGIP and LGIP preparation. Councils were given until 30 June 2016 to be compliant or could seek an extension for two years. At the time of adopting the new Rockhampton Region Planning Scheme the only major outstanding step was the third party review of the LGIP. That has now been completed by Buckley Vann. This report deals with all the outstanding matters required for Council to complete an LGIP amendment to the planning scheme. A failure to achieve compliance would result in Council not being able to issue infrastructure charges notices after 30 June 2016 or such later date approved by the Minister as addressed herein.

OFFICER'S RECOMMENDATION

THAT:

1. the draft local government infrastructure plan (LGIP) and third party assessment report as attached with this report be sent to the Planning Minister for first state review; and
2. Council requests the Minister for Infrastructure, Local Government and Planning to forgo the need for public consultation on the local government infrastructure plan (LGIP); and
3. Council formally requests the Minister for Infrastructure, Local Government and Planning grant an extension to the timeframe to prepare a local government infrastructure plan (LGIP) to 1 July 2018.

COMMENTARY

The local government infrastructure plan (LGIP) that is currently within the Rockhampton Region Planning Scheme document is not a compliant LGIP in accordance with statutory guideline 03/14. To be a compliant LGIP in accordance with the guideline the LGIP is required to be reviewed by an independent third party.

At a Council meeting held on 27 October 2015, Council resolved to make a LGIP in accordance with the Sustainable Planning Act (SPA) 2009. Buckley Vann was appointed by Council to complete the independent review. This review has now been completed and it recommends the state permit Council to adopt the proposed LGIP. It is recommended that the LGIP be submitted for the first state review.

The independent review has not resulted in any significant or substantial change to the current approved LGIP document contained within the planning scheme. The only changes proposed include updating wording for clarity and referencing additional extrinsic material. There has been no change to the planned infrastructure (Schedule of Works) or to the priority infrastructure area (PIA). As there has not been significant or substantial change it is recommended that Council also submit a request to forgo public consultation. There is no provision for this within the guideline; however we believe the grounds are reasonable given Council publically consulted extensively on the proposed LGIP schedule of works and Priority Infrastructure Area in 2015.

The guideline requires a compliant LGIP to be completed by 1 July 2016 or Council will not be able to issue infrastructure charge notices (ICNs), however the Minister has released advice that allows Council to request extensions of two years. Based on the current project plan timeframes the LGIP will not be completed prior to 1 July 2016 and therefore an extension should be requested.

LEGISLATIVE CONTEXT

SPA and associated statutory instruments were amended in 2014. The amendments included a requirement for local governments to adopt a LGIP prepared in accordance with statutory guidelines 03/14, Local government infrastructure plans and 04/14, Making and amending local planning instruments. After 30 June 2016 councils were not able to issue an Infrastructure Charges Notice (ICN) or condition for necessary infrastructure in the absence of a compliant LGIP. The Minister released advice that allows the deadline to be extended by two years, subject to an agreed program for completion of the LGIP.

Up until commencement of the amendments Council was preparing a Priority Infrastructure Plan (PIP). Transitional arrangements included with the SPA amendments provided for the PIP to automatically become a LGIP upon commencement of the new Planning Scheme. However the resultant LGIP is not compliant until updated in accordance with statutory guideline 03/14.

The new guideline contains a checklist of requirements for a compliant LGIP. One of these is a Schedule of Works (SOW) that includes new and existing trunk infrastructure. The LGIP has to be externally reviewed by an independent reviewer, appointed and paid for by Council from a prequalified statutory panel established by the government. This review has been successfully completed at a cost of up to \$30,000.

CONCLUSION

Council has now completed all the steps necessary to advance to the state interest review of an LGIP amendment to prepare and adopt a compliant LGIP. The statutory steps remaining will almost certainly extend the preparation period beyond 30 June 2016, making an extension necessary. There are sufficient grounds to make a reasonable argument for the Minister to give Council approval to forgo the public consultation stage, however no clear provision exists within guidelines that provide for it.

**LOCAL GOVERNMENT
INFRASTRUCTURE PLAN (LGIP)
AMENDMENT**

Draft LGIP document

Meeting Date: 26 April 2016

Attachment No: 1

Part 4 Local government infrastructure plan

4.1 Preliminary

- (1) This local government infrastructure plan has been prepared in accordance with the requirements of the *Sustainable Planning Act 2009*.

Editor's note—Council is making this local government infrastructure plan in accordance with transitional arrangements for planning schemes that have advanced beyond stage 1 of statutory guideline 04/14 – Making and amending local planning instruments. Council will seek to amend this planning scheme to include a compliant local government infrastructure plan which is prepared in accordance with statutory guideline 03/14 – Local government infrastructure plans.

- (2) The purpose of the local government infrastructure plan (LGIP) is to:
- (a) integrate infrastructure planning with the land use planning identified in the planning scheme;
 - (b) provide transparency regarding a local government's intentions for the provision of trunk infrastructure;
 - (c) enable a local government to estimate the cost of infrastructure provision to assist its long-term financial planning;
 - (d) ensure that trunk infrastructure is planned and provided in an efficient and orderly manner; and
 - (e) provide a basis for the imposition of conditions about infrastructure on development approvals.
- (3) The local government infrastructure plan:
- (a) states in section 4.2 (planning assumptions) the assumptions about future growth and urban development including the assumptions of demand for each trunk infrastructure network;
 - (b) identifies in section 4.3 (priority infrastructure area) the prioritised area to accommodate urban growth up to 2031;
 - (c) states in section 4.4 (desired standards of service) for each trunk infrastructure network the desired standard of performance;
 - (d) identifies in section 4.5 (plans for trunk infrastructure) the existing and future trunk infrastructure for the following networks:
 - (i) water supply;
 - (ii) sewerage;
 - (iii) transport;
 - (iv) stormwater; and
 - (v) public parks and land for community facilities; and
 - (e) states in section 4.6 (extrinsic material) any extrinsic material referenced by the local government infrastructure plan.

4.2 Planning assumptions

- (1) The planning assumptions state the assumptions about:
 - (a) population and employment growth; and
 - (b) the type, location, scale and timing of development including the demand for each trunk infrastructure network.
- (2) The planning assumptions together with the desired standards of service form a basis for the planning of the trunk infrastructure networks and the determination of the priority infrastructure area.
- (3) The planning assumptions have been prepared for:
 - (a) the base date 30 June 2012 and the following projection years to accord with future Australian Bureau of Statistics census years:
 - (i) mid 2012–mid 2016
 - (ii) mid 2016–mid 2021
 - (iii) mid 2021–mid 2026
 - (iv) mid 2026–mid 2031; and
 - (v) beyond mid 2031.
 - (b) the LGIP development types in column 2 that include the uses in column 3 of Table 4.2.1 – Relationship between LGIP development categories, LGIP development types and uses.

Table 4.2.1 – Relationship between LGIP development categories, LGIP development types and uses

| Column 1 LGIP development category | Column 2 LGIP development type | Column 3 Planning scheme land uses |
|---------------------------------------|-----------------------------------|---|
| Residential development | Dwelling house | Dwelling house |
| | Dual occupancy | Dual occupancy |
| | Multiple dwelling | Dwelling unit, multiple dwelling, retirement facility, residential care facility |
| | Other dwelling | Caretaker's accommodation, community residence, hospital, hotel, non-resident workforce accommodation, relocatable home park, resort complex, rooming accommodation, short-term accommodation, tourist park |
| Non-residential development | Retail | Adult store, agricultural supplies store, bar, car wash, food and drink outlet, function facility, garden centre, hardware and trade supplies, hotel, market, nightclub entertainment facility, outdoor sales, roadside stall, service station, shop, shopping centre, showroom, theatre, tourist attraction, veterinary services |
| | Commercial | Funeral parlour, home based business, office, sales office |
| | Industrial | Brothel, bulk landscape supplies, extractive industry, high impact industry, landing, low impact industry, marine industry, medium impact industry, port services, research and technology industry, service industry, special industry, transport depot, warehouse, winery |
| | Community purposes | Air services, cemetery, child care centre, |

| | | |
|--|--------|--|
| | | club, community care centre, community use, crematorium, detention facility, educational establishment, emergency services, health care services, hospital, indoor sport and recreation, major sport, recreation and entertainment facility, motor sport facility, outdoor sport and recreation, park, place of worship, residential care facility |
| | Other* | Animal husbandry, animal keeping, aquaculture, cropping, environment facility, intensive animal industry, intensive horticulture, major electricity infrastructure, nature-based tourism, outstation, parking station, permanent plantation, renewable energy facility, rural industry, rural workers' accommodation, substation, telecommunications facility, utility installation, wholesale nursery |

* These uses are the remaining un-modelled planning scheme uses and are not presented in the planning assumptions.

- (4) Details of the methodology used to prepare the planning assumptions are stated in the extrinsic material.

4.2.1 Population and employment growth

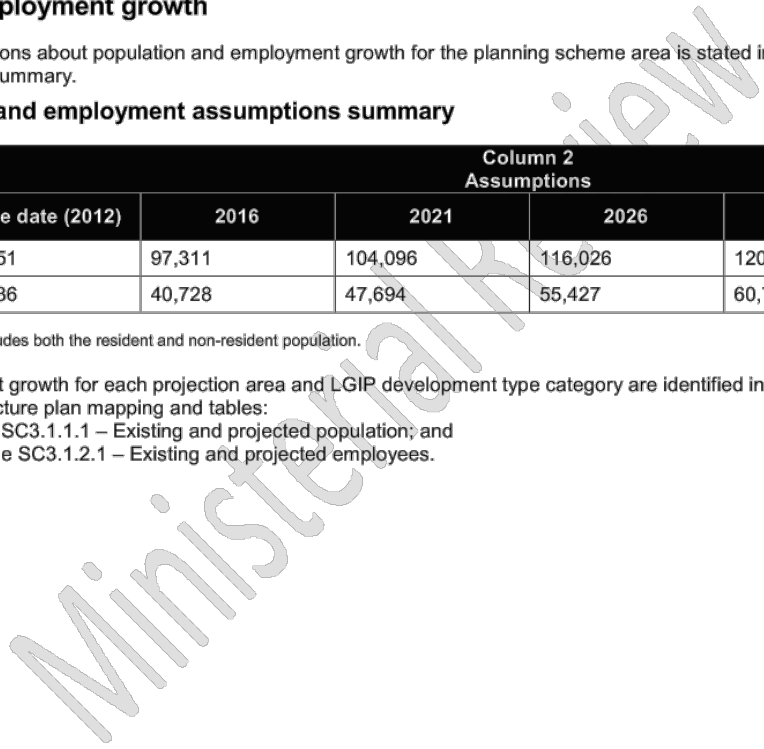
- (1) A summary of the assumptions about population and employment growth for the planning scheme area is stated in Table 4.2.1.1 – Population and employment assumptions summary.

Table 4.2.1.1– Population and employment assumptions summary

| Column 1 Description | Column 2 Assumptions | | | | | |
|-------------------------|-------------------------|--------|---------|---------|---------|-------------------------|
| | Base date (2012) | 2016 | 2021 | 2026 | 2031 | Ultimate development |
| Population | 88,951 | 97,311 | 104,096 | 116,026 | 120,732 | 145,973 |
| Employment | 34,036 | 40,728 | 47,694 | 55,427 | 60,783 | 226,058 |

Editor's note – The population figures includes both the resident and non-resident population.

- (2) Detailed assumptions about growth for each projection area and LGIP development type category are identified in the following tables in Schedule 3 Local government infrastructure plan mapping and tables:
 (a) for population, Table SC3.1.1.1 – Existing and projected population; and
 (b) for employment, Table SC3.1.2.1 – Existing and projected employees.



4.2.2 Development

- (1) The planned density for future development is stated in Table SC3.2.1.1 – Assumed scale of development for residential uses, and Table SC3.2.1.2 – Assumed scale of development for non-residential uses, in Schedule 3—Local government infrastructure plan mapping and tables.
- (2) A summary of the assumptions about future residential and non-residential development for the planning scheme area is stated in Table 4.2.2.1 – Residential dwellings and non-residential floor space assumptions summary.

Table 4.2.2.1 – Residential dwellings and non-residential floor space assumptions summary

| Column 1 Description | Column 2 Assumptions | | | | | |
|---|-------------------------|-----------|-----------|-----------|-----------|-------------------------|
| | Base date (2012) | 2016 | 2021 | 2026 | 2031 | Ultimate development |
| Residential dwellings | 36,323 | 40,046 | 43,291 | 48,651 | 50,782 | 63,640 |
| Non-residential floor space (m ² GFA) | 2,146,931 | 2,449,175 | 2,806,312 | 3,337,799 | 3,633,058 | 15,143,029 |

- (3) Detailed assumptions about future development for each projection area and LGIP development type are identified in the following tables in Schedule 3 Local government infrastructure plan mapping and tables:
 - (a) for residential development, Table SC3.1.3.1 – Existing and projected dwellings; and
 - (b) for non-residential development, Table SC3.1.4.1 – Existing and projected non-residential floor space.

4.2.3 Infrastructure demand

- (1) The demand for a trunk infrastructure network is stated in:
- (a) for residential zones, Table SC3.2.2.1 – Residential zones planned demand;
 - (b) for non-residential zones, Table SC3.2.2.2 – Non-residential zones planned demand;
 - (c) for residential uses, Table SC3.2.2.3 – Residential uses planned demand; and
 - (d) for non-residential uses, Table SC3.2.2.4 – Non-residential uses planned demand.

Editor's note – This local government infrastructure plan has been developed using a single region wide service catchment.

Ministerial Review

4.3 Priority infrastructure area

- (1) The priority infrastructure area identifies the area prioritised for the provision of trunk infrastructure to service the existing and assumed future urban development up to 2031.
- (2) The priority infrastructure area is identified on Local Government Infrastructure Plan map PIA-1 to PIA-4 located in schedule 3 – Local government infrastructure plan mapping and tables of the Rockhampton Region Planning Scheme.

Ministerial Review

4.4 Desired standards of service

- (1) This section states the key standards of performance for a trunk infrastructure network.
- (2) The desired standards of service are supported by the more detailed network design standards included in planning scheme policies, legislation, statutory guidelines and other relevant controlled documents about design standards identified below.
- (3) The Rockhampton Regional Community Plan 2012-2022 has identified an outcome for infrastructure to be 'Safe, secure and reliable infrastructure serving current and future community needs.'

4.4.1 Water supply network desired standards of service

- (1) The desired standards of service for the water supply network are detailed in Table 4.4.1.1.
- (2) Council aims to provide reticulated potable water supply to meet the demands of consumers and fire fighting requirements.
- (3) It is acknowledged that in some cases, due to local circumstances, the desired standards of service may not be met. In these situations, water supply trunk infrastructure aims to meet the standards to the greatest degree practicable.

Table 4.4.1.1 — Water supply network design desired standards of service

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|----------------------------------|--|---|
| Reliability/continuity of supply | The water supply system has been designed to provide water twenty-four (24) hours a day seven (7) days a week. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 — Development codes and Schedule 6 — Planning scheme policies. • Section 3 and Table 3.1 FRW Strategic Asset Management Plan 22/11/2012. • <i>Water Supply (Safety & Reliability) Act 2008</i>. • Compliance with the requirements of the System Leakage Management Plan for the Rockhampton Region. • Fitzroy River Water Drought Management Plan. • Capricorn Municipal Development Guidelines – Design Specifications and Standard Drawings. |
| Adequacy of supply | The objective of the water supply system is to provide a reticulated potable water supply to meet the demands imposed upon it by both the consumer and fire fighting requirements. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. • <i>Water Supply (Safety & Reliability) Act 2008</i>. • Compliance with the requirements of the System |

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--|---|--|
| | | Leakage Management Plan for the Rockhampton Region. <ul style="list-style-type: none"> • Fitzroy River Water Drought Management Plan. |
| Quality of supply | Water quality is in accordance with recognised standards and regulatory standards that safeguard community health. | <ul style="list-style-type: none"> • Australian Drinking Water Quality Guidelines issued by the National Health and Medical Research Council. • Section 3 Table 3.2 FRW Strategic Asset Management Plan 22/11/2012. • Council's Drinking Water Quality Management Plan. |
| Environmental impacts | The environmental impacts of the water supply network are minimised in accordance with regulatory requirements and community expectations. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Compliance with the requirements of the <i>Environmental Protection Act 1994</i>. • <i>Water Supply (Safety & Reliability) Act 2008</i>. |
| Pressure and leakage management | The water supply network is monitored and managed to maintain the reliability and adequacy of supply and to minimise environmental impacts. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Compliance with the requirements of the System Leakage Management Plan for the Rockhampton Region. • <i>Water Supply (Safety & Reliability) Act 2008</i>. |
| Infrastructure design/planning standards | Design of the water supply network will comply with established guidelines, codes and standards. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Capricorn Municipal Development Guidelines – Design Specifications and Standard Drawings. • Design criteria in Table 4.4.1.2. • Water Supply Code of Australia WSA 03-2011. • State Planning Guidelines for Water Supply and Sewerage April 2010. |

Table 4.4.1.2 — Water supply network design criteria

| Design criteria | Measure |
|--|--|
| Average Day (AD) Demand | 500 litres per Equivalent Person per day (L/EP/Day) |
| Maximum Day (MD) Demand | 1.9 x Average Day (AD) |
| Maximum Hour (MH) Demand | 1/12 x Maximum Day (MD) |
| One (1) Equivalent Tenement (ET) | 2.7 Equivalent Persons (EP) |
| Minimum service pressure | 22 metres head at the centroid of the residential lot during normal diurnal flow |
| Maximum service pressure | 80 metres head |
| Fire fighting network pressure | 12 metres minimum in the water supply network |
| Fire flow for residential area | 15 litres per second for a duration of two (2) hours at minimum pressure of 120 kilopascals (kPa) |
| Fire flow for industrial/commercial area | 30 litres per second for a duration of four (4) hours at minimum pressure of 120 kilopascals (kPa) |
| Pipeline design maximum velocity | Two (2) metres per second |
| Reservoir emergency capacity | One (1) Maximum Day for the supply zone |

4.4.2 Sewerage network desired standards of service

- (1) The desired standards of service for the sewerage network are detailed in Table 4.4.2.1 below.
- (2) Council aims to provide reticulated sewerage to meet the demands of consumers and the Environmental Protection Agency.
- (3) The objective of the sewerage system is to transport sewage from domestic, commercial and industrial properties using gravity flow pipes and where this is uneconomical, by pumping to the treatment plant.
- (4) It is acknowledged that in some cases, due to local circumstances, the desired standards of service may not be met. In these situations, sewerage trunk infrastructure aims to meet the standards to the greatest degree practicable.

Table 4.4.2.1 — Sewerage network desired standards of service

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|-----------------------|--|--|
| Reliability | Provide effective sewerage services and ensure the sewerage system operates adequately and with minimal disruption. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • In accordance with Council's Drinking Water Quality Management Plan. |
| Quality of treatment | <p>Operate the sewerage system efficiently and effectively, ensuring the highest value for effluent is received for all sewerage treatment plants.</p> <p>The quality of treatment ensures the health of the community, the safe and appropriate level of treatment and proper disposal of treated effluent.</p> | <ul style="list-style-type: none"> • Compliance with the requirements of the <i>Environmental Protection Act 1994</i>. • Tables 2.15 to 2.18 Fitzroy River Water Strategic Asset Management Plan 22/11/2012. • Compliance with the requirement of the Environmental Authority for each treatment plant. |
| Environmental impacts | Operate the sewerage system efficiently and effectively and minimise sewage overflows and interruptions. The | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, |

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--|---|--|
| | sewerage system operates in accordance with environmental and regulatory requirements and community expectations. | <p>Schedule 6 — Planning scheme policies.</p> <ul style="list-style-type: none"> Compliance with the requirements of the <i>Environmental Protection Act 1994</i>. Compliance with the requirement of the Environmental Authority for each treatment plant. |
| Effluent reuse | Effluent is reused wherever practical and feasible and in accordance with regulatory requirements and community expectations. | <ul style="list-style-type: none"> Compliance with the requirements of the <i>Environmental Protection Act 1994</i>. Queensland Water Recycling Guidelines – December 2005. Water Supply (Safety and Reliability) Act 2008. |
| Infrastructure design/planning standards | Design of the sewerage network will comply with the established guidelines, codes and standards. | <ul style="list-style-type: none"> Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. Capricorn Municipal Development Guidelines – Design Specifications and Standard Drawings. Design criteria in Table 4.4.2.2. State Planning Guidelines for Water Supply and Sewerage April 2010. Sewerage Code of Australia WSA 02-2002. <i>Water Supply (Safety and Reliability) Act 2008</i>. |

Table 4.4.2.2 — Sewerage network design criteria

| Design criteria | Measure |
|---|---|
| One (1) Equivalent Person (EP) | 200 litres per Equivalent Person per day (L/EP/day) |
| One (1) Equivalent Tenement (ET) | 2.7 Equivalent Person (EP) |
| Average Dry Weather Flow (ADWF) | 540 litres per Equivalent Tenement per day (L/ET/day) |
| Peak Dry Weather Flow (PDWF) | 2.5 x Average Dry Weather Flow (ADWF) |
| Wet Weather Flow (WWF) | Five (5) x Average Dry Weather Flow (ADWF) |
| Sewage pump station emergency storage | Four (4) hours minimum |
| Total sewage pump station capacity | Five (5) x Average Dry Weather Flow (ADWF) minimum |
| Gravity Main Minimum velocity at Peak Dry Weather Flow (PDWF) | 0.75 metres per second |
| Gravity Main Maximum velocity at Wet Weather Flow (WWF) | Two (2) metres per second |
| Rising main minimum scouring velocity | 0.75 metres per second |
| Rising main maximum velocity | Two (2) metres per second |

4.4.3 Transport network desired standards of service

The transport network contains three integrated systems of:

- (1) Roads
 - (a) the desired standards of service for roads are largely dependent on the road hierarchy classification, lanes, traffic loading, traffic pattern and level of service (LOS); and
 - (b) the desired standards of service apply to all trunk infrastructure roads within the Rockhampton Regional Council area in accordance with Table 4.4.3.1.
- (2) Public transport
 - (a) bus facilities to include bus stopping treatments and shelters in accordance with Table 4.4.3.1.
- (3) Pedestrian and cycle network
 - (a) The desired standards of service for cycleways and pedestrian pathways relate to the road hierarchy and geometric design considerations required for their construction in accordance with Table 4.4.3.1 below.

It is acknowledged that in some cases, due to local circumstances, the desired standards of service may not be met. In these situations, transport trunk infrastructure aims to meet the standards to the greatest degree practicable.

Table 4.4.3.1 — Transport network desired standards of service

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--|---|--|
| Road network design/planning standards | <p>The road network provides a functional urban and rural hierarchy that supports settlement patterns, commercial and economic activities and freight movement.</p> <p>Design of the road system aims to meet minimum Level of Service (LOS) C at the Planning Horizon Peak Hour Pattern for the particular site.</p> | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. • The Queensland Department of Transport and Main Roads Road Planning and Design Manual. • Australian Standards. • Austroads guides. • Road Link Mid-block Level of Service (LOS): <ul style="list-style-type: none"> ○ Deemed to Comply Volumes identified in Table 4.4.3.2; or ○ Level of Service C identified in Table 4.4.3.3. • Intersection Level of Service (LOS) – Level of Service C identified in Table 4.4.3.4 and Table 4.4.3.5. |
| Public Transport design/planning standards | <p>Ensure development accommodates the access to and integration of public transport services.</p> <p>Provide bus stops including</p> | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. |

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--|--|---|
| | bus bays, shelters, seating and bus information systems in accordance with Council's adopted standards identified in the planning scheme. | <ul style="list-style-type: none"> Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. Design accords with the performance criteria set by Department of Transport and Main Roads. Queensland Government TransLink Transit Authority Public Transport Infrastructure Manual. Austrroads Guides for road-based public transport and high-occupancy vehicles. |
| Cycleway and pathway design/planning standards | <p>Cycleways and pathways provide a safe and convenient network that encourages walking and cycling as acceptable travel alternatives. The cycleway and pathway network is kept continuous to avoid isolated sections of the network.</p> <p>Design of the network will comply with Council's adopted standards identified in the planning scheme.</p> | <ul style="list-style-type: none"> Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. Australian Standards. Austrroads Guides. Complete Streets. |

Table 4.4.3.2 — Levels of service (LOS) — Deemed to comply volumes

| Road classification | Traffic volumes (AADT) |
|-----------------------|------------------------|
| Major rural collector | 1,000 – 8,000 |
| Rural arterial | > 8,000 |
| Industrial collector | 5,000 – 8,500 |
| Major urban collector | 3,001 – 6,000 |
| Urban sub-arterial | 6,001 – 10,000 |
| Urban arterial | > 10,000 |

Table 4.4.3.3 — Levels of service (LOS) criteria for trunk roads using percentage of base free-flow speed and percentage of time spent following

| Level of service | Description | Percentage of base free-flow speed | Percentage of time spent following |
|------------------|---------------------------|------------------------------------|------------------------------------|
| A | Free flow | > 85% | ≤ 40% |
| B | Reasonably free flow | 68% - 85% | 41% - 55% |
| C | Stable flow | 51% - 67% | 56% - 70% |
| D | Approaching unstable flow | 41% - 50% | 71% - 85% |
| E | Unstable flow | 31% - 40% | 86% - 99% |
| F | Forced or breakdown flow | ≤ 30% | 100% |

Table 4.4.3.4 — Level of service (LOS) criteria for road intersections using delay

| Level of service | Average delay per vehicle (d) in seconds | | |
|------------------|--|------------------|----------------------------|
| | Signalised intersections | Roundabouts | Unsignalised intersections |
| A | $d \leq 10$ | $d \leq 10$ | $d \leq 10$ |
| B | $10 < d \leq 20$ | $10 < d \leq 20$ | $10 < d \leq 15$ |
| C | $20 < d \leq 35$ | $20 < d \leq 35$ | $15 < d \leq 25$ |
| D | $35 < d \leq 55$ | $35 < d \leq 50$ | $25 < d \leq 35$ |
| E | $55 < d \leq 80$ | $50 < d \leq 70$ | $35 < d \leq 50$ |
| F | $80 < d$ | $70 < d$ | $50 < d$ |

Table 4.4.3.5 — Maximum degree of saturation for road intersections

| Road network item | Maximum degree of saturation |
|---|------------------------------|
| Signalised intersections | 0.9 |
| Roundabouts | 0.85 |
| Unsignalised intersections | 0.8 |
| Signalised intersections (State-controlled) | 0.9 |

4.4.4 Stormwater network desired standards of service

The function of Council's stormwater drainage systems is to collect and convey stormwater through respective catchment areas while:

- (1) causing a minimal nuisance, danger or damage to people or property; and
- (2) maintaining a water quality that protects and enhances environmental values.

It is acknowledged that in some cases, due to local circumstances, the desired standards of service may not be met. In these situations, stormwater trunk infrastructure aims to meet the standards to the greatest degree practicable.

The Defined Flood Event (DFE) and Defined Flood Level (DFL) are defined in the Rockhampton Regional Planning Scheme.

Table 4.4.4.1 outlines the planning and design criteria for the stormwater network within the Rockhampton Regional Council area.

Table 4.4.4.1 — Stormwater network desired standards of service

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|----------|--|--|
| Quantity | Collect and convey stormwater in natural and engineered channels, piped drainage network and overland flow paths to a lawful point of discharge, in a safe manner that protects life and property. | <ul style="list-style-type: none"> • Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. • Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. • Queensland Urban Drainage Manual. |
| Quality | The water quality of urban catchments and waterways is managed to protect and enhance environmental values and pose no health risk to the community. | <ul style="list-style-type: none"> • Local water quality guidelines prepared in accordance with the State Planning Policy Guideline State Interest - Water Quality (2013). • Queensland Water Quality Guidelines. |

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--|---|---|
| | | <ul style="list-style-type: none"> State Planning Policy Guideline State Interest – Water Quality (2013). |
| Environmental impacts | Where appropriate, adopt water-sensitive urban design principles and on-site water quality management to achieve the water quality objectives set out in the <i>Environmental Protection Act 1994</i> . | <ul style="list-style-type: none"> Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. <i>Environmental Protection (Water) Policy 2009</i>. |
| Infrastructure design/planning standards | Design of the stormwater network will comply with established codes and standards. | <ul style="list-style-type: none"> Rockhampton Region Planning Scheme — Section 3.7 Infrastructure and Services, Part 9 Development codes, Schedule 6 — Planning scheme policies. Capricorn Municipal Development Guidelines — Design Specifications and Standard Drawings. Queensland Urban Drainage Manual. Australian Rainfall and Runoff (ARR). Brisbane City Council - Natural Channel Design Guidelines. |

4.4.5 Public parks and land for community facilities network desired standards of service

The desired standards of service for the public parks and land for community facilities trunk infrastructure are shown in Tables 4.4.5.1 to 4.4.5.6 – desired standards of service – public parks and land for community facilities and should be read in conjunction with Councils adopted technical standards – Capricorn Municipal Development Guidelines.

It is acknowledged that in some cases, due to local circumstances, the desired standards of service may not be met. In these situations, public parks and land for community facilities trunk infrastructure aims to meet the standards to the greatest degree practicable.

Table 4.4.5.1 — Public parks and land for community facilities network desired standards of service

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|--------------------|--|--|
| Functional network | A network of parks and community land is established to provide for the full range of recreational and sporting activities and pursuits. | <ul style="list-style-type: none"> Parks and community land are provided at a local, district and local government area wide level. Parks and community land address the needs of both recreation and sport. |

| Measure | Planning criteria (qualitative standards) | Design criteria (quantitative standards) |
|---|---|--|
| Accessibility | Public parks and land for community facilities will be located to ensure adequate pedestrian, cycle and vehicle access. Collocate land for multi-purpose community facilities with parks and recreation land and commercial/retail centres. | <ul style="list-style-type: none"> 2,000 square metres of land for community facilities is to be provided when such land is co-located with a district and regional park. Accessibility standards are identified in Table 4.4.5.3. |
| Suitability of land | Public parks and land for community facilities will be provided to a standard that supports a diverse range of recreational, sporting, community and health-promoting activities to meet community expectations. This includes ensuring land is of an appropriate size, configuration and slope, and has an acceptable level of flood immunity. | <ul style="list-style-type: none"> The rate of land provision is identified in Table 4.4.5.2. The minimum size, shape of land, minimum desired flood immunity, maximum desired grade and road frontage and visibility for land is identified in Table 4.4.5.4. |
| Facilities/embellishments | Public parks and land for community facilities contain a range of embellishments to complement the type and purpose of the park. | Indicative embellishments for each type of park, land for community facilities and sports grounds are identified in Tables 4.4.5.5 and 4.4.5.6. |
| Infrastructure design/performance standards | Maximise opportunities to collocate recreational parks and land for community facilities in proximity to other community infrastructure, transport hubs and valued environmental and cultural assets. | Local government standards in the planning scheme and planning scheme policies Australian Standards. |

Table 4.4.5.2 — Rate of land provision

| Infrastructure type | Rate of provision (hectare per 1,000 people) | |
|-------------------------------|--|---|
| | District | Local government wide |
| Recreation park | 0.8 | 0.5 |
| Sports ground | 2.5 | 2.5 |
| Land for community facilities | Rate of provision to be determined by minimum land sizes and at least one (1) district facility per the following planning sectors: <ul style="list-style-type: none"> North Rockhampton South Rockhampton Gracemere. | Rate of provision to be determined by minimum land sizes and at least one (1) regional facility per the following planning sectors: <ul style="list-style-type: none"> North Rockhampton South Rockhampton. |

Table 4.4.5.3 — Accessibility standard

| Infrastructure type | Accessibility standard (kilometres) | |
|-------------------------------|---|---|
| | District | Local government wide |
| Recreation park | 2.5 kilometres in urban areas and within 500 metres of a public transport pick up/drop off point. | Local government area and within 500 metres of a public transport pick up/drop off point. |
| Sports ground | 2.5 kilometres in urban areas and within 500 metres of a public transport pick up/drop off point. | Local government area and within 500 metres of a public transport pick up/drop off point. |
| Land for community facilities | Within 800 metres of a public transport pick up/drop off point. | Within 500 metres of a public transport pick up/drop off point. |

Table 4.4.5.4 — Public parks and land for community facilities characteristics

| Characteristic | Recreation parks and land for community facilities | | Sports grounds | |
|--|---|--|---|---|
| | District | Regional | District | Regional |
| Minimum size of open space (hectares) | Two (2) hectares of usable space for parkland One (1) hectare of usable space for land for community facilities | Six (6) hectares of usable space for parkland 1.5 hectares of usable space for land for community facilities | A minimum of three (3) hectares, sufficient to boast two (2) fields per one (1) oval collocating and room for ancillary facilities (club house, toilets, car parking) | A minimum of four (4) hectares, sufficient to boast three (3) fields per two (2) ovals collocating and room for ancillary facilities (club house, toilets, car parking) |
| Shape of land | The preferred shape for a park/land for community facilities is square to rectangular with the sides no greater than 2:1 | | To maximise the area available for playing fields, a square or rectangular shape is considered most efficient | |
| Minimum desired flood immunity for parks | At least twenty-five (25) per cent of total area above 2% AEP with main activity area/s above 1% AEP | At least fifty (50) per cent of total area above 2% AEP with main activity area/s above 1% AEP and free of hazards | Free of hazards. Ninety per cent of land above 5% AEP. Fields/courts above 2% AEP. Built facilities above 1% AEP | |
| Maximum desired grade | Recreation parks — average grade of 1:14 for eighty (80) per cent of the area of the park to facilitate wheelchair access to parks. Variable topography is satisfactory for the remaining area No area of the park will have a grade | Recreation parks — average grade of 1:20 for main use areas, 1:50 for kick about area, and variable topography for remainder No area of the park will have a grade greater than 1:6 Community facilities — a maximum grade | Laser levelling to a maximum gradient of playing surface 1:100 | |

| Characteristic | Recreation parks and land for community facilities | | Sports grounds | |
|------------------------------|---|--|--|----------|
| | District | Regional | District | Regional |
| | greater than 1:6 Community facilities — a maximum grade of no more than six (6) per cent for the entirety of the site or ten (10) per cent for the footprint of the community facility | of no more than six (6) per cent for the entirety of the site or ten (10) per cent for the footprint of the community facility | | |
| Road frontage and visibility | Twenty-five (25) per cent of park perimeter to have direct road frontage, preferably on a collector road | Fifty (50) per cent of park perimeter to have direct road frontage, preferably on a collector road | Twenty-five (25) per cent of the ground perimeter to have direct road frontage | |

Table 4.4.5.5 — Indicative embellishments for the hierarchy of recreation parks

| Park element | District | Local government-wide |
|--|--|--|
| Internal roads | None | As required to service car parking and access requirements |
| Car parking | Forty (40) sealed car parks | Minimum of 120 sealed car parks |
| Fencing/bollards, lock rail | Fencing/bollards along road frontages and including a lock rail | Fencing/bollards along road frontages and including a lock rail |
| Lighting | Lighting to all roadways, parking, picnic nodes and primary pedestrian paths | Lighting to all roadways, parking, picnic nodes and primary pedestrian paths |
| Toilets/public amenities | One (1) toilet (location to be determined in consultation with Council) | Two (2) toilets (location to be determined in consultation with Council) |
| Pedestrian pathway access network | 2.2 metre wide concrete shared pedestrian and cycle path through and around park connecting to adjacent pathways | Entrance and access paths. Concrete shared pedestrian and cycle path (minimum 2.2 metre wide generally and minimum 3.5 metre wide in key, high use areas) connecting to adjacent pathways |
| Bench seating | Minimum of four (4), located for supervision of any play area (if not otherwise serviced by sheltered tables), and/or along recreation corridors/pedestrian pathways to provide rest stops | As determined in consultation with Council. Located for: <ul style="list-style-type: none"> • supervision of any play area (if not otherwise serviced by sheltered tables); and • along recreation corridors/pedestrian pathways to provide rest stops; and/or • enjoyment of views/amenity |
| Shade structures or trees (over playgrounds) | Yes | Yes |
| Shelters/gazebo with tables and seating and bins | Minimum of six (6) shaded tables, seating and bins | Minimum of fifteen (15) shaded tables, seating and bins (further provision to be determined in consultation with Council) |

| Park element | District | Local government-wide |
|---------------------------|--|---|
| Tap/bubbler | Three (3) drinking fountain/bubbler and taps | Ten (10) drinking fountain/bubbler and taps |
| Barbeques | Three (3) barbeques | Ten (10) barbeques (to be determined in consultation with Council – provision may consist of multiple double barbecues located to service picnic nodes for individuals, families and large groups) |
| Rubbish bins | As required to service activity areas, picnic nodes, key access/egress areas and pathway systems | As required to service activity areas, picnic nodes, key access/egress areas and pathway systems |
| Landscaping and turfing | Shade trees, landscaping and turfing to enhance amenity (determined in consultation with Council) | Shade trees, landscaping and turfing to enhance amenity (determined in consultation with Council) |
| Signage | Park identification and way finding signage, located at key entrances. Optional — interpretive signage (for nature appreciation areas) or trail signage (for example distance markers on recreation corridors) | Park identification and way finding signage, located at key entrances. Optional — interpretive signage and/or trail signage (for example distance markers on recreation corridors). Signage theme reflecting key features of the park |
| Recreation activity areas | Mix of ten (10) recreation activity areas, clustered in two or more nodes (for example mix of toddlers, children, youth, picnic and barbecue area, dog off-leash, skate park, meeting area, older adults, pathway systems) | Mix of fifteen (15) recreation activity areas dispersed across well-defined nodes of activity focus (for example a mix of toddlers, children, youth, older adults, major picnic and barbecue area, dog off-leash, skate park, meeting areas, trail network, event area, nature appreciation area) |
| Irrigation | In identified high use areas | In identified high use areas |
| Bike racks | Three (3) bike racks for a minimum of fifteen (15) bikes | Bike racks for a minimum of thirty (30) bikes |
| Bus pull-through | No | Yes (location to be determined in consultation with Council) |
| Bus parking | No | Yes (location to be determined in consultation with Council) |

Table 4.4.5.6 — Indicative embellishments for the hierarchy of sport parks

| Park element | District | Local government-wide |
|-------------------------|--|--|
| Courts/fields | As a minimum, two (2) rectangular fields and capacity for additional facilities/courts (as determined in consultation with Council) Sports grounds and facilities meet accepted standards including dimensions, playing surface and subsurface drainage | As a minimum, three (3) rectangular fields and capacity for additional facilities/courts (as determined in consultation with Council) Sports grounds and facilities meet accepted standards including dimensions, playing surface and subsurface drainage |
| Goal posts/line marking | According to accepted standards | According to accepted standards |
| Irrigation | Main field as a minimum (to be | Two (2) main fields as a |

| Park element | District | Local government-wide |
|---|---|---|
| | determined in consultation with Council) | minimum (to be determined in consultation with Council) |
| Field/court lighting | Lighting for night sports | Lighting for night sports |
| Spectator seating | 100 seats and earth mounds (determined in consultation with Council) | 150 seats and earth mounds (determined in consultation with Council) |
| Tap/bubbler | Four (4) drink bubblers and taps located near activity areas and canteen/clubhouse area | Eight (8) drink bubblers and taps located near activity areas and canteen/clubhouse area |
| Sports clubhouse | Minimum of one (1) (exact provision to be determined in consultation with Council) including a toilet/change room, canteen, storage and administrative/office space | Minimum of two (2) (exact provision to be determined in consultation with Council) including a toilet/change room, canteen, storage and administrative/office space |
| Landscaping and turfing | Trees/shade provision for spectators, landscaping of boundaries to buffer noise/light spill to any surrounding properties | Trees/shade provision for spectators, landscaping of boundaries to buffer noise/light spill to any surrounding properties |
| Feature paving/concrete stencilling | Located at key entry areas or high use zones (to be determined in consultation with Council) | Located at key entry areas or high use zones (to be determined in consultation with Council) |
| Internal roads | Yes | Yes |
| Bus pull-through | Yes | Yes |
| Bus parking | Yes | Yes |
| Car parking | Minimum of sixty (60) sealed spaces for a two (2) field complex or twelve (12) per court | Minimum of 100 sealed spaces for a three (3) field complex or twelve (12) per court |
| Bike racks | Bike racks for a minimum of thirty (30) bikes | Bike racks for a minimum of fifty (50) bikes |
| Fencing/bollards, lock rail | Fencing/bollards along road frontages and including a lock rail | Fencing/bollards along road frontages and including a lock rail |
| Security lighting | Security lighting to all roadways, parking, picnic nodes and primary pedestrian paths | Security lighting to all roadways, parking, picnic nodes and primary pedestrian paths |
| Pedestrian pathway access network | Entrance and access paths, walking/cycling network. Minimum 2.2 metre wide concrete shared pedestrian and cycle path | Entrance and access paths, walking/cycling network. Minimum 2.2 metre wide concrete shared pedestrian and cycle path |
| Public artwork | To be determined in consultation with Council | To be determined in consultation with Council |
| Signage | Park identification and way finding signage, located at key entrances | Park identification and way finding signage, located at key entrances |
| Recreation activity areas (for example play spaces, fitness circuits, hit up walls) | Mix of three (3) recreation activity areas (for example play spaces, fitness circuits, half courts, free to use courts) | Mix of five (5) recreation activity areas (for example play spaces, fitness circuits, half courts, free to use courts) |

4.5 Plans for trunk infrastructure

- (1) The plans for trunk infrastructure identify the trunk infrastructure networks intended to service the existing and assumed future urban development at the desired standard of service up to 2031.
- (2) The trunk infrastructure networks identified in the schedule of works for trunk infrastructure typically include the systems and items stated in Table 4.5.1.

Table 4.5.1 — Typical infrastructure systems and items

| Network | Typical trunk infrastructure system/item/function |
|--------------|---|
| Water supply | <ul style="list-style-type: none"> • Bulk transfer water mains; • Balance reservoirs and seasonal storages; • Trunk distribution mains for potable water from ground level reservoirs to the non-trunk reticulation system on which a service zone relies; • Elevated reservoirs serving a zone significant to network; • Non-centralised ground level reservoirs serving a zone significant to the network; • Booster pump stations serving a zone significant to the network; • Rechlorination facilities as part of trunk facilities; • Flow metering as part of trunk facilities; • Telemetry and instrumentation systems as part of trunk facilities; • Water sources including dams, bores, desalination facilities; and • Water treatment and recycling facilities. |
| Sewerage | <ul style="list-style-type: none"> • Sewage treatment plants; • Sewage re-use systems; • Gravity sewers serving a catchment significant to the network; • Access chambers on trunk sewer mains; • Sewer rising (pressure) mains on trunk sewage pump stations; • Sewage pumping stations serving a catchment significant to the network; • Odour control and corrosion control systems on trunk facilities; and • Telemetry and instrumentation systems on trunk facilities. |
| Transport | <ul style="list-style-type: none"> • All local government owned urban arterial, rural arterial, major urban collector, minor urban collector and industrial collector roads; • Local function of state controlled roads; and • Associated intersections, traffic lights, lighting, bridges, culverts, kerb and channel, local road drainage, cycle lanes, pedestrian footpaths and cycleways within the road reserve. |
| Stormwater | <ul style="list-style-type: none"> • Natural waterways, watercourses, drainage features and riparian corridors; • Overland flow paths/channels (natural and constructed) significant to the catchment; • Piped drainage (generally greater than 600 millimetre pipes, culverts, manholes, inlets and outlets); • Detention facilities; • Retention facilities; • Gross pollutant capture devices; • Sediment basins; • Sand filters; |

| Network | Typical trunk infrastructure system/item/function |
|---|--|
| | <ul style="list-style-type: none"> • Bio-retention basins; • Constructed wetlands; and • Bank stabilisation, erosion protection and revegetation. |
| Parks and land for community facilities | <ul style="list-style-type: none"> • District and regional recreation parks, linkage parks and associated works and embellishments; • District and regional sporting parks, and associated works and embellishments; and • Land for community facilities. |

4.5.1 Plans for trunk infrastructure maps

- (1) The existing and future trunk infrastructure networks are shown on the following maps in schedule 3 – Local government infrastructure plan mapping and tables:
 - (a) Local Government Infrastructure Plan Map LGIP – PFTI 0-1 to PFTI 60-1 – Plan for trunk water supply infrastructure;
 - (b) Local Government Infrastructure Plan Map LGIP – PFTI 0-2 to PFTI 60-2 – Plan for trunk sewerage supply infrastructure;
 - (c) Local Government Infrastructure Plan Map LGIP – PFTI 0-3 to PFTI 60-3 – Plan for trunk transport supply infrastructure;
 - (d) Local Government Infrastructure Plan Map LGIP – PFTI 0-4 to PFTI 60-4 – Plan for trunk stormwater supply infrastructure; and
 - (e) Local Government Infrastructure Plan Map LGIP – PFTI 0-5 to PFTI 60-5 – Plan for trunk parks and land for community facilities supply infrastructure.
- (2) The State infrastructure forming part of transport trunk infrastructure network has been identified using information provided by the relevant State infrastructure provider.

4.5.2 Schedules of works

- (1) The future trunk infrastructure works are identified in the following tables in schedule 3 – Local government infrastructure plan mapping and tables:
 - (a) for the water supply network, Table SC3.5.1 – Schedule of works – Water supply network;
 - (b) for the sewerage network, Table SC3.5.2 – Schedule of works – Sewerage network;
 - (c) for the transport network, Table SC3.5.3 – Schedule of works – Transport network;
 - (d) for the stormwater network, Table SC3.5.4 – Schedule of works – Stormwater network; and
 - (e) for the parks and land for community facilities network, Table SC3.5.5 – Schedule of works – Public parks and land for community facilities network.

4.6 Extrinsic material, abbreviations and definitions

4.6.1 Extrinsic material

Editor's note—The documents identified in the following table assist in the interpretation of the local government infrastructure plan, and are extrinsic material under the *Statutory Instruments Act 1992*.

Table 4.6.1.1 — Extrinsic documents used in the interpretation of the local government infrastructure plan

| Title of document | Date | Author or organisation who prepared document | Other relevant information |
|--|----------------|--|--------------------------------|
| Rockhampton Regional Council Planning Assumptions Report Version 2 | June 2014 | Rockhampton Regional Council | Available on Council's website |
| Rockhampton Regional Water Supply Security Assessment | September 2015 | Department of Energy and Water Supply | |
| Gracemere Water Supply Scheme Planning Report | November 2013 | Rockhampton Regional Council | |
| RRC/FRW Sewage Treatment Plants Strategy Planning Study | 2013/2014 | SKM for Rockhampton Regional Council and Fitzroy River Water | |
| Mount Morgan Sewerage Strategy: Initial Sewer Scheme Planning Report | January 2014 | Rockhampton Regional Council | |
| Rockhampton traffic Study | 2008 | Arup for Rockhampton Regional Council | |
| Fitzroy River Floodplain and Road Planning Study | 2013 | AECOM | |
| Central Queensland Principal Cycle Network Plan | 2014 | Department of Traffic and Main Roads | |
| Rockhampton Regional Council Flood Management Strategy | 2014 | Rockhampton Regional Council | |

Editor's note – The above is not an exhaustive list of all studies used in the preparation of the local government infrastructure plan. Additionally the documents listed above may not be able to be provided by Council.

**LOCAL GOVERNMENT
INFRASTRUCTURE PLAN (LGIP)
AMENDMENT**

Buckley Vann LGIP checklist

Meeting Date: 26 April 2016

Attachment No: 2

Appendix D – LGIP Checklist

Appendix D is part of Statutory Guideline 03/14 – Local government infrastructure plans

| Local government infrastructure plan (LGIP) checklist | | | | To be completed by local government | | To be completed by appointed reviewer | | | | |
|--|---------------------|---|---|-------------------------------------|---|---------------------------------------|---|-------------------------------|----------------|--|
| LGIP guideline outcome | LGIP component | Number | Requirement | Requirement met (yes/no) | Local government comments | Compliant (yes/no) | Justification | Corrective action description | Recommendation | |
| Review principles: <ul style="list-style-type: none"> A reference in the checklist to the LGIP Template is taken to include a relevant reference to the SPA, statutory guideline for LGIPs, statutory guideline for MALPI or the Queensland Planning Provisions (QPP). Compliance requirements are not limited to the requirements listed in the checklist. | | | | | | | | | | |
| | All | 1. | The LGIP sections are ordered in accordance with the LGIP template. | yes | Only slight change is that extrinsic material is given its own section (4.6) rather than a note at the end of section 4.5 | Yes | Slight change does not undermine the State requirements or consistency with the template | None required | Complies | |
| | | 2. | The LGIP sections are correctly located in the planning scheme. | yes | Yes | Yes | Some minor clauses from the template are missing. These are not critical or reduce the legibility of the LGIP and reflect the overall approach by Council in developing its LGIP. In relation to those sections: <ul style="list-style-type: none"> 4.2(3)(c): Projection areas are localities except for Gracemere (North and South) having a full set of maps for these seemed redundant 4.2.2(1): Developable area was not included as the way the PAM works out the developable area doesn't have clear non-developable/developable split. The PAM ascribes an actual yield so is more sophisticated than a simple yes/no. The mapping is also contained within the PAM 4.2.3(2): this was not included as Council have used a single catchment. | None required | Complies | |
| | | 3. | The content and text complies with the mandatory components of the LGIP template. | yes | | Yes | | None required | Complies | |
| | | 4. | Text references to numbered paragraphs, tables and maps are correct. | yes | | Yes | | None required | Complies | |
| | Definitions | 5. | Additional definitions (to those in the QPP) do not conflict with statutory requirements. | yes | | Yes | Some minor departures for further explanatory purposes including further expansion of the definition of Net Developable Area as below: Net developable area - The area of land available for development. It does not include roads, parks, drainage areas and land that cannot be developed due to constraints such as acid sulfate soils, conservation land, flood affected land or steep slope. | None required | Complies | |
| | Preliminary section | 6. | The drafting of the Preliminary section is consistent with the LGIP template. | yes | | Yes | | None required | Complies | |
| | 7. | All five trunk networks included in the LGIP. | yes | | Yes | | None required | Complies | | |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
|---|-----|--|-------------------------------------|--|---------------------------------------|--|--|----------|
| | | If not, which networks are excluded? Why have these networks been excluded? | | | | | | |
| Planning assumptions - structure | 8. | The drafting of the Planning assumptions section is consistent with the LGIP template. | yes | Top down (Qld Gov't statistician 2013 high series) to inform a bottom up comprehensive parcel based model (PAM 2) to derive current Planning Assumptions Report. | Yes | The structure is consistent with the template. Observations about the underlying assumptions used included in item 10 below. | None required | Complies |
| | 9. | All the projection areas listed in the tables of projections are shown on the relevant maps and vice versa. | yes | | Yes | LGIP localities for projections are described in Tables SC3.1.1.1. – SC3.1.4.1 however accompanying maps only include high level region wide mapping. The projection areas are all locality based except for Gracemere which is split into 2 projection areas (North and South) due to its size and growth (refer also to Item 2 above). | None required | Complies |
| | 10. | All the service catchments listed in the tables of projected infrastructure demand are identified on the relevant PFTI maps and vice versa. | yes | Currently planning for a single catchment. Council made this decision after comparing different unit rates for sub catchments. This may be reviewed again in the future as plans mature. | Yes | <p>Council has confirmed their approach of adopting a single urban service catchment. This approach was set after consideration of:</p> <ul style="list-style-type: none"> The work required to split the catchment into the different catchments; The fact that most new urban development and infrastructure will likely occur in Gracemere and Parkhurst (and some infill in Rockhampton city); and A desire to not further delay the LGIP process. <p>It is Council's intention to break up the service catchment into more discrete localities at some future time.</p> <p>A note will be added to the LGIP to confirm that a single catchment is used.</p> <p>Because of this approach, the LGIP does not include section 4.2.3(2) which is summary of demand for each service catchment. This is appropriate.</p> <p>Note also planned demand Tables are included as SC3.2.2.1 – SC3.2.2.4</p> | <p>Given this is a 'first generation LGIP' for the amalgamated Rockhampton region, the approach is supported. The commitment to further refinement of the LGIP over time is sensible.</p> <p>No further action required.</p> | Complies |
| Planning assumptions - methodology | 11. | The population and dwelling projections reflect those prepared by the Qld Government Statistician (as available at the time of preparation). | yes | Council resolved to plan for Statistician's high series growth in 2008. Current projections are marginally higher than 2013 high series up to but not including the 2031 cohort. | Yes | <p>As noted, Council adopted a high series forecast when preparing the LGIP. This decision was determined in part due to:</p> <ul style="list-style-type: none"> An optimistic Council who were in part responding to the significant growth of previous years due to the mining/energy boom in the region; Few property owners within the PIA at Gracemere (one of the major growth fronts) with potential to land bank and delay or frustrate land supply to the market; and Uncertainty about the CQU Priority Development Area specifically in terms of | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
|---|-----|--|-------------------------------------|---|---------------------------------------|---|--|----------|
| | | | | | | <p>yield uncertainty (which appear to be from Council's perspective) aspirational.</p> <p>This approach (and high series forecast) was not challenged or questioned by the State in either of the State review processes for the new planning scheme.</p> <p>Council's own Planning Assumptions Report V2.1 June 2015 revisited the planning and growth projections underpinning the LGIP to 2031 and confirmed resident population is projected in the PAM to grow slightly above the 2008 High Series population and somewhat in line with 2013 High Series forecasts. Notwithstanding this, as new growth series are released it is expected that they will revise forecasts down. Council will in turn, consider and the review the new depressed forecasts and implications with Council (post March 2016) and take appropriate actions (and if necessary) amendments to the LGIP in due course.</p> | | |
| | 12. | The employment and non-residential development projections align with the available economic development studies, other reports about employment or historical rates for the area. | yes, qualified | Studies completed prior to recent resource industry downturn, so may be slightly optimistic compared to any more recent data. | Yes | Relatively steady employment growth is relied upon for RCC. This is projected to be dominated by retail and industrial employment with steady growth in commercial based employment. | None required | Complies |
| | 13. | The developable area excludes all areas affected by absolute constraints such as steep slopes, conservation and flooding. | yes | The modelled yield is adjusted for all constraints identified in the proposed planning scheme. Net developable yield on unconstrained land in the low density residential zone is calculated at 65% of gross land available. | Yes | <p>Assumptions about development yield and constraints are detailed in full in the PAR and subsequent V2.1</p> <p>The model accounts for a 35% loss of greenfield low density residential land to roads, drainage and local parks.</p> <p>Refer to 2.4.2 and Table 6 in the PAR for further detail.</p> | None required | Complies |
| | 14. | The planned densities reflect realistic levels and types of development having regard to the planning scheme provisions and current development trends. | yes | Council has made allowance for a gradual transition to smaller lot sizes in new low density residential areas (net yield up to 15.3 dwellings/net developable hectare). Council is concerned that the development yield proposed by EDQ in the CQU PDA development plan may not be achieved and result in stranded trunk infrastructure capacity and pressure on other developable areas. | Yes | <p>Assumed and planned densities are discussed in the PAM. The assumptions around dwellings per hectare are appropriate if low (for the PAM yield) but likely reflective of slower shifts to smaller lots sizes in regional communities.</p> <p>The concern about the CQU PDA is difficult to respond to. Council's view is that deliberate action/intervention by the State to facilitate outcomes as per the PDA in a timely manner is required to drive achievement of this outcome. However, it is also acknowledged that with a slow down of the regional economy (and in particular the mining sector) and lower population forecasts, there will still remain some uncertainty about market take up and development to the yields forecast.</p> | No action is required but as the LGIP is subsequently revised to take account of growth forecasts, progress of the PDA might likewise be factored into this review and adjustments to assumptions subsequently made. | Complies |

| Local government infrastructure plan (LGIP) checklist | | To be completed by local government | | To be completed by appointed reviewer | | | | |
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| | | | | | The PAM therefore also adopted RCC densities (rather than EDQ nominated densities in its projections for the site). | | | |
| | 15. | The planned densities account for land required for local roads and other infrastructure. | yes | | Yes | | None required | Complies |
| | 16. | The population and employment projection tables identify "ultimate development" in accordance with the QPP definition. | yes | Using a parcel based approach complicates this as the ultimate capacity per parcel in higher density residential areas will be different to the real density achieved at a more macro level. We will introduce a compensating factor into future runs of the Planning Assumptions Model, however any risk of impacts on land supply in the short term are mitigated by choosing high series growth projections and slower pace of growth than planned currently. | Yes | Council recognises the definition of 'ultimate development' used in the RCC LGIP is broad and in that sense somewhat inconsistent with the QPP definition. Consistent with the intent to do further review of the LGIP inputs post March 2016, the Council will undertake to do work to understand more clearly likely future take-up; proportion of land area likely to be converted and accordingly how realistic density target assumptions area. This would include consideration of CQU PDA densities vs. development outcomes (if appropriate) As one of the first generation LGIPs to be prepared, and given the risk because of slowing growth in the region and reduced demand for new capital infrastructure, this seems an acceptable approach to take. | None required | Complies |
| | 17. | Based on the information in the projection tables and other available material, it is possible to verify the remaining capacity to accommodate growth, for each projection area. | yes | Still some challenge to be absolutely confident about spare infrastructure capacity in some areas targeted for renewal and intensification, but work is underway to confirm this. | Yes | There is a level of known information on this as well as a degree of uncertainty. Council's response to this is a series of works already done or programmed including: <ul style="list-style-type: none"> Open Space Strategy has been done but is subject to further more accurate and detailed work; Investigations have been done indicating there is some spare capacity in water and sewer infrastructure (both commercialised assets) TMR and RCC are working jointly on regional transport modelling Stormwater mapping is underway to help with AMP reviews and poses the risk in terms of current gaps See further note 1 at the end of this checklist in relation to further reference material and work programs. | None required | Complies |
| | 18. | The planning assumptions reflect an efficient, sequential pattern of development. | yes | | Yes | The primary future growth fronts will be Gracemere, Parkhurst and some Rockhampton infill. This is consistent across the planning scheme, LGIP and PAM. | None required | Complies |
| | 19. | Has the Department of Transport and Main Roads or any relevant distributor-retailer been consulted in the preparation of the LGIP? What was the outcome of the | yes | Saw PIP as part of the first state interest review. Non- mandatory recommendations made, largely about access and some mapping. Some changes made as a result. Not aware of any new relevant | Yes | No additional conditions from the State's final review of the draft (now adopted) scheme. During the preparation of the LGIP it is worth noting that for financial sustainability reasons Council proposed reducing the transport DSS | None required | Complies |

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| | | consultation? | | conditions that will result from final ministerial review. | | to level D. TMR required the DSS to be level C. The likely outcome of this is that on many occasions the level of service achieved will not meet the DSS as a financial reality. Refer also to Item 46 closing gap between aspiration and commercial sustainability. | | |
| Planning assumptions - demand | 20. | The infrastructure demand projections are based on the projections of population and employment growth. | yes | Refer PAR | Yes | As per the PAR and PAM methodology | None required | Complies |
| | 21. | The demand generation rates align with accepted rates and/or historical data. | yes | Rates are consistent with other QLD council generation rates and benchmarked against historical council data. QUDM and RTA's Guide to Traffic Generating Development were also used. | Yes | | None required | Complies |
| | 22. | The service catchments used for infrastructure demand projections are identified on relevant PFTI maps and demand tables. | yes | Single urban catchment | Yes | | None required | Complies |
| | 23. | The service catchments for each network cover, at a minimum, the PIA. | no | The Mt Morgan sewerage service area currently only services about 20% of properties in the Mt Morgan PIA. Currently only very minimal growth is forecast for Mt Morgan. | Accepted compliance | Mt Morgan is a low risk location in terms of future development. There are no plans to upgrade sewerage network. Main growth is likely to be rural residential and the land is severely constrained. In establishing land use zoning for Mt Morgan in the new planning scheme, Council has back zoned a significant number of lots from residential to rural or rural residential where possible to do so without impinging on property rights unreasonably. Beyond that Council would need to extend sewerage services to all developed areas within the urban footprint over time. The PIA includes all these urban areas to allow for fair apportionment of cost over time. | None required | Complies |
| | 24. | The Asset Management Plan and Long Term Financial Forecast align with the LGIP projections of growth and demand. If not, is there a process underway to achieve this? | yes, qualified | The LTFF and asset management planning processes use the same growth projections. The current PFTI's are inputs to the LTFF. All asset management plans are currently being reviewed. There is still significant work to complete these reviews, particularly in relation to the stormwater network. | Yes | It is a challenge for any local government to have complete alignment between AMPs, LTFF and the LGIP. Council has shown it is taking steps to achieve a better outcome in this regard. The process of AMP reviews represents a significant undertaking by Council. See also comments for 35 and 46 below. | None required | Complies |
| Priority infrastructure area (PIA) | 25. | The drafting of the PIA section is consistent with the LGIP template. | yes, qualified | The PIA currently accommodates slightly more than 15 years of development. This has resulted from a desire to plan for and service a new major development in Parkhurst that has a preliminary approval, although under appeal | Yes | The PIA, as intended, identifies the land priorities for the provision of trunk infrastructure to service existing and future growth assuming urban development for a minimum of 10 years and maximum of 15. The RCC LGIP PIA assumed development to | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
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| | | | | and some concern about the proposed development yield from the CQU PDA. The more expansive PIA does respond to the proposed development of the PDA, which places one Guideline objective slightly in conflict with the 15 year limit. We believe we have struck a reasonable balance. It also provides greater confidence for trunk infrastructure planning. | | 2031 – at the time of drafting the LGIP a 17 year forecast. As previously noted, a 15+ year PIA has been predicated on the basis of: <ul style="list-style-type: none"> • Only two main growth areas in the region (Parkhurst and Gracemere) – Parkhurst being the main provider of residential land • Fewer land owners in the growth areas • Uncertainty about timing and achieving densities and yields in the CQU PDA; and • At the time of drafting, the region was experiencing some prolonged growth and development activity. As Council will be reviewing the revised population forecasts in 2016, it is likely the PIA may be accordingly revised. | | |
| | 26. | Text references to PIA map(s) are correct. | yes | | Yes | | None required | Complies |
| | 27. | The PIA boundary shown on the PIA map is legible at a lot level and the planning scheme zoning is also shown on the map. | yes, qualified | There are four PIA maps: Regional, Rockhampton, Gracemere and Mt Morgan. It is possible to zoom into the pdf's to ascertain both zoning of a parcel and PIA status. | Yes | | None required | Complies |
| | 28. | The PIA includes all areas of existing urban development serviced by all relevant trunk infrastructure networks at the time the LGIP was prepared. | yes | | Yes | | None required | Complies |
| | 29. | The PIA accommodates growth for at least 10 years but no more than 15 years. | yes, qualified | Refer comments to Question 25 | Yes | As per comments at Item 25. above | None required | Complies |
| | 30. | Are there areas outside the PIA for which the planning assumptions identify urban growth within the next 10 to 15 years? If so, why have these areas been excluded from the PIA? | no | | Yes | | None required | Complies |
| | 31. | The PIA achieves an efficient, sequential pattern of development. | yes | | Yes | Although the PIA is a single catchment and includes land slightly in excess of 15 years, the extent of the PIA is consistent with the planning scheme and represents logical future greenfield and infill development opportunities. | None required | Complies |
| Desired standards of service (DSS) | 32. | The drafting of the DSS section is consistent with the LGIP template. | yes | | Yes | | None required | Complies |
| | 33. | The DSS section states the key planning and design standards for each network. | yes | May reference other documents, particularly Capricornia Municipal Design Guidelines in some cases | Yes | Planning and design standards are identified for all 5 networks. Some documents such as the CMDG are regularly updated or have been where they form part of the new planning scheme. | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
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| | 34. | The DSS reflects the key, high level industry standards, regulatory and statutory guidelines and codes, and planning scheme policies about infrastructure. | yes | | Yes | The DSS draws on policy and guidelines that have been reviewed as part of the recently adopted new planning scheme and other contemporary or locally relevant documents. | None required | Complies |
| | 35. | There is alignment between the relevant levels of service stated in the local government's Long Term Asset Management Plan (LTAMP) and the LGIP. If not, is there a process underway to achieve this? | under development | A group has been working on the roads AMP for several months to establish alignment with the draft LGIP, DSS. The current roads AMP makes reference to the current AICR No.4 and PAM 2. Water and sewerage standards are also a focus. As highlighted by financial outputs from this model Council will continue to have difficulty timing and funding renewal and new trunk works that precisely service the prescribed DSS in the LGIP. In the absence of significantly higher rates, uncapped increased infrastructure charges or a new funding stream this Council, like many others will find it difficult to establish and maintain a reasonable DSS. Council is investigating all avenues for funding necessary works, including reduced levels of service. | Yes | <p>The LGIP process, amongst other things, helps to identify where there may be misalignment between funding, levels of service and growth forecasts. For RCC, the process currently undertaken in relation to reviewing AMPs and the LGIP preparation itself, has thrown up markers that Council will need to further investigate, particularly in relation to the DSS and future funding.</p> <p>It is also noted that like many Councils the DSS represents in part, an aspirational level of service which is often adjusted in response to funding changes; financial considerations and shifts in growth. It does not necessarily equal the current level of service.</p> <p>The AMPs for Roads, Water and Sewer have been completed. AMPs for bridges and major culverts to be completed by March 2016, and footpaths in February. These AMPs include the gaps between the LTFP and the demand forecasts (in the PAM).</p> <p>See Table 6.1 (future SAMP review schedule) from Council adopted asset management review report form 2015.</p> | None required | Complies |
| Plans for trunk infrastructure (PFTI) – structure and text | 36. | The drafting of the PFTI section is consistent with the LGIP template. | yes | | Yes | | None required | Complies |
| | 37. | PFTI maps are identified for all networks listed in the Preliminary section. | yes | | Yes | | None required | Complies |
| | 38. | PFTI schedule of works summary tables for future infrastructure are included for all networks listed in the Preliminary section. | yes | | Yes | | None required | Complies |
| PFTI – Maps <i>[Add rows to the checklist to address these items for each of the networks]</i> | 39. | The maps clearly identify the existing and future trunk infrastructure networks distinct from each other. | yes | | Yes | Mapping for each network is provided (noting combined parks and land for community facilities) on a locality basis | None required | Complies |
| | 40. | The service catchments referenced in the SOW model and infrastructure demand summary tables are shown clearly on the maps. | yes | Only one urban catchment | Yes | As previously noted only one urban service catchment is applied to RCC. See item 10 Single catchment note to be added to LGIP. | None required | Complies |
| | 41. | Future trunk infrastructure components are identified (at summary project level) clearly on the maps including a legible map | yes | | Yes | Mapping is legible and clear and identifies components as required | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
|---|-----|--|-------------------------------------|---|---------------------------------------|---|---------------|----------|
| | | reference. | | | | | | |
| | 42. | The infrastructure map reference is shown in the SOW model and summary schedule of works table in the LGIP. | yes | | Yes | Asset IDs for existing infrastructure have been completed for Water, Sewer, Transport and Stormwater. Asset ID table for Parks available however multiple assets have been combined to create the single asset (parks over different lots, each piece of park equipment, etc. gets own ID). | None required | Complies |
| Schedules of works <i>[Add rows to the checklist to address these items for each of the networks]</i> | 43. | The schedule of works tables in the LGIP complies with the LGIP template. | yes | | Yes | | None required | Complies |
| | 44. | The identified trunk infrastructure is consistent with the SPA and LGIP guideline. | yes | | Yes | | None required | Complies |
| | 45. | The existing and future trunk infrastructure identified in the LGIP is adequate to service at least the area of the PIA. | yes, qualified | Council acknowledges there is still some work to do to fully provide for stormwater network | Yes | As advised by Council and consistent with ongoing infrastructure studies and investigations this would appear to comply | None required | Complies |
| | 46. | Is there alignment of the scope, estimated cost and planned timing of proposed trunk capital works contained within the Schedule of Works and the relevant inputs of the LTAMP and LTFF? If not, is there a process underway to achieve this? | yes, qualified | Refer question 24. The current PFTI's, including their scope, timing and estimated values are inputs to the LTFF. Alignment is improving as SAMPs are reviewed. Water and sewerage networks now close. Council notes that the recent draft State Infrastructure Plan does not commit to even the first 5 years of the capital works pipeline for the State, so on this comparison we believe we are making reasonable progress. | Yes | Council acknowledges that there are some inconsistencies between LGIP SOW and CAPEX. Absolute reconciliation of these in an organic local government environment is difficult. The schedule of works currently presented has been informed and developed through AICRs (1-4) spanning 2011 to 2015. Because of the timing of the LGIP (up to 15+ years) items included in the SOW are all stress tested before consideration in the budget and timing in the LTFF. That said it is acknowledged that there is a need for a more transparent process for aligning the strategic and operational planning process as it relates to future capital works. Council acknowledges the opportunity to improve the rigor and transparency of the process to translate the LGIP SOW into long term financial plans and real time CAPEX plans. To give effect to this on February 23 Council brought all internal stakeholders together to review current processes and agree a path forward. The following was agreed. <ul style="list-style-type: none"> Following release of a new growth series by QGSO new growth planning benchmarks will be proposed to Council in response to the likely depressed forecasts. There is a tendency for Councils to be strategically ambitious about growth but tactically restrained. Better alignment is | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
|---|--|--|-------------------------------------|---|---|--|---------------|----------|
| | | | | | <p>required.</p> <ul style="list-style-type: none"> Council's Planning Assumptions Model will then be updated accordingly to inform a strategic growth report to be prepared annually by Strategic Planning. It will then inform financial forecasting and budget preparation processes in the following year. The SOW will be reviewed to determine any necessary changes as a result, particularly the necessary timing for completion of works. Processes to ensure each relevant department of Council documents how it has incorporated prescribed trunk works into real time CAPEX will be progressively developed. The likely disconnect between the current schedule and outcomes from the review will be rationalised and documented by this process, including how DSS impacts will be managed. <p>Council would expect to have completed its reviews and updated systems in time for the first review of the proposed LGIP.</p> <p><i>See also studies and works outlined in item 17 (and Note 1 below).</i></p> | | | |
| | | 47. The cost of trunk infrastructure identified in the SOW model and schedule of works tables is consistent with legislative requirements. | yes | | Yes | <p>According to RCC the SOW model includes:</p> <ul style="list-style-type: none"> 2012 as the selected base year to align with the LGIP base year and PAM Discount rate (WACC) of 7.5% (consistent with State recommendation) Charges escalation rate kept at 0% as Council has not previously indexed the rate As stormwater assets provided the greatest information gaps and uncertainty, unit rates were used for existing assets while Council is in the process of improving its stormwater assets information Future transport assets have a contingency built into their valuations so a second contingency was removed from the SOW model for transport assets. A contingency cost was factored in the SOW model for all other assets. There are still some gaps in the existing asset data (namely for Stormwater and Parks networks) however Council has determined this is no an issue as it is committed to working through this. The contingency factor for the transport network was calculated at 30%. | None required | Complies |
| SOW model | | 48. The submitted SOW model is consistent with the model | yes | A few small changes (additional rows) have been made to the | Yes | | None required | Complies |

| Local government infrastructure plan (LGIP) checklist | | | To be completed by local government | | To be completed by appointed reviewer | | | |
|---|-----|--|-------------------------------------|--|---------------------------------------|---|---------------|----------|
| | | included with the statutory guideline for LGIPs. | | proposed SOW. These changes do not change the intent or functionality. A list of the changes made will be submitted with the LGIP review. | | | | |
| | 49. | The SOW model has been prepared and populated consistent with the statutory guideline for LGIPs and its User manual for the SOW model. | yes | | Yes | | None required | Complies |
| Extrinsic material | 50. | All relevant background studies and reports in relation to the preparation of the LGIP are available and identified in the list of extrinsic material in the LGIP guideline. | yes | All input data including particularly the current Planning Assumptions Model and resultant Planning Assumptions Report, with recent amendment in response to community consultation, will be provided. | Yes | The PAR is available on the website. However, there are other documents referred to that are likely to be considered extrinsic material. In my opinion not all this should be available on the web (or is even controlled by RCC) but some additional documents are needed to be included. See response to item 17 (and Note 1 below) - these are some of the additional studies available. Where appropriate an Editors note should be added qualifying that this is not an exhaustive list of all the studies and some may not be able to be provided by Council. Council may not be the intellectual property owner in some cases. | None required | Complies |

Note 1 (refer Item 17 and 50)

The work used to inform Council's LGIP has been broad and spans many years of work by Council, State agencies and others. It would be impossible to reference all, but a non-exhaustive list is provided below.

- Parks have secured a new position that will be responsible for the review of the current open space strategy; this work will be undertaken in January 2016.
- Council operates and maintains water and sewerage network models (WaterGEWS and SewerGEMS) that are used to assess the capacity of these networks and the impacts of development on these networks. Council has in-house network modelling capability.
- Recent water planning studies include the *Rockhampton Regional Water Supply Security Assessment* (DEWS September 2015) and the *Gracemere Water Supply Scheme Planning Report* (RRC November 2013).
- Recent sewerage planning studies include the *RRC/FRW Sewage Treatment Plants Strategy Planning Study* (SKM 2013/14) and *Mount Morgan Sewerage Strategy: Initial Sewer Scheme Planning Report* (RRC January 2014).
- In terms of transport planning, the current references are the *Rockhampton traffic Study* (2008) and *Fitzroy River Floodplain and Road Planning Study* (2013). Council are currently working with DTMR on updating the Rockhampton Strategic Transport Model (EMME) for the region. This will ultimately result in a "Rockhampton, Gracemere and Capricorn Coast Area Transport Study" (RGCATS) report as well as informing future network planning. It is anticipated the model update will be completed by mid-2016 and the RGCATS completed probably later in 2016. Council has intersection analysis capability (SIDRA) and is also currently working on developing higher level in-house transport modelling capability (EMME).
- In terms of active transport, there is a *Central Queensland Principal Cycle Network Plan* (2014) developed by DTMR in conjunction with Councils.
- On stormwater and flooding, a key reference point is the *Rockhampton Regional Council Flood Management Strategy* (2014). There has been a raft of flood modelling done for the Fitzroy River and local creek catchments. Some of that modelling is currently being refined, and a number of more detailed investigations are planned (specifically relating to Stormwater PFTIs at Parkhurst and Gracemere). Tropical Cyclone Marcia and associated flooding issues have however seen short term priorities move to investigating flooding issues that arose during the cyclone. Council is currently working on developing in-house 2D flood modelling capability.

Table 6.1: Strategy 1: Corporate Asset Management approach across all asset classes

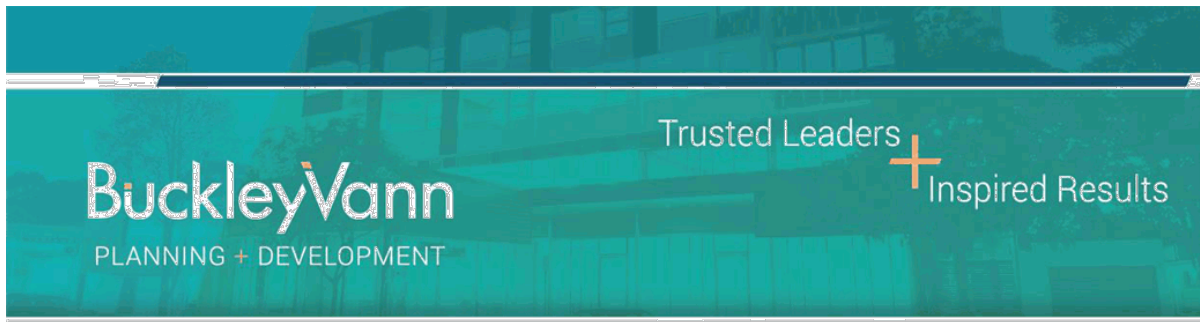
| Strategy | Current Status | 2015 | 2016 | 2017 | 2018 |
|---|---|---|--|--|--|
| AMP's are developed for all asset classes | <ul style="list-style-type: none"> Road network AMP completed and adopted Buildings AMP completed | <ul style="list-style-type: none"> Bridges AMP Water AMP Sewer AMP Buildings AMP adopted Footpaths and other shared paths AMP | <ul style="list-style-type: none"> Road furniture AMP Culture AMP Fleet and Plant AMP Waste AMP Site Improvements AMP Airport AMP | <ul style="list-style-type: none"> Stormwater AMP Other new AMP's for new asset classes | |
| Adopt a corporate asset management policy | <ul style="list-style-type: none"> Policy put up for adoption Strategy drafted | <ul style="list-style-type: none"> Adopt policy Adopt strategy | <ul style="list-style-type: none"> Review policy and strategy Adjust strategy if required | <ul style="list-style-type: none"> Review policy Adjust strategy if required | <ul style="list-style-type: none"> Review policy Adjust strategy if required |
| Review and adopt AMP's | <ul style="list-style-type: none"> Only AMP's for Roads and Buildings have been adopted | <ul style="list-style-type: none"> Review LTFP, short term Capital and Maintenance programs and allocations in adopted AMP's | <ul style="list-style-type: none"> Review LTFP, short term Capital and Maintenance programs and allocations in adopted AMP's | <ul style="list-style-type: none"> Review LTFP, short term Capital and Maintenance programs and allocations in adopted AMP's | <ul style="list-style-type: none"> Review LTFP, short term Capital and Maintenance programs and allocations in adopted AMP's |
| Corporate risk AMP based assessment | <ul style="list-style-type: none"> AMP's have a very basic asset class risk profile | <ul style="list-style-type: none"> Develop risk profiles for the elements of the plan (e.g. LTFP, Renewal budget, New and Upgrade budgets, Planned Maintenance budget etc.), as the AMP's are approved | <ul style="list-style-type: none"> Develop risk profiles for the elements of the plan (e.g. LTFP, Renewal budget, New and Upgrade budgets, Planned Maintenance budget etc.), as the AMP's are approved. Review risk profiles after each budget | <ul style="list-style-type: none"> Develop risk profiles for the elements of the plan (e.g. LTFP, Renewal budget, New and Upgrade budgets, Planned Maintenance budget etc.), as the AMP's are approved. Review risk profiles after each budget | <ul style="list-style-type: none"> Develop risk profiles for the elements of the plan (e.g. LTFP, Renewal budget, New and Upgrade budgets, Planned Maintenance budget etc.), as the AMP's are approved. Review risk profiles after each budget |
| Asset Management Reference Group | <ul style="list-style-type: none"> The WOCAM group was abandoned as it lacked purpose, did not have a specific function and turned into a broad discussion group | <ul style="list-style-type: none"> Reinstate a smaller group with a dedicated agenda and corporate purpose. Monthly meeting agenda. Six monthly reporting on targets and achievement | <ul style="list-style-type: none"> Monthly meeting agenda. Six monthly reporting on targets and achievements. | <ul style="list-style-type: none"> Monthly meeting agenda. Six monthly reporting on targets and achievements. | <ul style="list-style-type: none"> Monthly meeting agenda. Six monthly reporting on targets and achievements. |

**LOCAL GOVERNMENT
INFRASTRUCTURE PLAN (LGIP)
AMENDMENT**

Buckley Vann LGIP Review Report

Meeting Date: 26 April 2016

Attachment No: 3



**First compliance check of Rockhampton
Regional Council local government
infrastructure plan (LGIP)**

Prepared by Liza Valks, Buckley Vann Planning + Development

April 2016



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Document Management

Author/s: Liza Valks

Reviewer/s:

Date: 14 April 2016

Job Number: 15-5147

Job Name: Rockhampton Regional Council LGIP Review

File Location:

Version History

| Version | Version Date | Approved By | Details |
|---------|--------------|-------------|-----------------------------------|
| A | 24 February | L Valks | First draft for client review |
| B | 24 March | L Valks | Second draft version |
| C | 14 April | L Valks | Final version for issue to client |
| D | | | |

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1. Introduction

Liza Valks of Buckley Vann Planning + Development has been engaged by Rockhampton Regional Council to undertake a first compliance check of its proposed Local Government Infrastructure Plan (LGIP).

Liza Valks is required to:

1. evaluate whether a proposed LGIP complies with the requirements outlined under the statutory guideline for making and amending planning instrument (MALPI) and Statutory guideline 03/14 – Local government infrastructure plans, including the LGIP template, the SOW model and the LGIP Checklist.
2. provide a written statement and the completed checklist to the local government detailing the findings of the compliance check.

Scope exclusions

The following items are outside the scope of this review:

- A verification of the accuracy of individual inputs used in the preparation of an LGIP.
- A review of the local government's Long Term Financial Forecast (LTFF) or asset management plan (LTAMP) other than to determine the extent of their alignment with the LGIP.

2. Compliance check process

The process used to undertake the compliance check comprises the following steps:

| Stage | Description |
|---------------------|---|
| Engaged | <ul style="list-style-type: none"> Buckley Vann was engaged by RRC in May of 2015. An initial inception meeting/workshop was scheduled on 9th June to ensure the involvement of a key Council officer who would be unavailable beyond mid June 2015. At the time, material including the current transitional LGIP was provided to the reviewer. |
| Review | <ul style="list-style-type: none"> Review commenced on 9 June 2015 by way of a full day workshop with Council officers across the organisation. Documentation received included: <ul style="list-style-type: none"> Plans for Trunk Infrastructure Current version of the SOWs Local Government completed Checklist Additional information requested in October 2015 as follows: <ul style="list-style-type: none"> Planning assumptions State sign off/conditions Approach to community facilities trunk infrastructure Embellishments for parks Planning Assumptions Model 2.1 update RCC financial information including LTFF or summary document Information /responses were provided in October 2015 and November 2015 Revised checklist with further questions requiring additional clarification to determine compliance issued to RCC in November 2015. Council responded in December 2015 Inception meeting held with local government as per above. All other discussions have been via email or telephone correspondence. |
| Final report | <ul style="list-style-type: none"> Draft report issued to RCC for noting and comments 24 February 2016 Final report issued 14 April 2016 |

The following local government personnel were involved in the compliance check:

| Name | Title | Date of discussion (s) | Scope of discussion |
|---|---|------------------------|---|
| <ul style="list-style-type: none"> Robert Truscott, Angus Russell Michael Coughlan Damian Rigby Jamie Myer | <ul style="list-style-type: none"> Coordinator Strategic Planning Coordinator Strategic Infrastructure Planning Infrastructure Planning Officer Strategic Planning Officer Infrastructure Planning Officer | Inception workshop | <ul style="list-style-type: none"> Council's project team talked through the process, documentation, assumptions and key elements of the LGIP preparation process. It also included specific discussion in relation to: <ul style="list-style-type: none"> Single catchment approach the Central Queensland University PDA Discussion on the PAM and SOWs, and underlying growth assumptions including high growth series scenarios status of the planning scheme |

| Name | Title | Date of discussion (s) | Scope of discussion |
|-----------------|--|-------------------------------|--|
| Robert Truscott | <ul style="list-style-type: none">Coordinator Strategic Planning | Email and telephone exchanges | <ul style="list-style-type: none">Ongoing liaison between client and Buckley Vann as part of questions raised and exchange of material documented in table above (throughout October, November and December 2015, and February and March 2016) |

3. Compliance check findings

Rockhampton Region is approximately 600km north of Brisbane spanning an area of approximately 6,600km² in the central Queensland region. Rockhampton City is the main service area for the region and one of three major growth areas (also including Gracemere and Mount Morgan).

The preparation of the LGIP has been underpinned by an array of studies and documentation, chief among these being the Planning Assumptions Report (PAR) which underpins the previous PIP and new LGIP work. The planning horizon of the PAR is to 2031.

The identified Planning Infrastructure Area (PIA) details Council's infrastructure sequencing of trunk infrastructure to accommodate anticipated urban growth to 2031.

As expected, the preparation of the LGIP is a complex and challenging one. The data inputs are varied and at different stages of currency, and market and other external contributing factors are constantly changing. Nevertheless, Rockhampton Regional Council have relied on appropriately robust material and have already acknowledged that changing market conditions, and the availability of future information and organisational initiatives will allow them to further refine and amend this first version LGIP.

Matters that were identified by the reviewer for further investigation during the LGIP review process are noted below. In the reviewer's opinion, these represent a satisfactory response to requirements of the LGIP preparation process, and further ongoing reviews that will contribute to future LGIP iterations.

Service catchments

Council adopted a single urban service catchment for the LGIP. This approach was set after consideration of:

- The work required to split the catchment into the different catchments;
- The fact that most new urban development and infrastructure will likely occur in Gracemere and Parkhurst (and some infill in Rockhampton City); and
- A desire to not further delay the LGIP process.

It is Council's intention to break up the service catchment into more discrete localities down the track and have this reflected in future LGIP review processes.

Population forecasts

Council adopted a high series forecast when preparing the LGIP. This decision was determined in part due to:

- An ambitious and optimistic Council who were in part responding to the significant growth of previous years due to the mining/energy boom effects in the region (which were still being experienced at the time of the LGIP preparation);
- Few property owners within the PIA at Gracemere (one of the major growth fronts) with potential to land bank and delay land supply; and
- Some question about the CQU Priority Development Area specifically in terms of yield uncertainty (which from Council's perspective are aspirational).

This approach (and high series forecast which was also adopted for the scheme review process) was not challenged or questioned by the State in either of the State review processes for the new planning scheme.

Further, Council's own Planning Assumptions Report V2.1 June 2015 revisited the planning and growth projections underpinning the LGIP to 2031 and confirmed resident population is projected in the PAM to grow slightly above the 2008 High Series population and somewhat in line with 2013 high Series forecasts. Notwithstanding this, as new growth series are released, it is expected that they will revise forecasts down. Council have committed to in turn, consider and review the new (likely) depressed forecasts and implications with Council (post March 2016) and take appropriate actions (and if necessary) amendments to the LGIP in due course.

Council recognises the definition of 'ultimate development' used in the RCC LGIP is too broad and in that sense somewhat inconsistent with the QPP definition.

Consistent with the intent to do further review of the LGIP inputs (post March 2016), the Council will undertake to do further work to understand more clearly likely future take-up; proportion of land area likely to be converted and accordingly how realistic density target assumptions area. This would include consideration of CQU PDA densities vs. development outcomes (if/where appropriate).

Planned densities

The primary future growth fronts will be Gracemere, Parkhurst and some Rockhampton infill.

Council have expressed concern about the CQU PDA, particularly in terms of planned densities and assumptions about take-up. In Council's opinion, deliberate action/intervention by the State to facilitate outcomes as per the PDA in a timely manner will drive achievement of this outcome. However, it is also acknowledged that with a slow down of the regional economy (and in particular the mining sector) and lower population forecasts, there will remain some uncertainty about market take up and development, against the yields forecast.

Service catchments

The Mt Morgan sewerage service area currently only services about 20% of properties in the Mt Morgan PIA. Currently only very minimal growth is forecast for Mt Morgan.

Mt Morgan is a low risk location in terms of future development. There are no plans to upgrade sewerage network. Main growth is likely to be rural residential and the land is severely constrained.

In establishing land use zoning in the new planning scheme for Mt Morgan Council has back zoned a significant number of lots from residential to rural or rural residential (where possible to do so without impinging on property rights unreasonably). Beyond that Council would need to extend sewerage services to all developed areas within the urban footprint over time. The PIA includes all these urban areas to allow for fair apportionment of cost over time.

The PIA

Although the PIA is a single catchment and includes land in excess of 15 years, the extent of the PIA is consistent with the planning scheme and represents logical future greenfield and infill development opportunities

The RCC LGIP PIA assumed development to 2031 – at the time of drafting the LGIP a 17 year forecast. As previously noted, a 15+ year PIA has been predicated on the basis of:

- Only two main growth areas in the region (Parkhurst and Gracemere) – Parkhurst being the main provider of residential land;
- Fewer land owners in the growth areas;
- Uncertainty about timing and achieving densities and yields in the CQU PDA; and
- At the time of drafting, the region was experiencing some prolonged growth and development activity.

As Council will be reviewing the revised population forecasts in 2016, it is likely the PIA may be revised accordingly.

Alignment

Council acknowledges there is a need for a more transparent process for alignment between the strategic and operational planning process as it relates to future capital works. This is one of the valuable outcomes of the LGIP process. To bring effect to this, Council has initiated an internal process to develop and agree to appropriate governance changes.

Further, in 2016 Council will review population growth assumptions with the new, growth series release. There is a tendency for Councils to be strategically ambitious about growth but tactically restrained. Better alignment is required.

Comments about the outcomes of any local government consultation with:

No additional conditions from the State's final review of the draft (now adopted) scheme were made in relation to the LGIP.

During the preparation of the LGIP it is worth noting that for financial sustainability reasons Council proposed reducing the transport DSS to level D. TMR required the DSS to be level C. The likely outcome of this is that on many occasions the level of service achieved will not meet the DSS as a financial reality.

There is no distributor retailer in the region.

4. Conclusions

The reviewer notes that Rockhampton Regional Council officers have been engaged, open and forthcoming with information throughout the review and have responded to queries raised through the process.

The reviewer also notes that Council has demonstrated its commitment to improving the infrastructure delivery processes through a series of ongoing reviews and project initiatives over the coming year and beyond, which will likely be reflected in subsequent LGIP reviews and better long term financial sustainability in infrastructure delivery.

The LGIP process, amongst other things, helps to identify where there may be misalignment between funding, levels of service and growth forecasts. For RCC, the process currently undertaken in relation to reviewing AMPs and the LGIP preparation itself, has thrown up markers that Council will need to further investigate, particularly in relation to the DSS and future funding.

It is also noted that like many Councils the DSS represents in part, an aspirational level of service which is often adjusted in response to funding changes; financial considerations and shifts in growth. It does not necessary equal the current level of service.

So Council's intention to continue to bridge the gap in this regard, and further finesse the LGIP is noted and commended.

5. Recommendations

Liza Valks recommends to the Rockhampton Regional Council that the LGIP should proceed unchanged for the Minister's sign off.

6. Recommended conditions to be imposed

No conditions are required.

11.3 STANWELL-WAROULA ROAD SEALING BETWEEN CHAINAGES 7.76 TO 9.65

File No: 377
Attachments: 1. Stanwell - Waroula Road Design
Authorising Officer: Robert Holmes - General Manager Regional Services
Author: David Bremert - Manager Civil Operations

SUMMARY

In Council's approved capital budget for 2015/16, Council allocated \$400,000 to undertake sealing of Stanwell – Waroula Road for a 1.54km section. This project has now been designed and as part of this process, the design has identified a culvert location at Chainage (Ch) 9.3. As this was a natural finish point, the design was done to Ch9.3. However, a floodway exists at Ch9.65 which regularly overflows; it would make sense to extend the project up to and including the floodway.

OFFICER'S RECOMMENDATION

THAT:

1. Council approves to extend the chainages for the Stanwell – Waroula Road project from Ch7.76 to 9.3 to the new length of Ch7.76 to Ch9.65; and
2. Council reallocates funds in the June 2016 capital budget reallocation to cover this additional expenditure.

COMMENTARY

In Council's approved capital budget for 2015/16, Council allocated \$400,000 to undertake sealing of Stanwell – Waroula Road for a 1.54km section between Ch7.76 to Ch9.30.

Council has undertaken a design of the project and has identified that the project length should be extended from Ch7.76 to Ch9.65.

The reasons for the extension in length are:

- that a culvert exists at Ch9.4;
- that a concrete floodway is located at Ch9.65 to Ch9.70

Connecting these two sections will allow for efficient driving by the public and ongoing maintenance of the road by Civil Operations staff.

BUDGET IMPLICATIONS

This project has also received TIDS funding of \$200,000.

The current capital project has approved allocation of \$400,000 in the 2015/16 year.

The estimate to extend the project from Ch7.76 to Ch9.3 to Ch7.76 to Ch9.65 is \$500,000.

This increase of \$100,000 can not be absorbed within current allocations without delaying other projects in the capital program.

The current status of the draft 15/16 Revised Budget shows an overall improvement which could accommodate the funding for this project; however, there is substantial pressure on the 2016/17 budget and future years meaning that approval of this project maybe at the expense of another.

STAFFING IMPLICATIONS

Civil Operations' staff can undertake the works this financial year.

RISK ASSESSMENT

The extending of the project will reduce confusion for drivers when approaching the floodway.

CONCLUSION

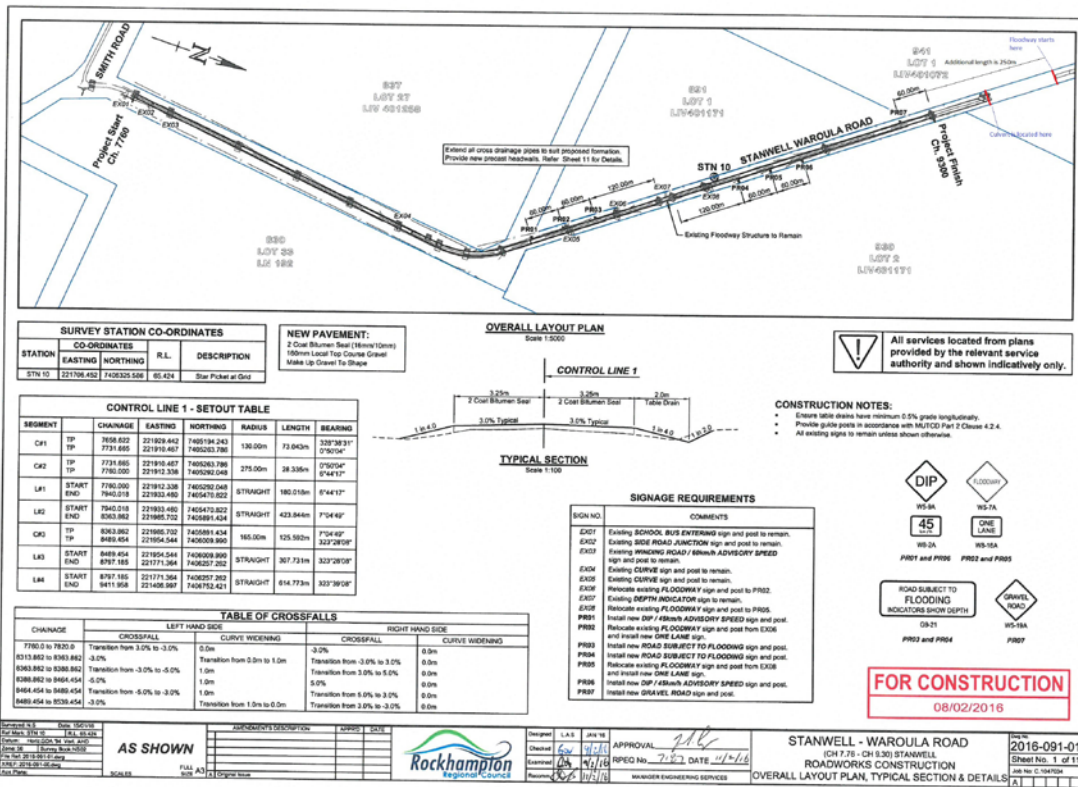
That extending the sealing project of Stanwell – Waroula Road Project by an additional 350m will reduce driver confusion and allow for efficient maintenance of the road network.

**STANWELL-WAROULA ROAD
SEALING BETWEEN CHAINAGES
7.76 TO 9.65**

Stanwell - Waroula Road Design

Meeting Date: 26 April 2016

Attachment No: 1



11.4 PARKING - 2016 ROCKHAMPTON EISTEDDFOD

File No: 1935/8041
Attachments: 1. Letter from Rockhampton Eisteddfod Association
2. 2016 Rockhampton Eisteddfod Timetable
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Kerri Dorman - Administration Supervisor

SUMMARY

Council's direction is sought on the enforcement of parking within the Pilbeam Theatre and Walter Reid Cultural Centre precincts during the 2016 Rockhampton Eisteddfod.

OFFICER'S RECOMMENDATION

THAT Council resolves to not undertake parking patrols within the Pilbeam Theatre carpark during the following periods:

- Tuesday 3rd May to Thursday 5th May 2016 inclusive;
- Monday 9th May to Friday 13th May 2016 inclusive;
- Thursday 19th May to Friday 20th May 2016 inclusive; and
- Monday 23rd May to Wednesday 25th May 2016 inclusive.

COMMENTARY

The Rockhampton Eisteddfod Association Inc. are once again seeking Council assistance to the waiving of parking patrols at the Pilbeam Theatre and in the vicinity of the Walter Reid Cultural Centre complex during the 2016 Rockhampton Eisteddfod.

During the 2015 event Council approved the waiver of parking patrols in the Pilbeam Theatre carpark only, electing to continue patrols within the Walter Reid Cultural Centre precinct.

PREVIOUS DECISIONS

Council's Performance and Service Committee resolved on 28th April 2015 to not undertake parking patrols of the Pilbeam Theatre carpark during the following periods:

- 27 April 2015 to 1 May 2015 both dates inclusive
- 11 to 22 May 2015 both dates inclusive and
- 1 to 5 June 2015 both dates inclusive.

BUDGET IMPLICATIONS

Parking fees at the Pilbeam Theatre carpark are \$0.70c per hour, \$5.00 per day or \$20.00 per week.

The issuing of permits to Eisteddfod patrons is not considered an effective means of addressing this request, especially given the short timeframe until the event.

Council has provided sponsorship towards the 2016 Rockhampton Eisteddfod event in the amount of \$20,000.

CONCLUSION

It is recommended that Council approve the waiver of parking patrols within the Pilbeam Theatre carpark as per previous years in support of this significant cultural community event.

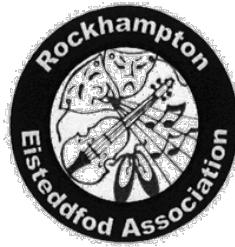
PARKING - 2016 ROCKHAMPTON EISTEDDFOD

Letter from Rockhampton Eisteddfod Association

Meeting Date: 26 April 2016

Attachment No: 1

7717384 - 16/03/2016



ROCKHAMPTON EISTEDDFOD ASSOCIATION INC

PO BOX 9836
FRENCHVILLE QLD 4701

Email: secretary@rockhamptoneisteddfod.org.au

14/3/2016

Mr Chris Phillips,
Strategic Manager Community Compliance,
Rockhampton Regional Council,
P.O.Box 1860,
Rockhampton, Q. 4700

| | |
|----------------------------------|-------------|
| ROCKHAMPTON REGIONAL COUNCIL | |
| File: 1935 | Doc: _____ |
| Links: _____ | |
| Action Officer: ZICOM COMPLIANCE | |
| 16 MAR 2016 | |
| Task to: _____ | |
| QDAN: 480 v. 4 | Ref: 30-7-1 |
| Box No: _____ | Years: 2 |

Dear Chris,

Our 2016 Rockhampton Eisteddfod runs from February 28 through to May 29.

Last year Council allowed parking fines to be waived at the Pilbeam Theatre and the vicinity of the Walter Reid complex during the Eisteddfod.

We would be most grateful if this concession could be implemented again this year.

I look forward to your reply.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Wayne Fall".

Wayne Fall
Secretary

PARKING - 2016 ROCKHAMPTON EISTEDDFOD

2016 Rockhampton Eisteddfod Timetable

Meeting Date: 26 April 2016

Attachment No: 2



Rockhampton Eisteddfod Assoc Inc

2016 Preliminaries

2016 Timetable

2016 Entries

2016 Set Pieces

2016 Results

2016 ROCKHAMPTON EISTEDDFOD DATES (as at 16 February 2016)

| PILBEAM THEATRE | | WRCC | | RYO | | |
|------------------------|--------------------|--------------|--------------|--------------|--------------------------------|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| 24 APRIL | 25 APRIL | 26 APRIL | 27 APRIL | 28 APRIL | 29 APRIL | 30 APRIL |
| 1 MAY | 2 MAY | 3 MAY | 4 MAY | 5 MAY | 6 MAY | 7 MAY |
| Piano | Piano/Instrumental | Instrumental | Instrumental | Instrumental | Instrumental – WRCC Auditorium | |
| 8 MAY | 9 MAY | 10 MAY | 11 MAY | 12 MAY | 13 MAY | 14 MAY |
| Dance Digital Piano | Dance | Dance | Dance | Dance | Dance | Dance |
| 15 MAY | 16 MAY | 17 MAY | 18 MAY | 19 MAY | 20 MAY | 21 MAY |
| Dance S & D | S & D | S & D | S & D | S & D | S & D + Signing Choirs | S & D |
| 22 MAY | 23 MAY | 24 MAY | 25 MAY | 26 MAY | 27 MAY | 28 MAY |
| Vocal | Vocal | Vocal | Vocal | Vocal | Vocal | Vocal |
| 29 MAY | 30 MAY | 31 MAY | 1 JUNE | 2 JUNE | 3 JUNE | 4 JUNE |
| Vocal | | | | | | |
| 5 JUNE | 6 JUNE | 7 JUNE | 8 JUNE | 9 JUNE | 10 JUNE | |
| Gala Concert 2pm | | | | | | |

Detailed timetables for each discipline will be available below as they are confirmed.

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11.5 WASTE AND RECYCLING COMMUNITY SERVICE OBLIGATIONS**File No:** 6237**Attachments:**

1. **Waste and Recycling Services Community Service Obligation Policy (marked up)**
2. **Waste and Recycling Services Community Service Obligation Policy**
3. **Waste and Recycling Services Community Service Obligation Procedure (marked up)**
4. **Waste and Recycling Services Community Service Obligation Procedure**

Authorising Officer: Michael Rowe - General Manager Community Services**Author:** Cheryl Haughton - Manager Communities and Facilities

SUMMARY

The Waste and Recycling Services Community Obligation Policy and Procedure have been reviewed and are presented for consideration by Council.

OFFICER'S RECOMMENDATION

THAT Council adopts the reviewed Waste and Recycling Services Community Obligation Policy and Procedure.

COMMENTARY

As Council receives a number of requests for concessions in relation to the disposal of waste a policy and procedure was established to articulate Council's process for dealing with these applications. The Waste and Recycling Services Community Service Obligation Policy and Procedure were developed and adopted in February 2012.

These documents were due for review, and this has now been completed. The updated documents are presented for Council consideration.

The process allows for a formal application which is assessed against the criteria outlined, with approval made in line with the global limits for the community service obligation as determined by Council as part of the annual budget process.

As the Communities and Facilities section has responsibility for administration of Council's Community Assistance Program, it has also administered the Waste Services Community Service obligation approval process.

WASTE AND RECYCLING COMMUNITY SERVICE OBLIGATIONS

Waste and Recycling Services Community Service Obligation Policy (marked up)

Meeting Date: 26 April 2016

Attachment No: 1



**WASTE AND RECYCLING SERVICES
COMMUNITY SERVICE OBLIGATION POLICY
(COMMUNITY POLICY)**

1 Scope:

~~This policy applies to eligible community organisations and individuals within the all Rockhampton Regional Council region requesting the waiving of fees or concession of waste and recycling services under Rockhampton Regional Council's community service obligations, employees and Councillors who approve or administer waste and recycling services community service obligations to eligible non-profit community organisations and eligible individuals within the Rockhampton Regional Council Region.~~

Comment [MM1]: Reworded

2 Purpose:

~~To ensure a fair, equitable and transparent framework in relation to the provision when approving or administering establish criteria for the assessment of requests for of-free or concessional waste management and recycling services to eligible non-profit community organisations and eligible individuals within the Rockhampton Regional Council area under the waste and recycling services Council's community service obligations.~~

Comment [MM2]: Reworded

3 Related Documents:

Primary
Nil

Secondary

[Environmental Protection \(Waste Management\) Regulation 2000](#)

[Local Government Act 2009](#)

[Local Government Regulation 2012](#)

Waste and Recycling Services Community Service Obligation Procedure

Waste and Recycling Services Community Service Obligation Request for Assistance Form

4 Definitions:

To assist in interpretation, the following definitions apply:

| | |
|--|--|
| Community Organisation | As per schedule 8 of the <i>Local Government Regulation 2012</i> : a) An entity that carries on activities for a public purpose; or b) An entity whose primary objective is not directed at making a profit. |
| Community Service Obligation | As per Section 24 of the <i>Local Government Regulation 2012</i> : An obligation the local government imposes on a business entity to do something that is not in the commercial interests of the |

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Adopted/Approved: DRAFT
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Reviewed Date:

Department: Community Services
Section: Communities and Facilities
Page No.: Page 1 of 3

| | |
|--|--|
| | business entity to do, for example, giving a price concession to a particular group of customers. |
| Council | Rockhampton Regional Council |
| Eligible Individual | The owner or tenant of a property within the Rockhampton Regional Council area <u>Region</u> area who is able to demonstrate a specific project which benefits the community in the council area <u>Region</u> . |
| Eligible <u>Non-profit Community Organisation</u> | An organisation that is: (a) properly constituted and incorporated; (b) not carried on for the profit or gain of its individual members; and (e) <u>(a)</u> engaged in activities for a charitable, cultural, educational, social welfare, sporting or recreational purpose. |
| Recycled Green Waste Product | Mulch |
| Region | Area defined by the electoral boundaries of Rockhampton Regional Council |

Comment [CH3]: Region used too much in same sentence and region as already defined as area below

5 Policy Statement:

~~Community and Cultural Development receives requests from individuals and Council has adopted a community service obligation to provide for support through the waiver or a concession of charges for non-profit community organisations to for the disposal of waste charges for waste generated within the Regional Council boundaries and related to charitable, cultural, educational, social welfare, sporting or recreational purposes; and the provision of recycled green waste product.~~

~~disposal at Council's Waste Facilities, to provide assistance for the collection of waste or to provide Recycled Green Waste Product in compliance with RRC's Community Service Obligations.~~

~~As Council is unable to provide assistance to all such requests and To ensure provide for a fair and consistent approach in relation to the assessment of applications, requests received. Delegated Council officers delegates to the Chief Executive Officer or his delegated officer the will assess assessment of all applications received in the prescribed format and in relation to need, in accordance with the Waste and Recycling Services Community service Obligations Procedure and based on accordance with the following criteria:~~

- ~~▪ Evidence in relation to the genuine need for the project or support being requested Community organisation or individual's capacity to meet waste disposal costs;~~
- ~~▪ Degree in which the initiatives/request for assistance supports Council's Corporate Objectives; and Level of community service the community organisation or individual provides for the community; and~~
- ~~▪ Evidence of Efforts consultation and community partnerships established or to be generated through the project to reduce waste, including collaboration with other agencies.~~

~~All decisions in regard to assistance are final, with appeals for reassessment unable to be considered.~~

Comment [CH4]: Delete as too much use of word 'community' in same senter

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Version: 2
Reviewed Date:

Department: Community Services
Section: Communities and Facilities
Page No.: Page 2 of 3

6 Review Timelines:

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

- 6.1 The related information is amended or replaced; or
- 6.2 Other circumstances as determined from time to time by the Council.

7 Responsibilities:

| | |
|------------------------|------------------------------------|
| Sponsor | Chief Executive Officer |
| Business Owner | General Manager Community Services |
| Policy Owner | Manager Communities and Facilities |
| Policy Quality Control | Corporate Improvement and Strategy |

**EVAN PARDON
CHIEF EXECUTIVE OFFICER**

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Adopted/Approved: DRAFT
Version: 2
Reviewed Date:

Department: Community Services
Section: Communities and Facilities
Page No.: Page 3 of 3

WASTE AND RECYCLING COMMUNITY SERVICE OBLIGATIONS

Waste and Recycling Services Community Service Obligation Policy

Meeting Date: 26 April 2016

Attachment No: 2



WASTE AND RECYCLING SERVICES COMMUNITY SERVICE OBLIGATION POLICY (COMMUNITY POLICY)

1 Scope:

This policy applies to eligible community organisations and individuals within the Rockhampton Regional Council region requesting the waiving of fees or concession of waste and recycling services under Rockhampton Regional Council's community service obligations.

2 Purpose:

To establish criteria for the assessment of requests for free or concessional waste and recycling services under Council's community service obligations.

3 Related Documents:

Primary

Nil

Secondary

Local Government Act 2009

Local Government Regulation 2012

Waste and Recycling Services Community Service Obligation Procedure

Waste and Recycling Services Community Service Obligation Request for Assistance Form

4 Definitions:

To assist in interpretation, the following definitions apply:

| | |
|------------------------------|--|
| Community Organisation | As per schedule 8 of the <i>Local Government Regulation 2012</i> : a) An entity that carries on activities for a public purpose; or b) An entity whose primary objective is not directed at making a profit. |
| Community Service Obligation | As per Section 24 of the <i>Local Government Regulation 2012</i> : An obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do, for example, giving a price concession to a particular group of customers. |
| Council | Rockhampton Regional Council |
| Eligible Individual | The owner or tenant of a property within the Rockhampton Regional Council area who is able to demonstrate a specific |

Corporate Improvement and Strategy use only

Adopted/Approved: DRAFT

Version: 2

Reviewed Date:

Department: Community Services

Section: Communities and Facilities

Page No.: Page 1 of 2

| | |
|------------------------------|--|
| | project which benefits the community in the council Region. |
| Recycled Green Waste Product | Mulch |
| Region | Area defined by the electoral boundaries of Rockhampton Regional Council |

5 Policy Statement:

Council has adopted a community service obligation to provide support through the waiver or a concession of charges for community organisations for the disposal of waste generated within the Region and related to charitable, cultural, educational, social welfare, sporting or recreational purposes; and the provision of recycled green waste product.

To provide for a fair and consistent approach in relation to requests received. Delegated Council officers assess applications received in relation to need, in accordance with the Waste and Recycling Services Community Service Obligation Procedure and based on the following criteria:

- Community organisation or individual's capacity to meet waste disposal costs;
- Level of community service the organisation or individual provides; and
- Efforts to reduce waste, including collaboration with other agencies.

6 Review Timelines:

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

- 6.1** The related information is amended or replaced; or
- 6.2** Other circumstances as determined from time to time by the Council.

7 Responsibilities:

| | |
|------------------------|------------------------------------|
| Sponsor | Chief Executive Officer |
| Business Owner | General Manager Community Services |
| Policy Owner | Manager Communities and Facilities |
| Policy Quality Control | Corporate Improvement and Strategy |

EVAN PARDON
CHIEF EXECUTIVE OFFICER

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Adopted/Approved: DRAFT
Version: 2
Reviewed Date:

Department: Community Services
Section: Communities and Facilities
Page No.: Page 2 of 2

WASTE AND RECYCLING COMMUNITY SERVICE OBLIGATIONS

Waste and Recycling Services Community Service Obligation Procedure (marked up)

Meeting Date: 26 April 2016

Attachment No: 3



**WASTE AND RECYCLING SERVICES
COMMUNITY SERVICE OBLIGATIONS PROCEDURE**

1 Scope:

This procedure applies to all Rockhampton Regional Council (RRC) employees and elected representatives Councillors who approve or administer waste and recycling services community service obligations to eligible community organisations and individuals within the Rockhampton Regional Council Region.

2 Purpose:

To provide a process for the receipt and application, consideration, assessment, approval and recording of applications from eligible community service obligations applications organisations and individuals within the region for free or concessional waste and recycling services. This Procedure supports Council's Waste and Recycling Services Community Service Obligations Policy.

Comment [MM21]: ?

3 Related Documents:

Primary

[Waste and Recycling Services Community Service Obligations Policy](#)

Secondary

[Local Government Act 2009](#)

[Local Government Regulation 2012](#)

[RRC Schedule of Fees and Charges](#)

[RRC Waste and Recycling Services Community Service Obligations Policy](#)

[RRC Waste and Recycling Services Community Service Obligations Request for Assistance Form](#)

4 Definitions:

To assist in interpretation, the following definitions apply:

| | |
|--|--|
| Community Event | An non-profit event that is run that is held to benefit the broad community and is open to the whole community. |
| Community Organisation | As per Schedule 8 of the Local Government Regulation 2012: a) An entity that carries on activities for a public purpose; or b) An entity whose primary objective is not directed at making a profit. |
| Community Service Obligation | As per Section 24 of the Local Government Regulation 2012: An obligation the local government imposes on a business |

Comment [CH2]: Most events make profit for the community organisation as they are organized as fund raising for the organisation

Comment [MM23]: References to ev in the procedure body includes non prof

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| | |
|-------------------------------------|--|
| | <u>entity to do something that is not in the commercial interests of the business entity to do, for example, eg giving a price concession to a particular group of customers.</u> |
| Council | Rockhampton Regional Council- |
| <u>Eligible Individual</u> | <u>The owner or tenant of a property within the Rockhampton Regional Council Region area who is able to demonstrate a specific project which benefits the community in the Region.</u> |
| <u>Global Limit</u> | <u>The amount allocated for community service obligations in Council's annual budget.</u> |
| <u>Recycled Green Waste Product</u> | <u>Mulch</u> |
| <u>Region</u> | <u>Area defined by the electoral boundaries of Rockhampton Regional Council.</u> |
| <u>RRWR</u> | <u>Rockhampton Regional Waste and Recycling</u> |
| <u>Waste and Recycling Services</u> | <u>The acceptance of waste products at a Council waste facility and the provision of mulch???</u> |

Comment [CH4]: See note on policy

Comment [MM25]: Is this definition required? Isn't in the policy

5 Procedure:

5.1 ~~Community and Cultural Development Applications are received requests from individuals and community organisations requesting the to-waive-waiving of or concession of waste and recycling service charges for waste disposal at Council's waste facilities, to provide for assistance for with the collection of waste, or to provide for the provision of recycled green waste product in compliance accordance with RRC's Council's community service obligations.~~

As part of the annual budget process RRWR will-determines the global limits of the community service obligation.

As Council is unable to provide assistance ~~to-for~~ all such requests, applications and to ensure a fair and consistent approach in relation to the are assessed applications, Council by delegated staff Communities and Facilities officers within the Communities and Facilities section to the Chief Executive Officer or his delegated officer the assessment of all applications received in the prescribed format (Waste and Recycling Services Community Service Obligations Request for Assistance Form) and in accordance with the following criteria:

- Community organisation or individual's capacity to meet waste disposal costs~~Evidence in relation to the genuine need for the project or support being requested;~~
- Level of community service the community organisation or individual provides for the community~~Degree in which the initiatives/request for assistance supports Council's Corporate Objectives; and~~
- Efforts to reduce waste, including collaboration with other agencies~~Evidence of consultation and community partnerships established or to be generated through the project.~~

~~All decisions in regard to assistance are final, with appeals for reassessment unable to be considered.~~

5.2 Eligibility

Comment [CH6]: See comment in policy

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To be eligible for assistance:

~~5.2.1 The organisation must be a community organisation as per Schedule 8 of the Local Government Regulation 2012, or an eligible individual.~~

Comment [CH7]: Doesn't read well make sense if you take this out

~~5.2.2 All wastes generated for disposal must be from community activities or events within the Council boundary/Region.~~

~~5.2.3 Every effort must have been made to reuse or recycle the waste prior to disposal. If the load contains recyclables it will be charged for at the applicable rate.~~

Comment [CH8]: Needs to be past t as it refers to prior to disposal

~~5.2.4 The request must be for the disposal of:~~

- ~~▪ Disposal of rejected materials donated to thea community organisation, with an annual limit of 120 tonnes;~~
- ~~▪ Disposal of waste related to a non-profit community event, with a maximum limit of five tonnes;~~
- ~~▪ Supply of mulch in accordance with Council's adopted Schedule of Fees and Charges, but does not include loading or delivery.~~

Comment [MM29]: Delete? yes

5.3 5.1 — Excluded Services

Assistance willis not be provided for the following:

~~5.1.1 5.1.1 — Collection costs other than listed in the included services.~~

~~5.1.25.3.1 Disposal costs associated with a development approval during construction.~~

~~5.1.35.3.2 Collection costs associated with 240L mobile bins associated with 240l mobile bins; bulk or skip bins.~~

Comment [MM210]: Just collection costs? Yes, the CSO does not include collection of bins which is why the 240l was included

~~5.1.45.3.3 Disposal of wastes (including green waste) from property maintenance, e.g. for example, rental properties, community housing schemes and business premises.~~

~~5.1.55.3.4 Disposal costs for waste which incurs specialised disposal or recycling costs, e.g. for example asbestos disposal, tyres, chemicals etc.~~

~~5.1.65.3.5 Collection costs associated with bulk or skip bins.~~

Comment [CH11]: This needs to sta somewhere as Council does not pay for cost of the skip bin and its collection. I have combined with 5.3.2

~~5.1.75.3.6 Waste disposal generated or originating from land with an identifiable asset owner, i.e. for example, footpath, road, beach, easement, reserve, park etc.~~

Comment [MM212]: Just collection costs?

Comment [MM213]: Due to deamalgamation we longer have any beaches in our region.

5.2 — Included Services

~~5.2.1 Disposal of rejected materials donated to a Non-Profit Community Organisation.~~

~~5.2.2 Supply of mulch in accordance with Council's Schedule of Fees and Charges, does not include loading or delivery.~~

~~5.2.3 Waste disposal from non-profit community events.~~

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5.3 Conditions

- 5.3.1 ~~Continues to meet the definition of a Non-Profit Community Organisation or the definition of an Eligible Individual.~~
- 5.3.2 ~~All wastes generated for disposal must be from activities within the RRC boundary.~~
- 5.3.3 ~~All endeavors must be made to reuse or recycle the wastes prior to disposal. If the load has recyclables the load will be charged at the applicable rate.~~
- 5.3.4 ~~Waste must be delivered to the appropriate waste and recycling facility by the individual or the non-profit organisation member (or the approved person or their representative) holding the conditional approval decision notice under this Procedure. In all situations this excludes the use of a commercial waste transporter unless the approved applicant provides the contractor with an authorisation letter or docket that clearly relates to a specific load and this document is surrendered on entering the facility.~~
- 5.3.5 ~~The approval will expire on 30 June each year, or earlier as stated.~~
- 5.3.6 ~~Renewal of a 12 month approval is subject to application made to the Council at least 30 days before the expiry of 30 June each year.~~
- 5.3.7 ~~Approval is limited to waste disposal at the approved Waste Facility.~~
- 5.3.8 ~~Council reserves the right to cancel, suspend or amend any approval granted.~~
- 5.3.9 ~~As determined on an individual basis.~~

5.4 Process Application and Approval

- 5.4.1 ~~Applications must be made on the approved form and submitted **annually** by 15 May ~~each year~~ for community organisations seeking approval for a 12 month period, or at least six weeks prior to ~~the event for non-profit community events~~. RRWR will cost the value for each community service account for reporting purposes. To assist in this decision making the applicant can state in the application the type of waste and the amount to be disposed. Historical disposal information will also be used in the determination. The value approved will be within the global limits of the Community Service Obligation.~~
- 5.4.2 ~~Only one application for an whole community organisation operating in the RRC Council area Region will ~~beis required~~ accepted with direction to any specific sites. Where an applicant operates in multiple sites across the region it ~~will beis~~ the organisation's responsibility ~~of that organisation~~ to inform and allot assistance to ~~their~~ its various operations, ~~and~~ The number amount approved will not exceed will beis issued up to the global limit of the community service obligation determined in Council's budget.~~
- 5.4.3 ~~Applications received will beare assessed and the applicant advised of the outcome. Successful applicants will beare issued with a notice of~~

Comment [CH14]: Would prefer to leave as each year as an organisation may not apply annually

Comment [MM215]: Delete?

Comment [MM216]: Is this necessary? Is it referring to the financial amount or tonnage limit? Have reworded but is necessary so that organisation understand it cannot expect more because it has multiple offices etc

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~~approval. The maximum limit for 5.2.3 shall be five (5) tonnes. The maximum limit for 5.2.1 will be capped at 120 tonnes per yearly application. The maximum limit for 5.2.2 shall be as per Council's Schedule of Fees and Charges. No carryover of unused waste allowance will occur for another approval or renewal.~~

~~5.4.4 The aApprovals will expire on 30 June each year, or whatever the date is stated on the notice of approval. RRWR will appraise the recycling and reuse potential of wastes for disposal so as to reduce waste to landfill.~~

~~5.4.5 Approval is limited to waste disposal at the approved waste facility, and must be delivered to the appropriate waste and recycling facility by the individual or the community organisation representative holding the conditional approval decision notice under this Procedure of approval. In all situations (This excludes the use of a commercial waste transporter (contractor), unless the approved applicant provides the contractor with an authorisation letter or docket that clearly relates to the specific load and this document is surrendered on entering the waste facility.~~

~~5.4.6 Council reserves the right to cancel, suspend or amend any approval granted.~~

~~5.4.55.4.7 Records of aApprovals will beare recorded in a register maintained by Community and Facilities, Details of which will beare supplied as required to verify the extent of Council's community service obligation.~~

~~5.4.65.4.8 Financial Services will send an accounts to approved applicants with all detailing costs accrued to date, to each approved applicant detailing information on how any expenditure of community service obligation costs are being expended and show the remaining balance from the annual allocated value.~~

~~5.4.9 Any costs outside of the allocated community service obligation costs will beare payable by the approved applicant.~~

~~5.4.75.4.10 RRWR will appraise the recycling and reuse potential of waste for disposal so as to reduce the volume to landfill.~~

6 Review Timelines:

This procedure will be reviewed when any of the following occur:

- 6.1 The related information is amended or replaced; or
- 6.2 Other circumstances as determined from time to time by the Council/CEOGM.

7 Responsibilities:

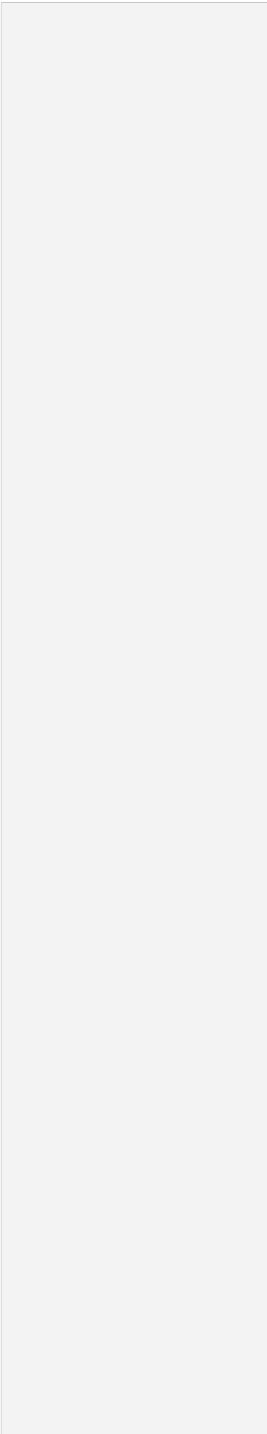
| | |
|---------------------------|------------------------------------|
| Sponsor | Chief Executive Officer |
| Business Owner | General Manager Community Services |
| Procedure Owner | Manager Communities and Facilities |
| Procedure Quality Control | Corporate Improvement and Strategy |

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EVAN PARDONMICHAEL ROWE
CHIEF EXECUTIVE OFFICER GENERAL MANAGER COMMUNITY SERVICES



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WASTE AND RECYCLING COMMUNITY SERVICE OBLIGATIONS

Waste and Recycling Services Community Service Obligation Procedure

Meeting Date: 26 April 2016

Attachment No: 4



WASTE AND RECYCLING SERVICES COMMUNITY SERVICE OBLIGATION PROCEDURE

1 Scope:

This procedure applies to Rockhampton Regional Council employees and Councillors who approve or administer waste and recycling services community service obligations to eligible community organisations and individuals within the Rockhampton Regional Council Region.

2 Purpose:

To provide a process for the application, assessment, approval and recording of applications for free or concessional waste and recycling services.

3 Related Documents:

Primary

Waste and Recycling Services Community Service Obligation Policy

Secondary

Local Government Act 2009

Local Government Regulation 2012

Waste and Recycling Services Community Service Obligation Request for Assistance Form

4 Definitions:

To assist in interpretation, the following definitions apply:

| | |
|------------------------------|--|
| Community Event | An event that is held to benefit the broad community and is open to the whole community. |
| Community Organisation | As per Schedule 8 of the <i>Local Government Regulation 2012</i> : a) An entity that carries on activities for a public purpose; or b) An entity whose primary objective is not directed at making a profit. |
| Community Service Obligation | As per Section 24 of the <i>Local Government Regulation 2012</i> : An obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do, for example, giving a price concession to a particular group of customers. |
| Council | Rockhampton Regional Council |
| Eligible Individual | The owner or tenant of a property within the Rockhampton |

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| | |
|------------------------------|---|
| | Regional Council area who is able to demonstrate a specific project which benefits the community in the Region. |
| Global Limit | The amount allocated for community service obligations in Council's annual budget. |
| Recycled Green Waste Product | Mulch |
| Region | Area defined by the electoral boundaries of Rockhampton Regional Council. |
| RRWR | Rockhampton Regional Waste and Recycling |

5 Procedure:

- 5.1 Applications are received from individuals and community organisations requesting the waiving of or concession of waste and recycling service charges in accordance with Council's community service obligations.

As part of the annual budget process RRWR determines the global limits of the community service obligation.

As Council is unable to provide assistance for all requests, applications are assessed by delegated Communities and Facilities officers in accordance with the following criteria:

- Community organisation or individual's capacity to meet waste disposal costs;
- Level of community service the organisation or individual provides; and
- Efforts to reduce waste, including collaboration with other agencies.

5.2 Eligibility

To be eligible for assistance:

- 5.2.1 The applicant must be a community organisation as per Schedule 8 of the *Local Government Regulation 2012*, or an eligible individual.

- 5.2.2 All wastes generated for disposal must be from community activities or events within the Region.

- 5.2.3 Every effort must have been made to reuse or recycle the waste prior to disposal. If the load has recyclables the load will be charged at the applicable rate.

- 5.2.4 The request must be for the:

- Disposal of rejected materials donated to a community organisation, with an annual limit of 120 tonnes;
- Disposal of waste from community events, with a maximum limit of five tonnes; or
- Supply of mulch in accordance with Council's adopted schedule of fees and charges, does not include loading or delivery.

5.3 Exclusions

Assistance is not provided for the following:

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- 5.3.1 Disposal costs associated with a development approval during construction.
- 5.3.2 Collection costs associated with 240l mobile bins, bulk or skip bins.
- 5.3.3 Disposal of wastes (including green waste) from property maintenance, for example, rental properties, community housing schemes and business premises.
- 5.3.4 Disposal costs for waste which incurs specialised disposal or recycling costs, for example asbestos, tyres, chemicals etc.
- 5.3.5 Waste disposal generated or originating from land with an identifiable asset owner, for example, footpath, road, easement, reserve, park etc.
- 5.4 Application and Approval**
- 5.4.1 Applications must be made on the approved form and submitted by 15 May each year for community organisations seeking approval for a 12 month period, or at least six weeks prior to a community event.
- 5.4.2 Only one application for a community organisation operating in the Region is accepted with direction to any specific sites. Where an applicant operates in multiple sites across the Region it is the organisation's responsibility to inform and allot assistance to its various operations. The amount approved will not exceed the global limit of the community service obligation determined in Council's budget.
- 5.4.3 Applications received are assessed and the applicant advised of the outcome. Successful applicants are issued with a notice of approval.
- 5.4.4 Approvals expire on 30 June each year, or the date stated on the notice of approval.
- 5.4.5 Approval is limited to waste disposal at the approved waste facility, and must be delivered to the appropriate waste and recycling facility by the individual or the community organisation representative holding the notice of approval. This excludes the use of a commercial waste transporter (contractor), unless the approved applicant provides the contractor with an authorisation letter or docket that clearly relates to the specific load and this document is surrendered on entering the facility.
- 5.4.6 Council reserves the right to cancel, suspend or amend any approval granted.
- 5.4.7 Approvals are recorded in a register maintained by Community and Facilities. Details are supplied as required to verify the extent of Council's community service obligation.
- 5.4.8 Financial Services sends accounts to approved applicants detailing costs accrued to date and the remaining balance from the annual allocated value.
- 5.4.9 Any costs outside of the allocated community service obligation are payable by the applicant.

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5.4.10 RRWR appraises the recycling and reuse potential of waste to reduce the volume to landfill.

6 Review Timelines:

This procedure will be reviewed when any of the following occur:

- 6.1 The related information is amended or replaced; or
- 6.2 Other circumstances as determined from time to time by the General Manager.

7 Responsibilities:

| | |
|---------------------------|------------------------------------|
| Sponsor | Chief Executive Officer |
| Business Owner | General Manager Community Services |
| Procedure Owner | Manager Communities and Facilities |
| Procedure Quality Control | Corporate Improvement and Strategy |

**MICHAEL ROWE
GENERAL MANAGER COMMUNITY SERVICES**

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11.6 APPLICATION FOR FUNDING THROUGH MAJOR SPONSORSHIP SCHEME FOR 2016 RIDGELANDS SHOW

File No: 7822
Attachments: Nil
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Cheryl Haughton - Manager Communities and Facilities

SUMMARY

An application from the Ridgелands and District Sporting and Agricultural Association Incorporated for funding through the Major Sponsorship Scheme for the 2016 Ridgелands Show is presented for Council consideration.

OFFICER'S RECOMMENDATION

THAT Council assesses the Major Sponsorship application received from the Ridgелands and District Sporting and Agricultural Association Incorporated for assistance with the 2016 Ridgелands Show.

COMMENTARY

An application has been received under the Major Sponsorship Scheme for funding to assist the Ridgелands and District Sporting and Agricultural Association Incorporated to host the 2016 Ridgелands Show to be held on 28 May 2016 at the Ridgелands Showground.

The application states that the event will comprise of competition in areas of cattle, equestrian, goats, poultry, fish, birds, handicraft, cooking, horticulture, juniors, art and photography; as well as stage entertainment, children's entertainment, multi draw raffle, stalls, trade displays and fireworks. The Show is an annual event that attracts around 1500 patrons and competitors, including most of the local community, providing an opportunity to keep the community spirit alive. This includes pavilion nominations from Brisbane and New South Wales, and competitors from surrounding Central Queensland areas.

From feedback received over past years the Show Association has noted the need for more entertainment and permanent seating, and sponsorship of \$14,752.30 has been requested from Council to cover these areas. For this contribution opportunities would exist for Council acknowledgment by the insertion of Council logo in the schedule and advertising media, acknowledgement at the opening, free site on show day, free entry passes, and erection of banners or flags on the day of the event.

The association has been running the show for 34 years this year, and feels that it has the expertise to run a successful event, with preparations for the show well advanced and all necessary steps taken to meet required legal and safety obligations. It is financially secure, with a committee of around thirty members. A budget has been included as part of the application, detailing proposed expenditure and anticipated income. A copy of the application and proposed budget has been supplied separately to Councillors for review.

In accordance with the Procedure adopted by Council applications received under the Major Sponsorship Scheme are to be assessed by Council against the following criteria:

- Applicant's capacity to undertake the event including any experience with similar events, relevant approvals and permissions required
- Community need or desire for the event and how this was determined
- Economic and community outcomes anticipated from the event
- Number of participants, including out of area visitors
- Value for money, including realistic budget with projected cost recovery

BUDGET IMPLICATIONS

The association has requested an amount of \$15,000 for sponsorship of the 2016 event.

Applications have recently closed for the final round offered under the Community Assistance program for the current financial year, with applications received to the value of \$136,953.77, including the request from the Ridgeland and District Sporting and Agricultural Association Incorporated. The remaining budget to be allocated to requests for assistance for the remainder of the financial year is approximately \$86,000, which includes the amount set aside for the Beef event for which no application has currently been received.

CONCLUSION

The Ridgeland's Show has been successfully run for the past 33 years, with the current request being for assistance with the staging of the 34th annual show to allow for an expanded children's entertainment program, and the addition of more seating to accommodate the anticipated attendance. The quoted cost of the seating is \$4752.30, while the additional entertainment is \$10,250.

The association has also received funding of \$800 in the current financial year towards the cost of printing the show programs. In previous years the group has received funding assistance for the purchase of glass display cabinets (\$1905); resealing of the floor in the clubhouse and toilet block (\$1721); and \$500 for printing of show programs.

11.7 APPLICATION FOR FUNDING THROUGH MAJOR SPONSORSHIP SCHEME FOR CQ NRL BID LIVE EVENT SERIES

File No: 7822
Attachments: Nil
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Cheryl Haughton - Manager Communities and Facilities

SUMMARY

An application from the CQ NRL Club Incorporated for funding through the Major Sponsorship Scheme for the CQ NRL Bid Live Event Series is presented for Council consideration.

OFFICER'S RECOMMENDATION

THAT Council assesses the Major Sponsorship application received from the CQ NRL Club Incorporated for assistance with the CQ NRL Bid Live Event Series.

COMMENTARY

An application has been received from the CQ NRL Club Incorporated under the Major Sponsorship Scheme for funding to assist with the CQ NRL Bid Live Event Series. The series involves 3 live screened events throughout the year, with the first having already been held on 18 March 2016. The application states that the events are gold coin entry to provide a family night out to watch live sport on the big screen, and are designed to give the general public a better understanding of the vision for a stadium and convention centre in Rockhampton. The aim is to attract at least 200 spectators, with the events held in Victoria Park at the rear of the CQ Leagues Club.

The budget included in the application does not include any quotations for the costs identified, with the major expense being for equipment hire. A copy of the application and proposed budget has been supplied separately to Councillors for review.

Application was originally made through Regional Promotions, but was referred to the Community Assistance Program as it was felt that the events were probably not going to drive external visitation.

In accordance with the Procedure adopted by Council applications received under the Major Sponsorship Scheme are to be assessed by Council against the following criteria:

- Applicant's capacity to undertake the event including any experience with similar events, relevant approvals and permissions required
- Community need or desire for the event and how this was determined
- Economic and community outcomes anticipated from the event
- Number of participants, including out of area visitors
- Value for money, including realistic budget with projected cost recovery

BUDGET IMPLICATIONS

The Club has requested an amount of \$15,000 for sponsorship for the series of events.

Applications have recently closed for the final round offered under the Community Assistance Program for the current financial year, with applications received requesting a total amount of over \$136,000 against a remaining budget of approximately \$86,000. This application would increase the requested amount to \$151,000.

CONCLUSION

The application received includes limited detail and is for a series of events one of which has already been held, thus limiting the opportunity for Council recognition for any support given. No details have been provided as to the outcome of the first event.

While the event is designed to rally support for the CQ NRL Bid, the Stadium and Convention Centre, the anticipated number of spectators appears to be quite low.

11.8 LICENCES FOR CAR RENTAL CONCESSIONS - ROCKHAMPTON AIRPORT

File No: 3524
Attachments: 1. Rental Assessments (in Confidential Agenda)
Authorising Officer: Ross Cheesman - General Manager Corporate Services
Author: Trevor Heard - Manager Rockhampton Airport

SUMMARY

The contracts for the Licences for Car Rental Concessions at Rockhampton Airport expired on 29 February 2016 and they are currently operating on a month by month basis. The car rental providers at Rockhampton Airport include all of the current providers in the Australian Airport market being; Avis, Budget, Europcar, Hertz, Redspot and Thrifty. On this basis approval is being sought from Council to renew these licences in accordance with provisions of the Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT pursuant to s236 (1)(c)(vii) of the *Local Government Regulation 2012* Council approves the current Car Rental Concession licences be extended for a period of three (3) years for the existing licensees.

COMMENTARY

The current licence for Car Rental Concessions was publicly tendered and commenced on 1 March 2013 for a period of three (3) years. The car rental providers at Rockhampton Airport include all of the current providers in the Australian Airport market being Avis, Budget, Europcar, Hertz, Redspot and Thrifty. The purpose of this report is to seek Council approval to renew these agreements under the provisions of the *Local Government Regulation 2012* without the need to go through a public tender process again.

Legal opinion has advised that s236(1)(c)(vii) of the above regulation permits Council to proceed without the retendering process. In particular it states there is no need to go through the public tender process if:

- (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.*

They added that other factors which support these requirements of this legislation include:

- There are limited national car rental providers in the market and we currently have all under contract.
- The car rental providers provide a service to the airport customers and the community.
- Given that all likely tenderers are those whose licences would be “renewed” the costs of re-tendering will be a burden on the tenderer and Council.
- The number of on-airport service providers already promotes competition amongst each other.

A detailed Market Valuation Report for car rental licence fees payable within Airport terminals at other Queensland regional airports has been undertaken by Herron Todd White and is included in the Confidential Agenda.

CONCLUSION

It is recommended that Council renew the Car Rental Concession Licences for a further 3 years.

**11.9 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
MARCH 2016****File No:** 1392**Attachments:**

1. Finance Monthly Operations Report - March 2016
2. Workforce & Strategy MOnthly Operations Report - March 2016
3. Corporate & Technology Monthly Operations Report - March 2016

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Ross Cheesman - General Manager Corporate Services

SUMMARY

The monthly operations report for the Corporate Services department as at 31 March 2016 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 31 March 2016 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services department as at 31 March 2016 be received.

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT MARCH 2016**

**Finance Monthly Operations Report -
March 2016**

Meeting Date: 26 April 2016

Attachment No: 1

MONTHLY OPERATIONS REPORT
FINANCE SECTION
Period Ended March 2016

VARIATIONS, ISSUES AND INNOVATIONS***Section News***

Budget season has commenced with the Draft December Revised Budget being included into Management Reports. A full report on the budget process is provided under separate cover. The 16/17 budget process commences with a workshop on the 21st April, 2016.

The Asset Sections are particularly busy with reviewing and analysis asset revaluations for Airport infrastructure, bridges and major culverts, footpaths and some minor road furniture. The full results will be reported to Audit Committee toward the end of May.

Interim audit has been completed with a number of points being closed. The interim report at the time of writing is still outstanding, however we are only expecting one further management comment which will be low risk.

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for *Finance* are as below:

| | Balance B/F | Completed in Current Mth | Current Month NEW Requests | | TOTAL INCOMPLETE REQUESTS BALANCE | Under Long Term Investigation | Completion Standard (days) | Avg Completion Time (days) Current Mth | Avg Completion Time (days) 6 Months | Avg Completion Time (days) 12 Months | Avg Duration (days) 12 Months (complete and incomplete) | Avg Completion Time (days) Q3 |
|---------------|-------------|--------------------------|----------------------------|-----------|-----------------------------------|-------------------------------|----------------------------|--|-------------------------------------|--------------------------------------|---|-------------------------------|
| | | | Received | Completed | | | | | | | | |
| Rates Enquiry | 6 | 6 | 64 | 53 | 11 | 0 | 3 | ● 0.68 | ● 1.19 | ● 1.35 | 0.91 | ● 1.10 |

Comments & Additional Information

Nil.

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for the reporting period are:

| | FIRST QUARTER | | |
|--|---------------|----------|-------|
| | January | February | March |
| Number of Lost Time Injuries | 0 | 0 | 0 |
| Number of Days Lost Due to Injury | 0 | 0 | 0 |
| Total Number of Incidents Reported | 0 | 0 | 0 |
| Number of Incomplete Hazard Inspections | 0 | 0 | 0 |

Risk Management Summary

Example from Section Risk Register (excludes risks accepted/ALARP)

| Risk | Current Risk Rating | Future Control & Risk Treatment Plans | Due Date | % Completed | Comments |
|--|----------------------------|--|-----------------|--------------------|--|
| Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims | High 5 | Enhanced capital expenditure reporting for monitoring purposes. Improved Asset Management and Financial Planning | 30/6/16 | 40% | 10 year Capital list now matched off with the LTFF, AM planning underway. Templates sent for Capital Review during January & February 2016 |
| The use of inaccurate GIS data by external and internal users will lead to litigation and a lack of integrity for internal and external users. | Moderate 5 | Continued review of integrity of existing data | 30/06/16 | 65% | Additional consultant efforts employed to tidy footpath data |

Legislative Compliance & Standards

| Legislative Compliance Matter | Due Date | % Completed | Comments |
|--|----------|-------------|---|
| Audited Statement completed by end of October | 31/10/15 | 100% | Complete |
| Annual Budget adopted by 1 August | 01/08/15 | 100% | Budget adopted in July |
| Asset Register must record its non-current physical assets | 30/06/16 | 75% | Ongoing |
| A community financial report must be prepared for the Annual Report | 30/10/15 | 100% | Completed |
| A Local Government must have a Debt Policy, Investment Policy and a Revenue Policy | 01/08/15 | 100% | Included with the Budget adoption |
| Trust Fund Management in accordance with the Local Government Regulation | 30/06/16 | 75% | Ongoing |
| Monthly Financial report prepared for the monthly meeting of Council | 30/08/15 | 75% | Ongoing |
| A Local Government must set an Asset Recognition threshold | 30/06/16 | 58% | Amount set – changes proposed in respect of Asset Classes only. |

3.ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No capital projects are relevant to the Finance Section.

4.ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No Operational Projects to highlight within the Adopted Budget.

5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS***Adopted/Operational Service Level Standards & Performance***

| Service Level | Target | Current Performance |
|---|--------|---|
| Levy rates within 1 week of predicted dates in revenue statement | 100% | 100% |
| Manage the recovery of unpaid rates and charges in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point. | <3% | 3.67% achieved in February which is highlighting an increasing trend in debts outstanding |

Please note the service levels depicted in the above table are operational standards only and have not been formally adopted by Council.

FINANCIAL MATTERS

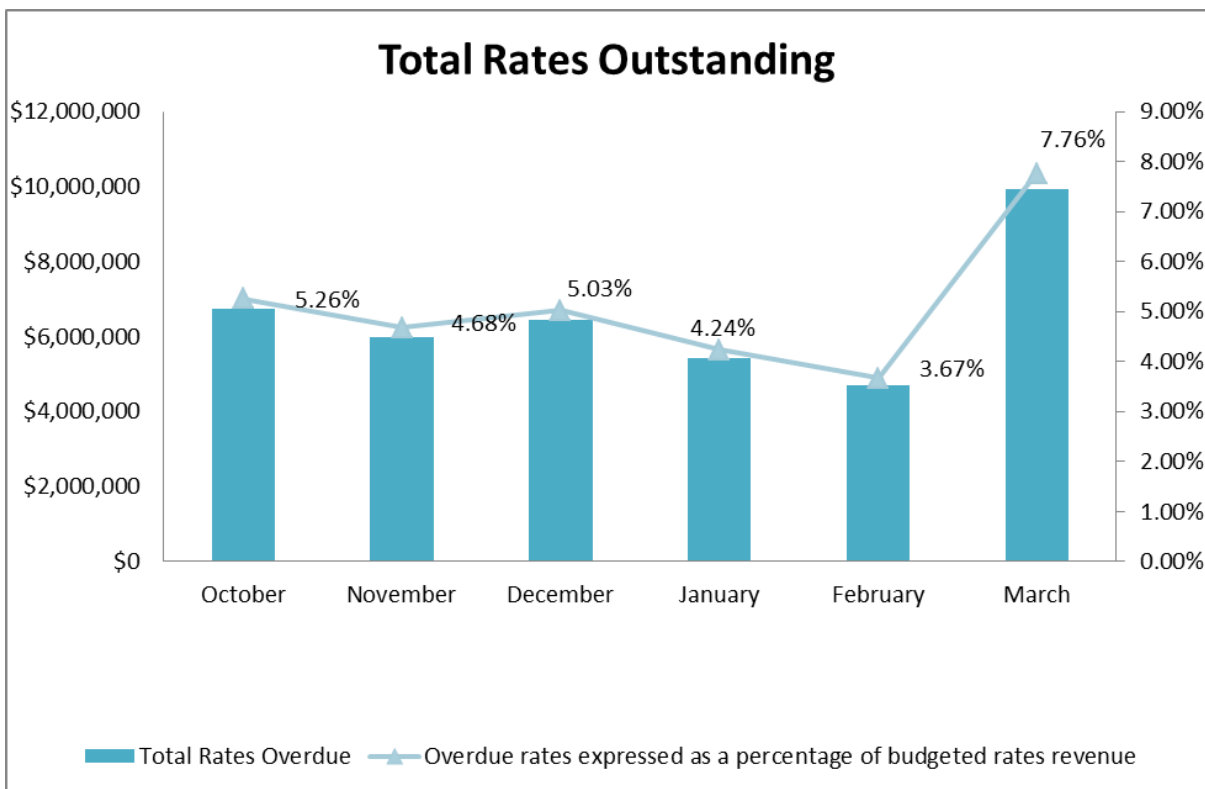
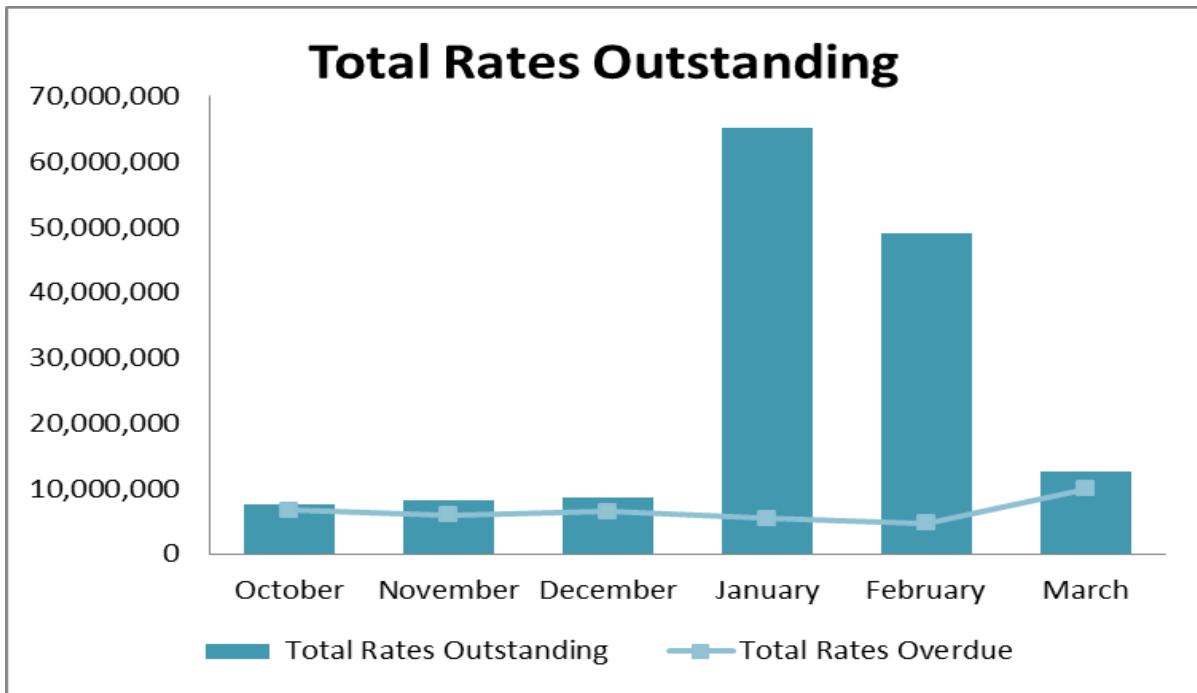


End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS

As At End Of March

Report Run: 08-Apr-2016 07:57:58 Excludes Nat Accs: 2802,2914,2917,2924

| | Adopted Budget | Draft Revised Budget | EOM Commitments | YTD Actual | Commit + Actual | Variance % | On target 75% of Year Gone |
|---|-------------------|-------------------------|--------------------|------------------|--------------------|---------------|-------------------------------|
| | \$ | \$ | \$ | \$ | \$ | % | |
| CORPORATE SERVICES | | | | | | | |
| FINANCE | | | | | | | |
| <i>Finance Management</i> | | | | | | | |
| Revenues | 0 | (9) | 0 | (9) | (9) | 0% | ✓ |
| Expenses | 700,228 | 739,526 | 150,814 | 424,279 | 575,093 | 82% | ✗ |
| Transfer / Overhead Allocation | 0 | 0 | 0 | 30 | 30 | 0% | ✗ |
| Total Unit: Finance Management | 700,228 | 739,517 | 150,814 | 424,300 | 575,114 | 82% | ✗ |
| <i>Revenue & Accounting</i> | | | | | | | |
| Revenues | (458,160) | (590,860) | 0 | (339,022) | (339,022) | 74% | ✗ |
| Expenses | 2,937,430 | 2,965,500 | 25,087 | 1,994,973 | 2,020,060 | 69% | ✓ |
| Transfer / Overhead Allocation | 9,000 | 4,255 | 0 | 9,738 | 9,738 | 108% | ✗ |
| Total Unit: Revenue & Accounting | 2,488,270 | 2,378,895 | 25,087 | 1,665,689 | 1,690,776 | 68% | ✓ |
| <i>Financial Systems</i> | | | | | | | |
| Expenses | 413,831 | 413,002 | 0 | 296,177 | 296,177 | 72% | ✓ |
| Transfer / Overhead Allocation | 0 | 830 | 0 | 779 | 779 | 0% | ✗ |
| Total Unit: Financial Systems | 413,831 | 413,831 | 0 | 296,956 | 296,956 | 72% | ✓ |
| <i>Assets & GIS</i> | | | | | | | |
| Revenues | (5,100) | (4,800) | 0 | (7,949) | (7,949) | 156% | ✓ |
| Expenses | 1,872,358 | 1,940,477 | 100,535 | 1,209,544 | 1,310,079 | 70% | ✓ |
| Transfer / Overhead Allocation | 35,770 | 35,770 | 0 | 25,065 | 25,065 | 70% | ✓ |
| Total Unit: Assets & GIS | 1,903,028 | 1,971,447 | 100,535 | 1,226,660 | 1,327,195 | 70% | ✓ |
| Total Section: FINANCE | 5,505,358 | 5,503,691 | 276,436 | 3,613,605 | 3,890,040 | 71% | ✓ |
| Total Department: CORPORATE SERVICES | 5,505,358 | 5,503,691 | 276,436 | 3,613,605 | 3,890,040 | 71% | ✓ |
| Grand Total: | 5,505,358 | 5,503,691 | 276,436 | 3,613,605 | 3,890,040 | 71% | ✓ |



**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT MARCH 2016**

**Workforce & Strategy MOnthly
Operations Report - March 2016**

Meeting Date: 26 April 2016

Attachment No: 2

MONTHLY OPERATIONS REPORT
WORKFORCE AND STRATEGY SECTION
Period Ended 31 March 2016

VARIATIONS, ISSUES AND INNOVATIONS

Innovations

On 29 March, the Leadership Team was presented with and endorsed a number of initiatives from the results of the survey and employee feedback.

The initiative falls under 4 main categories:

- Ensuring CEO's key communication flows to all council employees
- Attraction and retention of staff
- Making sure all staff are kept informed and have a better oversight on what is happening across council
- Creating a positive workplace culture

Work is currently being undertaken to group the number of initiatives together and examine timelines and rollout strategies.

Improvements / Deterioration in Levels of Services or Cost Drivers

Nil for this month

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for Workforce and Strategy are as below:

| | Balance B/F | Completed In Current Mth | Current Month NEW Requests | | TOTAL INCOMPLETE REQUESTS BALANCE | Under Long Term Investigation | Completion Standard (days) | Avg Completion Time (days) Current Mth | Avg Completion Time (days) 6 Months | Avg Completion Time (days) 12 Months | Avg Duration (days) 12 Months (complete and incomplete) | Avg Completion Time (days) Q3 |
|---|-------------|--------------------------|----------------------------|-----------|-----------------------------------|-------------------------------|----------------------------|--|-------------------------------------|--------------------------------------|---|-------------------------------|
| | | | Received | Completed | | | | | | | | |
| Administrative Action Complaints | 0 | 0 | 0 | 0 | 0 | 0 | 36 | ● 0.00 | ● 0.00 | ● 2.00 | 2.00 | ● 0.00 |
| W&S - Complaints Management Process (NOT CSO USE) | 1 | 1 | 8 | 6 | 2 | 0 | 30 | ● 0.33 | ● 8.25 | ● 7.08 | 5.73 | ● 8.14 |

| COMMENTS |
|--|
| Matters are being addressed within the set timeframes. |

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for Workforce & Strategy in the reporting period are:

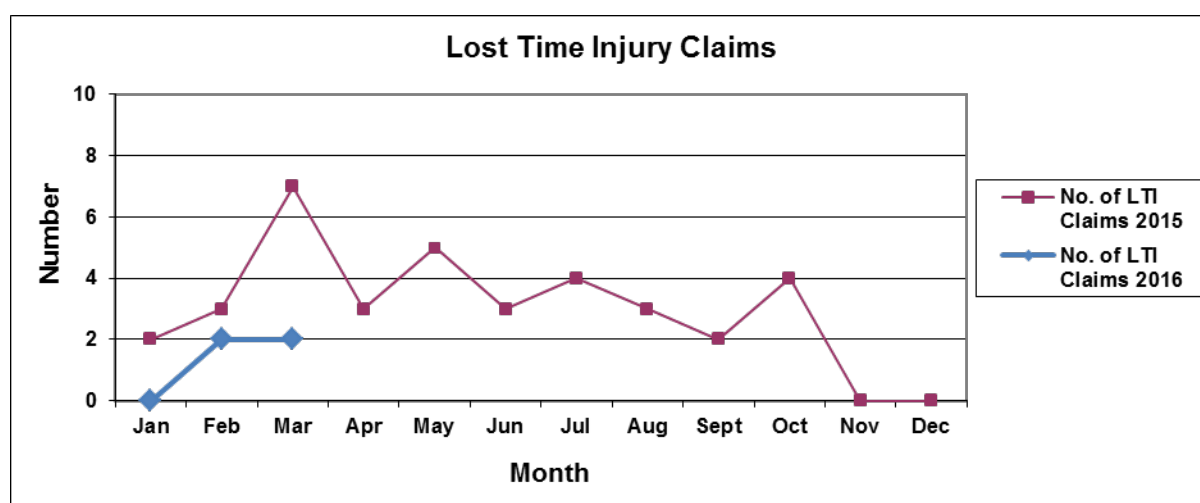
| | January 16 | February 16 | March 16 |
|---|------------|-------------|----------|
| Number of Lost Time Injuries | 0 | 1 | 0 |
| Number of Days Lost Due to Injury | 0 | 1 | 4 |
| Total Number of Incidents Reported | 0 | 2 | 2 |
| Total number of Incomplete Hazard Inspections | 0 | | |

The safety statistics for All of Council in the reporting period are:

| | January 16 | February 16 | March 16 |
|---|------------|-------------|----------|
| Number of Lost Time Injuries | 0 | 5 | 3 |
| Number of Days Lost Due to Injury | 41 | 58 | 2 |
| Total Number of Incidents Reported | 1 | 5 | 32 |
| Total number of Incomplete Hazard Inspections | 46 | | |

Incomplete hazard inspections are high and have been reported to the appropriate operational areas for action.

The graph below displays the number of lost time injuries (LTI) claims lodged across Council. There was a total of **two** lost time injury claims lodged for March 2016.



Risk Management Summary

Example from Section Risk Register (excludes risks accepted/ALARP):

| Potential Risk | Current Risk Rating | Future Control & Risk Treatment Plans | Due Date | % Comp | Comments |
|--|---------------------|--|----------------|--------|--|
| Corporate Risks | | | | | |
| A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective. | Low | <p>Ongoing annual audits will be conducted.</p> <p>Continuing to rectify the actions from the 2014 Workplace Health & Safety System Audit.</p> <p>Note: The third Party Workplace Health & Safety system audit that was to be conducted in November has been put back until 2016. Date to be confirmed.</p> <p>Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety systems.</p> | April/May 2015 | 95% | <p>Safety Unit currently working to rectify actions identified as part of the 2014 WHA Audit which have now been included in the 2014 Audit Rectification Action Plan.</p> <p>Note: Corporate reviews complete. Currently implementing in the operational areas.</p> |
| Section Risks | | | | | |
| Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, Industrial disputes, financial impacts and reputation damage. | Moderate | Multiskilling of Administration and HR staff | 30 June 2015 | 100% | <p>Rotation of Payroll staff to learn all duties commenced in July 2015 (3rd rotation commenced in February 2016); 1 Admin and 1 HERO trained in data entry; Payroll Officer satisfactorily performed duties of Payroll Supervisor during recent Annual Leave and will continue to be utilised for acting duties</p> |

Legislative Compliance & Standards

| Legislative Compliance Matter | Due Date | % Completed | Comments |
|--|------------------------------|-------------|---|
| Prepare and adopt annual 2016/17 operational plan | July 2016 | 0% | The 2015/16 Plan was adopted by Council at the budget adoption meeting 9 July 2015. The 2016/17 Plan will be adopted at the Special Council meeting together with the budget. |
| Quarterly written assessment of progress towards implanting the 2015/16 annual operational plan | 24 May 2016 – Council Agenda | 100% | The third quarter review of the 2015/16 Operational Plan will be presented to the Ordinary Council meeting on 24 May 2016. |
| Report on the results of the implementation of the annual operational plan | 23 August 2016 | 0% | This 2015/16 report will be combined with the Quarter 4 assessment and presented to Ordinary Council meeting in August 2016. The 2014/15 report was presented to P&S Committee 25 August 2015. |
| Update of Workplace Health & Safety documents to meet the new legislative requirements | 2016 | 95% | Documents continue to be updated so that Council remains compliant. |
| Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes | As soon as practicable | 100% | Council has been compliant in this regard for the current reporting period. |
| Workplace Health and Safety Audit | 2016 | 0% | Date to be confirmed. |
| Rectification Action Plan (2014 Audit) | As soon as practicable | 95% | Work through the RAP from the 2014 Audit. Corporate reviews complete. Currently implementing in the operational areas |
| WHS Infringement Notices issued to Council are remedied within required timeframes | As per notice | 100% | No current notices to report. |

3. ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No capital projects are relevant to the Workforce and Strategy Section.

4. ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

As at period ended March 2016 – 69% of year elapsed.

| Project | Explanation |
|------------------------------------|---|
| WHS Data Management System | The injury management module is now operational. Working with IT to configure system forms. |
| Service Level Review Project (SLR) | Parks Maintenance is the first service to be reviewed with the Street Trees activity data to be collected, assessed and presented to Council in the second quarter of 2016. |
| Aurion Project | The implementation of Aurion is still progressing with a planned implementation date of 3 May 2016. Extensive testing and checking of procedures are currently underway. |
| Policy Improvement Project | Stage 2 of the Project is currently in progress with a completion due by the end of April, there are 22 policies within this stage. The final phase, Stage 3 is to be completed by July 2016. |
| Forms Improvement Project | The project plan was endorsed by CEO late September 2015 and the project has commenced with the allocation of primary tasks to members of the working group which were nominated by the CEO. Phase 2 of the project was completed on 18 March 2016. 32 forms were updated and are now available on the HUB along with a newly created Customer Form Register enabling the efficient management of Form development into the future. Phase 3 is underway which involves the review and updating of 48 forms, completion date is 6 May 2016. The entire Project is due for completion by June 2016. |

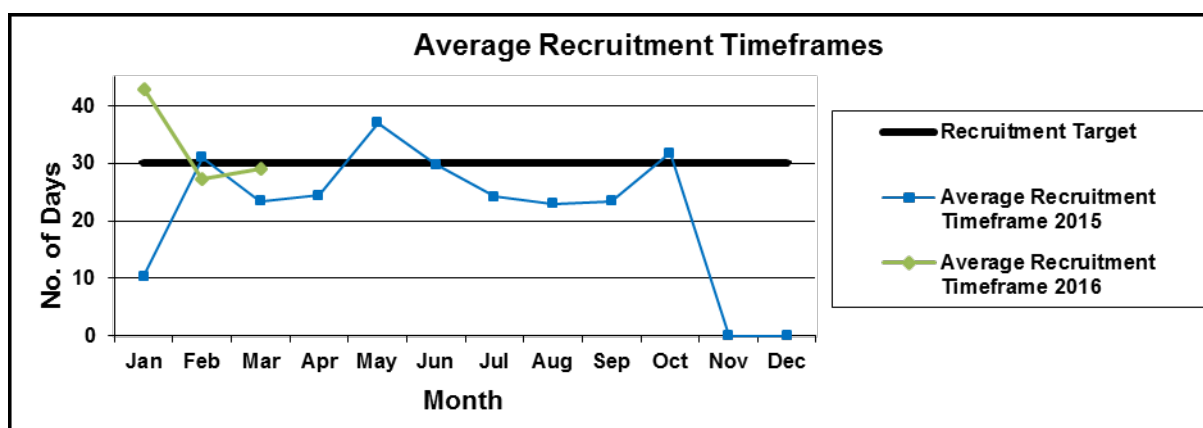
5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

| Service Delivery Standard | Target | Current Month's Performance |
|---|---------------|------------------------------------|
| Recruitment positions finalised within 30 working days (refer graph below) | 100% | 41% |
| Policies reviewed within 10 working days | 100% | |
| Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure) | 100% | 100% |
| Employee pays processed and paid within 3 working days after the period end date | 100% | 100% |
| Payroll accuracy | 100% | 99.95% |
| Hazard Inspections completed as per the adopted Matrix | 100% | 100% |

Recruitment Timeframes

Some delays in recruitment have occurred during the reporting period. Of the 17 positions recruited in the reporting period, 10 were not finalised within the 30 day timeframes. These delays are due to a range of issues including:

- the length of time by panel members to conduct the shortlisting process;
- the chair of the panel taking a period of leave and therefore interviews were delayed until the panel chair returned;
- delays due to pre-employment screening process taking longer; and
- applicant declining a position



Establishment

| FTE Positions | Period | Workforce & Strategy | Council |
|-------------------------|------------------|----------------------|---------|
| Starting Point | 1 January 2014 | 30.05 | 838.9 |
| Same Time Previous Year | 28 February 2015 | 31.44 | 837 |
| Previous Month | 29 February 2016 | 36.00 | 867.91 |
| Current Month | 31 March 2016 | 37.00 | 873.49 |

FTE Positions is the total full time equivalent positions approved and recorded in Aurion excluding casual positions and including approved vacancies.

The FTE positions also include the following apprentices and trainees across Council:

| Apprentices | Trainees |
|-------------|----------|
| 11 | 14 |

Changes to Workforce & Strategy Establishment

The following changes have resulted in an increase of one FTE in Workforce & Strategy in March 2016:

- One temporary Human Resources Advisor position created to backfill maternity leave at a different classification level. This position will be inactivated upon the return of the incumbent on Maternity Leave in May 2017.

Changes to Council Establishment

The following changes have resulted in an increase to the Establishment by 5.58 positions in March 2016:

- One temporary Coordinator Major Venues position created due to the current Venue Operations Coordinator incumbent taking a period of long term leave before retiring. The Venue Operations Coordinator position will be inactivated after the incumbent retires.
- One temporary Human Resources Advisor position created to backfilling maternity leave at a different classification level. This position will be inactivated upon the return of the incumbent on Maternity Leave May 2017.
- One temporary Customer Service Assistant position created due to backfilling Maternity Leave. This position will be inactivated upon the return of the incumbent on Maternity Leave.
- Two temporary Labourer positions were created. One is to assist with the Quay Street Revitalisation project and ensure work remains on track. The other is to assist

with a major road reconstruction project at Campbell Street (between Cambridge and Archer Street), again to ensure work progresses and is completed within the required timeframes.

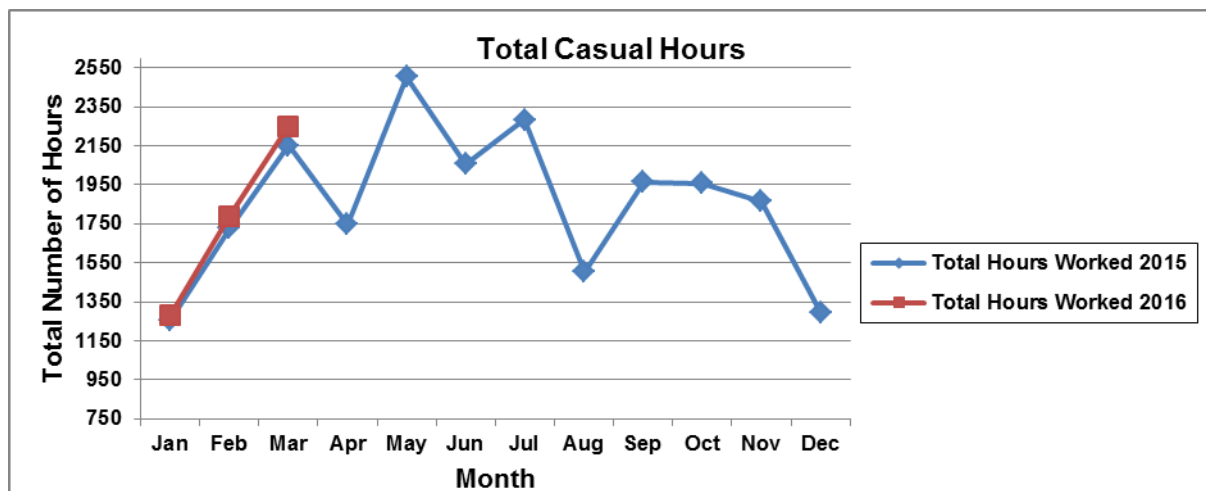
- One permanent Waste Awareness Officer created to meet the legislative responsibilities of the new Waste Reduction and Recycling Plan.
- One temporary Labourer abolished.
- Two permanent positions have increased FTE hours. The Compliance Administration Officer has increased hours as the workload associated with CASA and Transport Security regulatory compliance and site audits has increased over time. The Training Officer has temporarily increased hours until 30/6/2016 to assist with other areas within Finance which are under pressure (eg. rates area).
- One senior contract position (Financial Systems Officer) reduced FTE hours due to being redesigned to a permanent LGOA Level 7 position. The hours decreased from 38 hours per week to 36.25 hours per week.

FTE Positions Internal / External Split

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 58% (502.75) internal and 42% (370.74) external.

Casual Hours – March 2016

There are currently a total of 48 casuals actively employed by Council of which 41 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 2250.65 hours during the month of March 2016.



Casual Hours by Section – March 2016

The following list shows the total number of hours worked by casual employees by Section and Unit in the reporting period as provided by the responsible operational area.

| Section | Unit | Commentary | No. of hours | Percentage of cost recovery |
|------------------------------------|-------------------------|--|----------------|-----------------------------|
| Arts and Heritage | Art Gallery | Utilised to install current exhibitions and have the gallery open prior to performances at the Pilbeam Theatre. | 146.92 | 0% |
| Arts and Heritage | Heritage Services | Utilised for Shearing Shed functions. | 290.5 | 100% |
| Arts and Heritage | Venue Operations | Utilised in the box office (100% recovered). Technical staff have also been utilised for Mary Poppins and other performances. Ground staff and a casual cleaner are required to operate and maintain the venue which venue hire charges apply. | 1181.08 | 81.6% |
| Communities and Facilities | City Child Care Centre | To cover periods of leave, RDOs and a vacant position while recruiting. | 289.5 | |
| Communities and Facilities | Client Services | To cover periods of leave, RDO's and exam supervision. | 136 | 2% |
| Communities and Facilities | Facilities | Hours used for Saturday cleaning roster and training of a newly recruited casual employee. | 59.15 | |
| Community Standards and Compliance | Support Services | Assistance for the rates period, to cover new employees to the team and training. | 28.5 | |
| Corporate and Technology Services | Customer Service Centre | To cover periods of leave and assistance while recruiting a vacancy within the team. | 119 | |
| TOTAL | | | 2250.65 | |

The above casual hours for March 2016 by employment type includes the following HERO hours.

| Section | Unit | No. of hours |
|------------------------------------|------------------|--------------|
| Corporate and Technology Services | Customer Service | 119 |
| Community Standards and Compliance | Support Services | 28.5 |
| TOTAL | | 147.5 |

It should be noted that labour hire is also utilised in addition to casual labour in some areas of the organisation to support staff shortages and special project requirements or events and also to avoid increasing the FTE.

FINANCIAL MATTERS

Financial performance as expected for reporting period.

End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS



As At End Of March

Report Run: 11-Apr-2016 10:32:22 Excludes Nat Accts: 2802,2914,2917,2924

| | Adopted Budget | Revised Budget | EOM Commitments | YTD Actual | Commit + Actual | Variance % | On target 75% of Year Gone |
|--|-------------------|-------------------|--------------------|------------------|--------------------|---------------|-------------------------------|
| | \$ | \$ | \$ | \$ | \$ | % | |
| CORPORATE SERVICES | | | | | | | |
| WORKFORCE & STRATEGY | | | | | | | |
| <u>Human Resources and Payroll</u> | | | | | | | |
| Revenues | 0 | 0 | 0 | (4,166) | (4,166) | 0% | ✓ |
| Expenses | 1,464,874 | 1,448,750 | 12,724 | 990,559 | 1,003,283 | 68% | ✓ |
| Transfer / Overhead Allocation | 8,700 | 13,700 | 0 | 17,345 | 17,345 | 199% | ✘ |
| Total Unit: Human Resources and Payroll | 1,473,574 | 1,462,450 | 12,724 | 1,003,738 | 1,016,462 | 69% | ✓ |
| <u>Safety & Training</u> | | | | | | | |
| Revenues | (32,000) | (62,000) | 0 | (70,822) | (70,822) | 221% | ✓ |
| Expenses | 1,286,545 | 1,263,661 | 95,150 | 844,493 | 939,643 | 73% | ✓ |
| Transfer / Overhead Allocation | 61,500 | 62,900 | 0 | 37,670 | 37,670 | 61% | ✓ |
| Total Unit: Safety & Training | 1,316,045 | 1,264,561 | 95,150 | 811,341 | 906,491 | 69% | ✓ |
| <u>Corporate Improvement & Strategy</u> | | | | | | | |
| Revenues | 0 | (1,885) | 0 | 0 | 0 | 0% | ✓ |
| Expenses | 457,843 | 503,700 | 3,003 | 311,140 | 314,143 | 69% | ✓ |
| Transfer / Overhead Allocation | 0 | 0 | 0 | 30 | 30 | 0% | ✘ |
| Total Unit: Corporate Improvement & Strategy | 457,843 | 501,815 | 3,003 | 311,170 | 314,173 | 69% | ✓ |
| <u>Workforce & Strategy Management</u> | | | | | | | |
| Expenses | 383,545 | 384,000 | 2,160 | 271,370 | 273,530 | 71% | ✓ |
| Total Unit: Workforce & Strategy Management | 383,545 | 384,000 | 2,160 | 271,370 | 273,530 | 71% | ✓ |
| <u>Investigations and Industrial Relations</u> | | | | | | | |
| Revenues | 0 | (4,904) | 0 | (4,904) | (4,904) | 0% | ✓ |
| Expenses | 346,841 | 341,000 | 37 | 247,219 | 247,256 | 71% | ✓ |
| Total Unit: Investigations and Industrial Relations | 346,841 | 336,096 | 37 | 242,316 | 242,352 | 70% | ✓ |
| Total Section: WORKFORCE & STRATEGY | 3,977,848 | 3,948,923 | 113,074 | 2,639,935 | 2,753,009 | 69% | ✓ |
| Total Department: CORPORATE SERVICES | 3,977,848 | 3,948,923 | 113,074 | 2,639,935 | 2,753,009 | 69% | ✓ |
| Grand Total: | 3,977,848 | 3,948,923 | 113,074 | 2,639,935 | 2,753,009 | 69% | ✓ |

**CORPORATE SERVICES DEPARTMENT -
MONTHLY OPERATIONAL REPORT
MARCH 2016**

**Corporate & Technology Monthly
Operations Report - March 2016**

Meeting Date: 26 April 2016

Attachment No: 3

MONTHLY OPERATIONS REPORT
CORPORATE & TECHNOLOGY SECTION
Period Ended March 2016

VARIATIONS, ISSUES AND INNOVATIONS**Section Update**RTI / IP Application Status

Three new applications were received under the Right to Information Act/Information Privacy Act this month. Six applications were completed during the month, none were withdrawn, one was transferred to Livingstone Shire Council, leaving one application outstanding.

No documents were released administratively. No external reviews were received for the month, one was completed, leaving none outstanding.

All current applications are progressing in accordance with legislative timeframes.

Innovations**Smart Way Forward Strategy – Action Plan implementation – Update:**

- Strategic agreements – two MOU's signed with CQ University.
- Initial scoping of Smart Working Hub business case and concept of operation. Documents to be finalised for the second round BOR (closes 29 April).
- Work has commenced on the Digital Readiness Assessment and Open Data project.
- Smart Citizen Kits, five ordered to trial practical operation prior to a planned rollout of 20 units in the community.

Improvements / Deterioration in Levels of Services or Cost Drivers

Nil to report

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for March 2016 are as below:

| | Balance B/F | Completed in Current Mth | Current Month NEW Request | | TOTAL INCOMPLETE REQUESTS BALANCE | Under Long Term Investigation | Completion Standard (days) | Avg Completion Time (days) Current Mth | Avg Completion Time (days) 6 Months | Avg Completion Time (days) 12 Months | Avg Duration (days) 12 Months (complete and incomplete) | Avg completion time (days) Q3 |
|---|-------------|--------------------------|---------------------------|-----------|-----------------------------------|-------------------------------|----------------------------|--|-------------------------------------|--------------------------------------|---|-------------------------------|
| | | | Received | Completed | | | | | | | | |
| Accounts Payable Enquiry | 0 | 0 | 0 | 0 | 0 | 0 | 2 | ● 0.00 | ● 0.75 | ● 0.73 | 0.44 | ● 1.00 |
| Bookings Enquiry | 0 | 0 | 3 | 3 | 0 | 0 | 5 | ● 2.33 | ● 1.29 | ● 1.88 | 1.50 | ● 0.91 |
| Insurance: Mower / Slasher / Whipper / Snipper | 5 | 3 | 6 | 3 | 5 | 0 | 90 | ● 4.67 | ● 12.91 | ● 25.42 | 16.89 | ● 6.13 |
| Insurance: Personal Accident / Injury | 37 | 2 | 0 | 0 | 35 | 0 | 120 | ● 0.00 | ● 1.00 | ● 0.80 | 136.08 | ● 0.00 |
| Insurance: Public Liability / Property Damage Public Property | 19 | 2 | 8 | 4 | 21 | 1 | 90 | ● 1.25 | ● 7.91 | ● 10.81 | 17.37 | ● 5.92 |
| Leased Premises - General Enquiry | 0 | 0 | 0 | 0 | 0 | 0 | 5 | ● 0.00 | ● 2.00 | ● 1.11 | 0.63 | ● 0.00 |
| Rates Searches | 11 | 11 | 115 | 111 | 4 | 0 | 4 | ● 1.11 | ● 1.72 | ● 1.76 | 1.59 | ● 1.26 |

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for the reporting period are:

| | Third Quarter | | |
|--|---------------|----------|-------|
| | January | February | March |
| Number of Lost Time Injuries | 0 | 0 | 1 |
| Number of Days Lost Due to Injury | 0 | 4 | 2 |
| Total Number of Incidents Reported | 1 | 2 | 1 |
| Number of Incomplete Hazard Inspections | 0 | 0 | 0 |

Risk Management Summary

Section Risk Register (excludes risks accepted/ALARP)

| Potential Risk | Current Risk Rating | Future Control & Risk Treatment Plans | Due Date | % Completed | Comments |
|--|---------------------|--|--------------------------|-------------|--|
| Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords. | High | The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording). | TBA | 80% | Hardcopy records retention and disposal processes documented and implemented. ECM 4.03 Live, new File Plan (80% complete). |
| Operational degradation or failure of Council's Two-way radio communications system resulting in failed regional communications for daily operations and emergency disaster management. | High | Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan-1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure. | (1) Jun 16 (2) Oct 16 | 60% | Contract awarded to a local company – Beaney's Communications Construction work completed; installed communications antennae at repeater sites. Commissioning first batch of 40 radio units (25%) for Rockhampton City area. |
| Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community. | Mod | Research and implement a risk management software application to support ERM functions. | 30/06/16 | 5% | ISSG approved as a project to assess the suitability of either the TechnologyOne or the RiskWare software applications. |

Legislative Compliance & Standards

| Legislative Compliance Matter | Due Date | % Completed | Comments |
|---|----------|-------------|----------|
| A local government must review its procurement policy annually. | 30/06/16 | | |

3. ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

| Project | Start Date | Expected Completion Date | Status | Budget Estimate | YTD actual (incl committals) |
|--|------------|--------------------------|---------|-----------------|------------------------------|
| CAPITAL WORKS PROGRAM | | | | | |
| FLEET (CP440) | | | | | |
| Fleet Asset Renewal Program | 1/07/2015 | 30/06/2016 | Ongoing | \$4,890,000 | \$4,414,472 |
| Comment: YTD represents 91% of budget expenditure and includes committals. | | | | | |
| INFORMATION TECHNOLOGY (CP230) | | | | | |
| IT Asset Renewal & Upgrade Program | 1/07/2015 | 30/06/2016 | Ongoing | \$1,534,400 | \$692,737 |
| Comment: YTD represents 46% of budget expenditure and includes committals. | | | | | |
| BUSINESS SUPPORT & DEVELOPMENT (CP630) | | | | | |
| Property Sales | 1/07/2015 | 30/06/2016 | Ongoing | \$250,000 | -\$38,229 |
| Comment: | | | | | |

4. ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

As at period ended March 75% of year elapsed.

| Project | 2015/16 Budget | Actual (incl. committals) | % budget expended | Explanation |
|--|----------------|---------------------------|-------------------|---|
| Customer Service After Hours Operation | \$60,000 | \$41,286 | 69% | Propel after hours call centre service. |

| Project | Project Start Date | Project Completion Date | % Completed | Comments |
|--|--------------------|-------------------------|-------------|---|
| Planned implementation of Aurion System Improvement Project recommendations. | Aug 2015 | Jun 2016 | 40% | Aurion v11 on schedule for 'go-live' 4 May 2016 |
| Progress the implementation of ePathway and Pathway mobile Apps throughout 2015/16. | Oct 2015 | Jun 2016 | 45% | ePathway commenced configuration and planning underway for a staged release. |
| Develop and implement a solution for managing and processing tax invoices in digital format. | Aug 2016 | Oct 2016 | 30% | Had a demonstration and pricing has been obtain, Due to workload scheduled to go-live September |

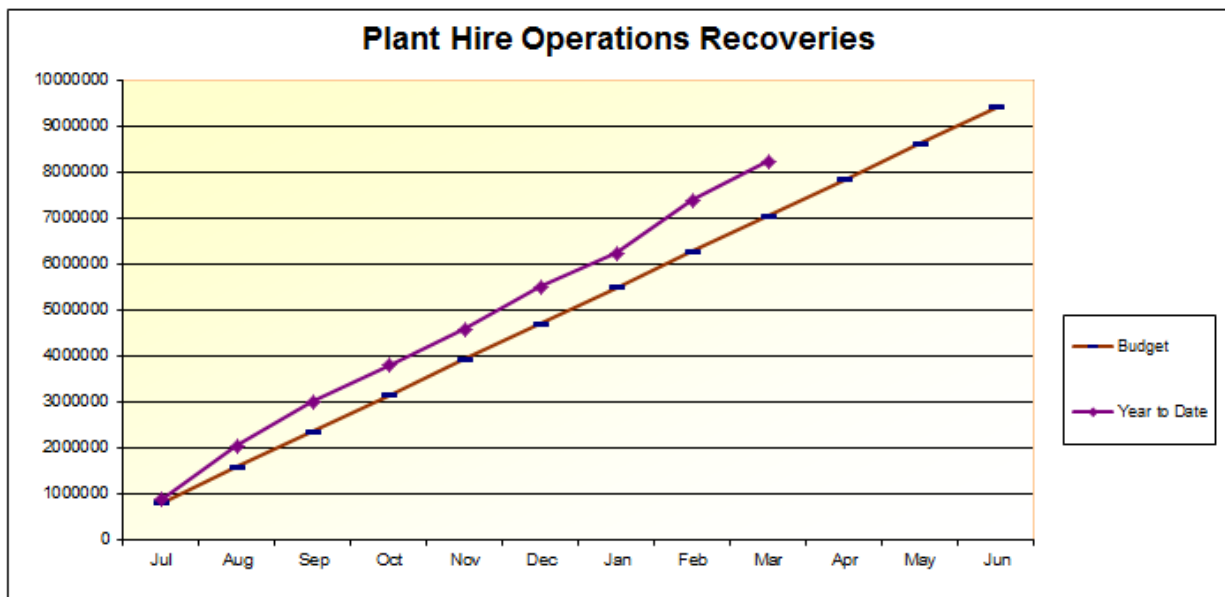
5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

| Service Delivery Standard | Target | Current Performance |
|--|--------|---------------------|
| IT support services provided within service levels outlined in the IT Service Catalogue. | 95% | 94% |
| Ensure availability of system up-time during core business hours (excluding planned outages). | 99% | 100% |
| Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments. | 80% | 88% |
| Customer Service Call Centre answering 75% of incoming calls within 45 seconds. | 75% | 69% |
| Process records on the day of receipt as per Recordkeeping Charter. | 95% | 100% |
| Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes. | 100% | 100% |
| Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy. | 100% | 100% |
| Ensure supplier payments are made within stated trading terms. | 90% | 87% |
| Ensure staff purchasing activity is compliant with legislation and policy. | 100% | 100% |

| Service Delivery Standard | Target | Current Performance |
|---|--------|---------------------|
| Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts). | 90% | 94% |
| Maximise Council property occupancy rates. | 98% | 100% |
| Ensure tenanted properties in any month, have current lease agreements and public liability insurance. | 80% | 82% |
| Process insurance claims within procedural timeframes. | 100% | 100% |
| Maintenance of the risk monitoring and reporting regime by providing a quarterly risk report to the Council and Leadership Team on all current high and very high risks assessed as not ALARP (unacceptable). | 100% | 100% |

Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



| | |
|---|--------------------|
| Plant Hire Operations Budget (Surplus) | \$9,389,500 |
| Year to Date (Surplus) | \$8,232,502 |

Procurement & Logistics

Contracts Awarded for March: Qty 6

| |
|--|
| 11819 - Bin Cleaning Services - CQ Waste Management Pty Ltd - SOR |
| 11824 - Pit Refurbishment at SRSTP- GT Jeffreys Developments - \$62,223 |
| 11846 - Primary Valve Put - Electrical Refurbishment at SRSTP - Intalect Pty Ltd - \$7,590 |
| 11860 - Lakes Ck No 2 SPS Civil Safety Upgrade - Roman Contractors Pty Ltd - \$40,665 |
| 11971 - Maintenance of Water Fountains - Poolwerx Rockhampton - SOR |
| 11999 - Installation of Pre-Fab Amenities Building - GT Jeffreys Developments Pty Ltd - \$42,824 |

| Customer Requests Completed Monthly & Top 5 Customer Requests | | | | | | | | | | | | | |
|---|--|---|--|--|--|---|---|--|--|--|--|---|-------------|
| | April | May | June | July | August | September | October | November | December | January | February | March | |
| Requests Logged | 3853 | 3521 | 3354 | 3732 | 3883 | 4056 | 3294 | 3173 | 2791 | 3243 | 4062 | 3935 | |
| Same month Completed | 2893 | 2757 | 2640 | 3212 | 3192 | 3391 | 2705 | 2550 | 2351 | 2559 | 3035 | 3052 | |
| % completed same month | 75% | 78% | 78% | 86% | 82% | 84% | 82% | 80% | 84% | 78% | 86% | 75% | |
| Completed Total for Month | 3580 | 3783 | 3644 | 3997 | 3777 | 4174 | 3331 | 3103 | 2807 | 2968 | 3502 | 4056 | |
| Total Pending | 2861 | 2521 | 2134 | 1883 | 1957 | 1785 | 1718 | 1717 | 1700 | 1928 | 2410 | 2271 | |
| Top 5 Requests for Month | Bin RRC P/Disaster Inf Enq D/Plan W/Animal | Bin RRC D/Plan Meter Mtce W/Leak W/Animal | Food Enq W/Ani W/Leak D/Plan C/Dec | D/Plan Inf Enq C/Dec T/Trim Food Enq | An/Dogr C/Dec Dev/Dpl M/WLeak Infrin/Enq | An/Dogr D/Plan Bin RRC W/Ani M/Leak | An/Dogr D/Plan W/Leak W/Animal Rate Enq | An/Dogr Inf Enq W/Leak D/Plan W/Animal | T/Trim AN/Dogr D/Plan W/Leak P/Gen | W/Leak An/Dogr D/Plan Inf Enq T/Trim | An/Dogr W/Leak P/Gen D/Plan T/Trim | O/Allot P/Gen W/Leak T/Trim D/Plan | |
| Total uncompleted customer requests up to 3 months old: | | | | | | 1647 | | | | | | Conquest Work Order & Investigation Long Term up to 3 months | 1659 |
| Total uncompleted customer requests between 3 to 6 months old: | | | | | | 189 | | | | | | Conquest Work Order & Investigation Long Term between 3 to 6 months old: | 204 |
| Total uncompleted customer requests greater than 6 months old: | | | | | | 435 | | | | | | Conquest Work Order & Investigation Long Term greater than 6 months old: | 471 |
| <p>Request Completed: Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondence finalised.</p> <p>Conquest Work Order: A Work Order has been raised for maintenance, repair or future planned action.</p> <p>Investigation Long Term: Requested task, action or complaint assigned to internal or external investigation, may include, but not limited to: Insurance, Planning, Legal, Civil or Domestic matter</p> | | | | | | | | | | | | | |
| Key: | T/Trim - Tree Trimming | Inf Enq - Infringement Enquiry - Local Laws | An/Dogr - Dog Registration Enquiry | | | | | | | | | | |
| | D/Plan - Duty Planner | W/Animal - Wandering Animal | W/Leak - Water Leak | | | | | | | | | | |
| | Bin RRC - Replace Bin RRC | D/Plan - Duty Planner (New Enq) | P/Gen - Parks General Enquiry | | | | | | | | | | |

FINANCIAL MATTERS

Operational Budget Status for month ending March 2016

| | Adopted Budget | Revised Budget | EOM Commitments | YTD Actual | Commit + Actual | Var | On target |
|--|-------------------|--------------------|--------------------|-------------------|--------------------|-------------|------------------------|
| | \$ | \$ | \$ | \$ | \$ | % | 75% of Year Gone |
| CORPORATE AND TECHNOLOGY | | | | | | | |
| <i>Fleet</i> | | | | | | | |
| Revenues | (266,000) | (263,000) | 0 | (263,392) | (263,392) | 99% | ✓ |
| | 12,942,76 | | | | | | |
| Expenses | 0 | 12,403,760 | 544,200 | 8,396,163 | 8,940,363 | 69% | ✓ |
| Transfer / Overhead | (17,053,00 | | | (12,453,76 | | | |
| Allocation | 0) | (16,956,000) | 0 | 2) | (12,453,762) | 73% | ✗ |
| Total Unit: Fleet | (4,376,240 | (4,815,240) | 544,200 | (4,320,990 | (3,776,791) | 86% | ✓ |
| |) | | |) | | | |
| <i>Property & Insurance</i> | | | | | | | |
| Revenues | (591,200) | (726,166) | 0 | (626,896) | (626,896) | 106% | ✓ |
| Expenses | 2,944,667 | 2,935,580 | 41,594 | 2,558,564 | 2,600,158 | 88% | ✗ |
| Transfer / Overhead | | | | | | | |
| Allocation | 9,740 | 9,740 | 0 | 6,628 | 6,628 | 68% | ✓ |
| Total Unit: Property & Insurance | 2,363,207 | 2,219,155 | 41,594 | 1,938,296 | 1,979,890 | 84% | ✗ |
| <i>Corporate & Technology Management</i> | | | | | | | |
| Revenues | 0 | (3,950) | 0 | (3,950) | (3,950) | 0% | ✓ |
| Expenses | 667,268 | 1,103,268 | 84,922 | 798,672 | 883,594 | 132% | ✗ |
| Transfer / Overhead | | | | | | | |
| Allocation | 0 | 509 | 0 | 1,527 | 1,527 | 0% | ✗ |
| Total Unit: Corporate & Technology Management | 667,268 | 1,099,827 | 84,922 | 796,249 | 881,171 | 132% | ✗ |
| <i>Information Systems</i> | | | | | | | |
| Revenues | (14,000) | (26,166) | 0 | (26,213) | (26,213) | 187% | ✓ |
| Expenses | 6,473,867 | 6,464,786 | 359,846 | 4,563,809 | 4,923,654 | 76% | ✗ |
| Transfer / Overhead | | | | | | | |
| Allocation | 21,525 | 26,888 | 0 | 22,397 | 22,397 | 104% | ✗ |
| Total Unit: Information Systems | 6,481,392 | 6,465,507 | 359,846 | 4,559,992 | 4,919,838 | 76% | ✗ |
| <i>Procurement & Logistics</i> | | | | | | | |
| Revenues | 0 | (12,711) | 0 | (9,626) | (9,626) | 0% | ✓ |
| Expenses | 1,568,900 | 1,576,091 | 817 | 1,119,243 | 1,120,061 | 71% | ✓ |
| Transfer / Overhead | | | | | | | |
| Allocation | 35,000 | 35,015 | 0 | 29,776 | 29,776 | 85% | ✗ |
| Total Unit: Procurement & Logistics | 1,603,900 | 1,598,395 | 817 | 1,139,393 | 1,140,210 | 71% | ✓ |
| <i>Customer Service</i> | | | | | | | |
| Revenues | (210,000) | (213,212) | 0 | (170,029) | (170,029) | 81% | ✓ |
| Expenses | 1,734,409 | 1,715,455 | 4,329 | 1,161,483 | 1,165,812 | 67% | ✓ |
| Transfer / Overhead | | | | | | | |
| Allocation | 0 | (60) | 0 | 15 | 15 | 0% | ✗ |
| Total Unit: Customer Service | 1,524,409 | 1,502,183 | 4,329 | 991,469 | 995,798 | 65% | ✓ |
| Total Section: CORPORATE AND TECHNOLOGY | 8,263,935 | 8,069,827 | 1,035,707 | 5,104,409 | 6,140,116 | 74% | ✓ |

11.10 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 MARCH 2016

File No: 8148
Attachments: 1. Key Indicator Graphs - March 2016
2. Income Statement - March 2016
Authorising Officer: Ross Cheesman - General Manager Corporate Services
Author: Alicia Cutler - Manager Finance

SUMMARY

The Finance Manager presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 March 2016.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 March 2016 be 'received'.

COMMENTARY

The attached financial report and graphs have been compiled from information within Council's Finance One system. The reports presented are as follows:

1. Income Statement (Actuals and Budget for the period 1st July 2015 to 31 March 2016), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

Council should note in reading this report that normally after the completion of the first nine months of the financial year, operational results should be approximately 75% of budget. The year to date percentages quoted within this report are based on the Draft December Revised Budget which is yet to be adopted by Council. The Draft Revised Budget has been included from December but has not yet been adopted by Council. It shows an improvement to Council's Operating Surplus of \$7 million, which relates to additional disaster funding that has been received. Council's normalised surplus is projected to worsen with the impact of lesser fees in the Development Areas as well as minimal private works jobs that have been available. It is expected to review and adopt the Revised Budget during May.

The following commentary is provided in relation to the Income Statement:

Total Operating Revenue is reported at 91%. Key components of this result are:

- Net Rates and Utility Charges are at 95% of budget. This positive variance is due to the second levy of General Rates and Utility Charges for 2015/2016 being processed during January 2016.
- Private and Recoverable Works revenue is below budget expectations at 60% however this is offset by expenses also being below budget in this area.
- Grants, Subsidies and Contributions are ahead of budget at 93%. Grants and subsidies were reviewed during the December Revised Budget process, with the draft budget improving by \$10.2 million in comparison with Adopted Budget. The additional grant funding has been directly in relation to NDRRA grants for Cyclone Marcia.
- Other Income is ahead of budget at 82%. Council has recently received proceeds of insurance claims in relation to Cyclone Marcia.
- Other revenue items are all in proximity to budget year to date.

Total Operating Expenditure is in line with budget at 74% with committals, or 70% of budget without committals. Key components of this result are:

- Employee costs are below budget at 69%. This is partly due to the circumstance that transactions for employee benefit accruals are only done comprehensively at financial year-end. In terms of Certified Agreement bargaining, a wages increase of 1.75% effective from 13 July 2015 will be processed after 16 April 2016, thereby bringing actual employee costs closer to budget.
- Contractors and Consultants expenditure is currently tracking above budget at 86%. This is solely due to committed expenditure, as actual expenditure is only 61% of budget.
- Asset Operational Expenditure is ahead of budget at 80%. Again, committals are driving up the year to date percentage as the actual result is 75% of budget.
- Other expenditure items are in proximity to budget year to date.

The following commentary is provided in relation to capital income and expenditure, as well as investments and loans:

Total Capital Income is in line with budget at 76%.

Total Capital Expenditure is at 78% of budget with committals, or 50% of budget without committals.

Total Investments are approximately \$122.3M as at 31 March 2016.

Total Loans are \$144.8M as at 31 March 2016.

CONCLUSION

Total operational revenue is exceeding budget expectations at 91% due to the second levy of General Rates and Utility Charges for the year as well as additional grants received in relation to Cyclone Marcia. Operational Expenditure is in line with budget at 74% when committed expenditure is included.

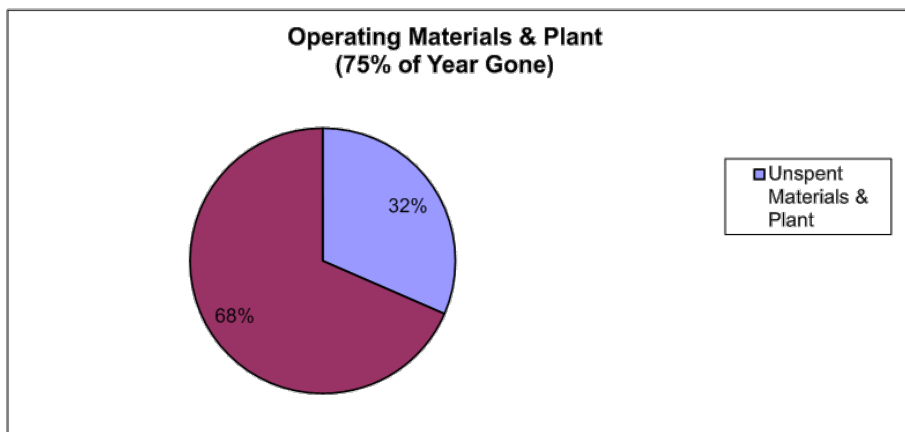
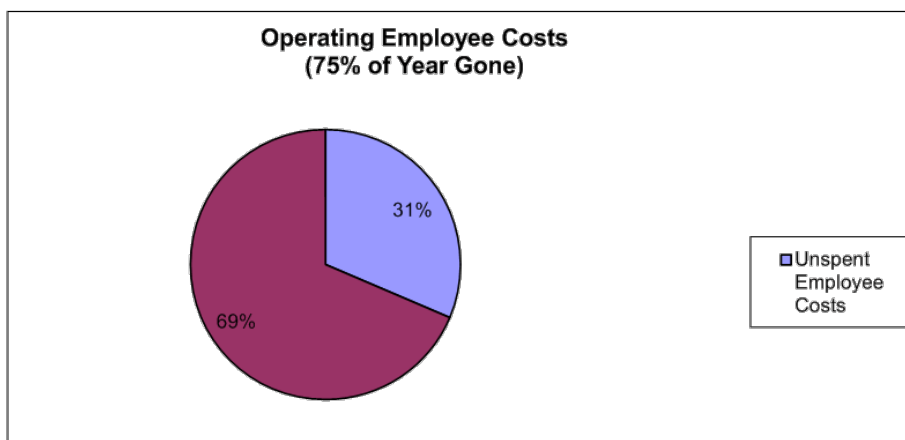
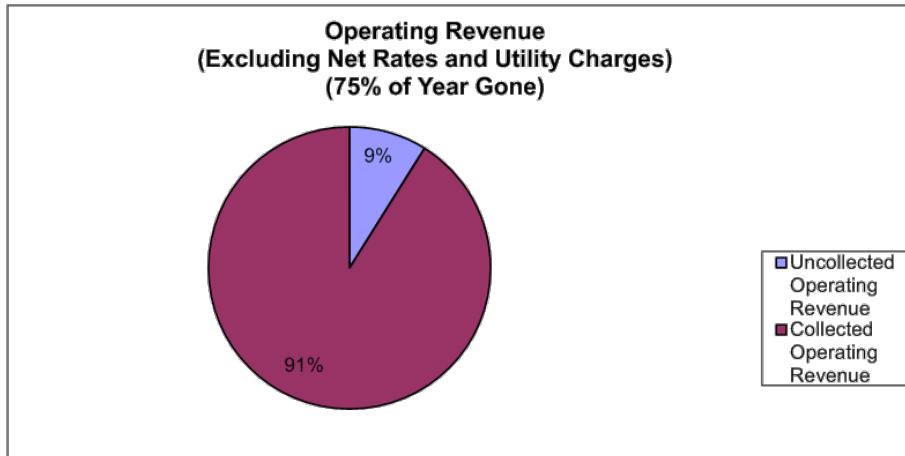
Capital Income is in proximity of budget at 76% partly due to the receipt of grants for the Riverbank Redevelopment, Kershaw Gardens restoration as well as additional Cyclone Marcia projects. Capital Expenditure excluding committed expenditure is at 50% of budget however with committals this increases to 78% of budget. The Capital expenditure will be reviewed as we come closer to year end to see which committals will materialise and match loan funding as best as possible to expenditure.

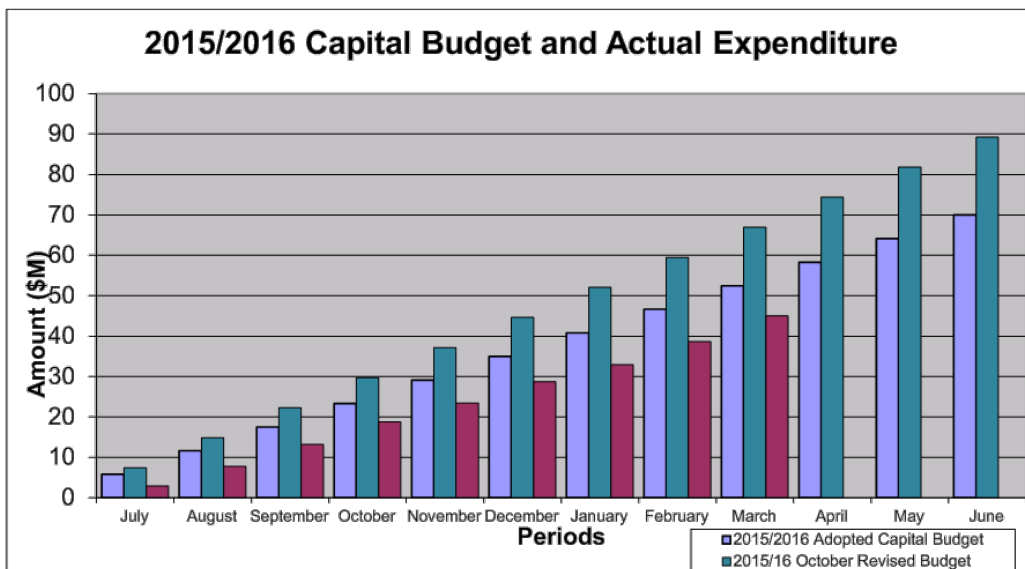
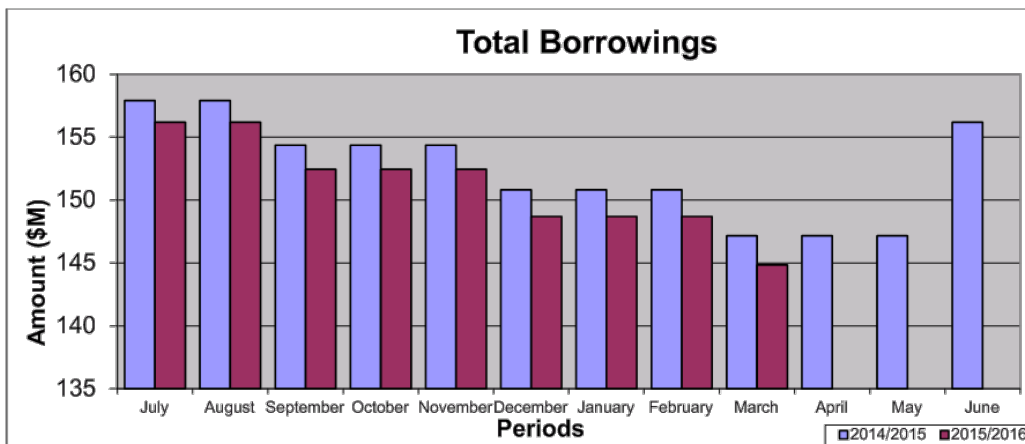
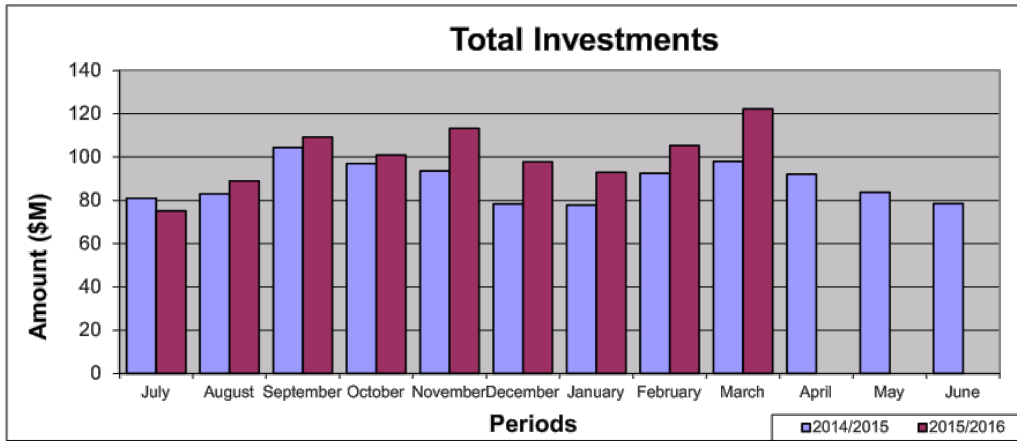
SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 MARCH 2016

Key Indicator Graphs - March 2016

Meeting Date: 26 April 2016

Attachment No: 1





**SUMMARY BUDGET MANAGEMENT
REPORT FOR THE PERIOD ENDED
31 MARCH 2016**

Income Statement - March 2016

Meeting Date: 26 April 2016

Attachment No: 2



Income Statement
For Period July 2015 to March 2016
75% of Year Gone

| | Adopted Budget | Draft Revised Budget | YTD Actual | Commitments | YTD Actuals (inc commitments) | % of Draft Revised Budget |
|--|----------------------|----------------------|----------------------|-------------------|-------------------------------|---------------------------|
| | \$ | \$ | \$ | \$ | \$ | |
| OPERATING | | | | | | |
| Revenues | | | | | | |
| Net rates and utility charges | (127,976,985) | (127,996,681) | (122,209,532) | 0 | (122,209,532) | 95% |
| Fees and Charges | (26,435,224) | (24,464,259) | (19,080,750) | 1,501 | (19,079,249) | 78% |
| Private and recoverable works | (7,475,280) | (6,888,610) | (4,134,104) | 0 | (4,134,104) | 60% |
| Rent/Lease Revenue | (2,940,659) | (2,953,613) | (2,306,716) | 0 | (2,306,716) | 78% |
| Grants Subsidies & Contributions | (12,094,007) | (23,280,667) | (21,643,079) | 0 | (21,643,079) | 93% |
| Interest revenue | (2,136,031) | (2,806,679) | (2,201,755) | 0 | (2,201,755) | 78% |
| Other Income | (6,263,674) | (8,001,201) | (6,535,823) | 0 | (6,535,823) | 82% |
| Total Revenues | (186,221,860) | (196,391,912) | (178,111,760) | 1,501 | (178,110,259) | 91% |
| Expenses | | | | | | |
| Employee Costs | 72,845,534 | 73,470,767 | 60,393,702 | 385,599 | 60,779,301 | 69% |
| Contractors & Consultants | 15,894,785 | 19,115,252 | 11,712,192 | 4,633,674 | 16,345,866 | 86% |
| Materials & Plant | 11,812,191 | 11,151,014 | 7,633,746 | 918,483 | 8,552,229 | 77% |
| Asset Operational | 18,362,005 | 17,978,977 | 13,490,017 | 968,970 | 14,456,987 | 80% |
| Administrative Expenses | 11,856,429 | 12,474,868 | 7,173,802 | 1,902,745 | 9,076,547 | 73% |
| Depreciation | 45,569,453 | 45,569,453 | 34,177,090 | 0 | 34,177,090 | 75% |
| Finance costs | 8,854,931 | 8,906,860 | 6,692,133 | 0 | 6,692,133 | 75% |
| Other Expenses | 1,249,087 | 1,291,228 | 1,124,492 | 186 | 1,124,678 | 87% |
| Total Expenses | 186,444,415 | 189,958,518 | 132,397,175 | 8,807,657 | 141,204,831 | 74% |
| Transfer / Overhead Allocation | | | | | | |
| Transfer/Overhead Allocation | (7,751,277) | (8,096,958) | (5,677,835) | 92,509 | (5,585,326) | 69% |
| Total Transfer / Overhead Allocation | (7,751,277) | (8,096,958) | (5,677,835) | 92,509 | (5,585,326) | 69% |
| TOTAL OPERATING POSITION (SURPLUS)/DEFICIT | (7,528,723) | (14,530,352) | (51,392,419) | 8,901,667 | (42,490,753) | 292% |
| CAPITAL | | | | | | |
| Total Developers Contributions Received | (3,783,250) | (3,818,250) | (1,398,710) | 0 | (1,398,710) | 37% |
| Total Capital Grants and Subsidies Received | (15,419,307) | (18,080,394) | (15,305,324) | 0 | (15,305,324) | 85% |
| Total Proceeds from Sale of Assets | 0 | 0 | (6,470) | 0 | (6,470) | #DIV/0! |
| Total Capital Income | (19,202,557) | (21,898,644) | (16,710,505) | 0 | (16,710,505) | 76% |
| Total Capital Expenditure | 69,974,704 | 89,270,094 | 45,001,390 | 24,498,085 | 69,499,475 | 78% |
| Net Capital Position | 50,772,147 | 67,371,450 | 28,290,885 | 24,498,085 | 52,788,970 | 78% |
| TOTAL INVESTMENTS | | | 122,322,553 | | | |
| TOTAL BORROWINGS | | | 144,850,319 | | | |

11.11 RISK REGISTERS - QUARTERLY UPDATE AS AT 19 FEBRUARY 2016 AND PRESENTATION OF THE RISK REGISTERS

| | |
|-----------------------------|---|
| File No: | 8780 |
| Attachments: | <ol style="list-style-type: none">1. Potential and Current Risk Exposure Profile as at 19 February 20162. Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 19 February 20163. Corporate Risk Register - Quarterly Update as at 19 February 20164. Office of the CEO Risk Register - Quarterly Update as at 19 February 20165. Community Services Risk Register - Quarterly Update as at 19 February 20166. Corporate Services Risk Register - Quarterly Update as at 19 February 20167. Regional Services Risk Register - Quarterly Update as at 19 February 2016 |
| Authorising Officer: | Drew Stevenson - Manager Corporate and Technology Services Ross Cheesman - General Manager Corporate Services |
| Author: | Kisane Ramm - Risk Management Officer |

SUMMARY

Presentation of the quarterly risk register updates as at 19 February 2016 for consideration and adoption. Also presented for the information and consideration of the newly elected Council are the corporate and departmental risk registers in their entirety. This report also includes a comparison summary of the potential and current risk exposure profile.

OFFICER'S RECOMMENDATION

THAT the quarterly risk register updates as at 19 February 2016 and the presentation of the corporate and departmental risk registers, as presented in the attachments to this report, be adopted.

LEGISLATIVE CONTEXT

The *Local Government Regulation 2012, Chapter 5, s164*, requires...*(1) a local government must keep a written record stating (a) the risks the local government's operations are exposed to...; and (b) the control measures adopted to managed the risks.*

The production of the risk registers which include both existing controls, and further treatments to be applied, ensures the Council is compliant with section 164 as well as providing an opportunity for Council to determine that its risks are being dealt with in an appropriate manner.

BACKGROUND

Council has in place an overarching Enterprise Risk Management Framework, Policy, and Procedure in keeping with the Standard *AS/NZS ISO 3100:2009 Risk Management – Principles and Guidelines*. To assist and comply with the requirements of both the Standard and the Legislation, the risk registers and quarterly updates, *attached*, are presented for the consideration of the Council.

Council's *Enterprise Risk Management Framework*, section 8.5 Monitor and Review, requires the Risk Management Officer to present to Council the following:

Quarterly

- All risks with high and very high current risk ratings; as well as
- Any risks, regardless of their risk rating, that have been identified as requiring treatment; and

Annually

- All risks assessed as low as responsibly practicable (ALARP); regardless of the current risk rating. That is: every risk will be presented at least annually.

While the risk registers in their entirety were presented to the Audit and Business Improvement Committee on 24 November 2015 and adopted at the Council meeting on 8 December 2015 covering the Framework's requirements, listed previously, it was thought appropriate to present the registers again at this time for the consideration of the newly elected Council.

COMMENTARY

The registers are produced for the consideration of the Councillors, assisting them with their responsibility of providing direction and oversight of risk management across the organisation and to support the achievement of objectives through informed decision making.

For the purpose of identifying any proposed changes in the registers, any updates have been made in red text and dated.

The following table highlights some of the changes in this quarter's updates.

| Risk Number | Change |
|--------------------------------|---|
| <i>Corporate Risk Register</i> | |
| 8 | Future controls have been listed as completed and, as such, next reporting period will be removed from the Further Treatment Summary Table unless when re-assessed it falls within the reporting parameters. |
| 10 | Has been amended to include components from risk #104 from the Office of the CEO's register. (see: <i>Office of the CEO</i> section this table) |
| <i>Community Services</i> | |
| 407 | Completion date (30/6/15) has expired. |
| 411 | Completion date (31/12/15) has expired. |
| 433 & 434 | Future Controls have been completed and are now ALARP. Next reporting period these will be removed from the Further Treatment Summary Table unless when re-assessed they fall within the reporting parameters. |
| 439 | Owing to completion of a future control, control effectiveness has been re-assessed from None or Totally Ineffective to Partially Effective. Completion date (31/12/15) has expired with a note that this is outside of Council's control as a third party is involved. |
| 440 | Completion date extended from 31/12/15 to 30/4/16. |
| 446 | Completion date extended from 1/12/15 – 30/6/17. |
| <i>Corporate Service</i> | |
| 213 | Completion date (June 2016) extended broken into 2 stages with the last date nominated 30/10/16. |

| Risk Number | Change |
|--------------------------|--|
| 241 | Has been re-assessed from Partially Effective to Substantially Effective. |
| 242 | Controls reported as 100% complete last quarter. Has now been re-assessed from a Moderate 7 to a Low 8. |
| 247 | Decision made to accept the risk. Next reporting period this will be removed from the Further Treatment Summary Table unless later re-assessed to fall within the reporting parameters. |
| 249 | Future Controls have been completed. Next reporting period this will be removed from the Further Treatment Summary Table unless when re-assessed it falls within the reporting parameters. |
| <i>Office of the CEO</i> | |
| 112 | Completion date extended from 1/8/15 to 30/5/16 |
| 104 | This risk was reassessed and was considered to be a component of risk #10 listed in the Corporate Risk Register. It will be removed from the Office of the CEO's risk register next reporting period. (see: <i>Corporate Risk Register</i> section this table) |
| <i>Regional Services</i> | |
| 303 | Completion date extended from 30/6/15 to 30/6/16. |
| 304 | Completion date extended from 31/12/15 to 31/12/16. |
| 316, 329 and 334 | Future controls listed as completed. Next reporting period this will be removed from the Further Treatment Summary Table unless later re-assessed to fall within the reporting parameters. |
| 324 | Completion date extended from 31/12/15 to 30/6/16. |
| 325 | Typo made last quarter on the completion date extension, was showing 30/6/15 instead of 30/6/16, which has now been corrected. |
| 326 | Completion date extended from 31/12/16 to 30/6/18. |
| 332 | Completion date extended from 31/12/15 to 30/6/16. |
| 335 | This risk is now obsolete and so will be removed next reporting period. |
| 339 | This is a newly identified risk. |

CORPORATE/OPERATIONAL PLAN

There is a strong link between the Corporate/Operations Plans and the enterprise risk management process, as without objectives there are no risks. In undertaking risk assessments, the Corporate and Operational Plans were used as the starting point in identifying the organisation's risks with the linkages noted in column B of the risk registers.

The 2012-2017 Corporate Plan lists the following as an Activity:

- *Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.*

The Enterprise Risk Management Framework, Policy, and Procedure have been implemented to assist with achieving the above by way of coordinating and standardising the way the risks to all of Council's objectives are identified and assessed. This provides an

opportunity, through informed decision making, to develop strategies to minimise any impacts.

CONCLUSION

The risk registers, having undergone their quarterly review conducted by the respective managers and the Leadership Team, are now presented for the Council's consideration.

**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Potential and Current Risk Exposure
Profile as at 19 February 2016**

Meeting Date: 26 April 2016

Attachment No: 1

POTENTIAL EXPOSURE RISK RATINGS as at 19 FEBRUARY 2016

(Management's rating considering the maximum plausible level of consequence for a risk, assuming controls fail or there are no controls in place)

| | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Catastrophic |
|--------------------|--------------------|------------|---------------|------------|-------------------|
| Corporate Risks | 0 | 0 | 2 | 6 | 3 |
| Community Services | 0 | 5 | 20 | 20 | 1 |
| Corporate Services | 0 | 6 | 12 | 36 | 2 |
| Office of the CEO | 0 | 1 | 5 | 6 | 0 |
| Regional Services | 0 | 1 | 13 | 18 | 3 |
| | 0 | 13 | 52 | 86 | 9 |

| Risk Rating | Number of Risks This Period | Number of Risks Last Period | % |
|------------------------------|-----------------------------|-----------------------------|-------|
| Catastrophic | 9 | 9 | 5.63 |
| Major | 86 | 86 | 53.75 |
| Moderate | 52 | 54 | 32.50 |
| Minor | 13 | 12 | 8.13 |
| Insignificant | 0 | 0 | 0.00 |
| Total number of risks | 160 | 161 | |

CURRENT RISK RATINGS as at 19 FEBRUARY 2016

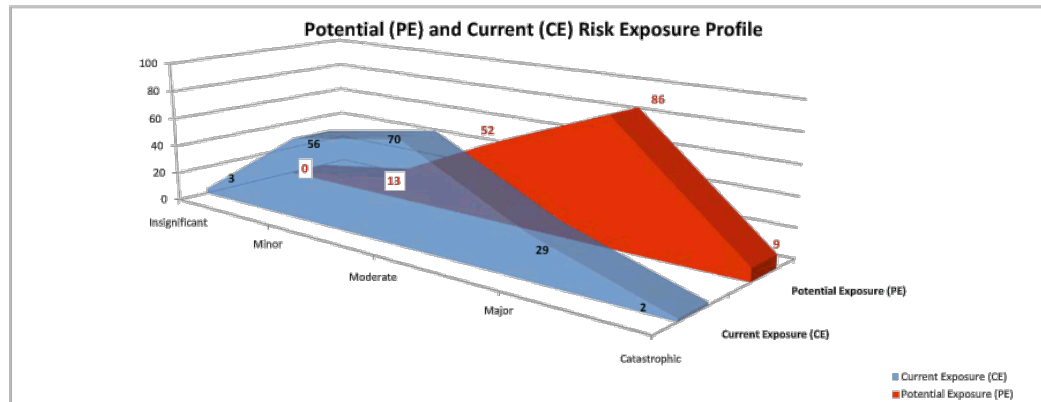
(Management's rating after considering any Existing Controls and the severity and likelihood of the consequence) *

| | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Catastrophic |
|--------------------|--------------------|------------|---------------|------------|-------------------|
| Corporate Risks | 0 | 2 | 5 | 4 | 0 |
| Community Services | 1 | 18 | 23 | 4 | 0 |
| Corporate Services | 1 | 29 | 23 | 3 | 0 |
| Office of the CEO | 1 | 2 | 6 | 3 | 0 |
| Regional Services | 0 | 5 | 13 | 15 | 2 |
| | 3 | 56 | 70 | 29 | 2 |

| Risk Rating | Number of Risks This Period | Number of Risks Last Period | % |
|------------------------------|-----------------------------|-----------------------------|-------|
| Catastrophic | 2 | 2 | 1.25 |
| Major | 29 | 29 | 18.13 |
| Moderate | 70 | 72 | 43.75 |
| Minor | 56 | 55 | 35.00 |
| Insignificant | 3 | 3 | 1.88 |
| Total number of risks | 160 | 161 | |

* To get a Current Risk Rating the Risk Owner has also considered the effectiveness of the existing controls to mitigate against the consequence and likelihood of the risk event occurring.

NOTE: Management have indicated two risks to be removed from Council's risk profile this reporting period (both which had been assessed as a Moderate Potential Exposure) and one Moderate Risk #339 was added (as at 19/2/16). Risk #104 was rolled up into Risk #10 and Risk #335 was determined no longer relevant. Risk #242 was re-assessed from a Moderate to a Minor Potential Exposure.



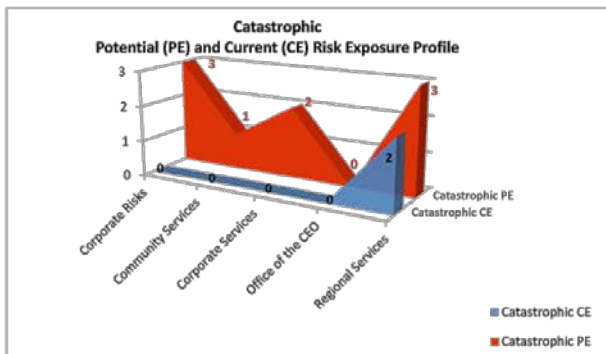
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Comparison of Current and Potential
Exposure Risk Ratings Broken Down
by Level of Consequence as at
19 February 2016**

Meeting Date: 26 April 2016

Attachment No: 2

COMPARISON OF CURRENT AND POTENTIAL EXPOSURE RISK RATINGS BROKEN DOWN BY CATEGORY as at 19 FEBRUARY 2016



| | PE | CE |
|-----------|----|----|
| Reg Serv | 3 | 2 |
| Corp Serv | 2 | 0 |
| Com Serv | 1 | 0 |
| CORP RISK | 3 | 0 |

| | Risk # | |
|-----------|--------|-----|
| Reg Serv | 304 | 304 |
| | 308 | 308 |
| | 321 | |
| Corp Serv | 214 | |
| | 244 | |
| Com Serv | 410 | |
| CORP RISK | 3 | |
| | 9 | |
| | 10 | |

Catastrophic Potential Exposure Risks

#304 - Failure of operation asset condition (road, drainage, etc) leading to: injury or death of public/staff; damage to property equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.

308 - Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses as threat to safety of road users resulting in public liability.

321 - Failure to document and implement disaster management policy, framework and arrangements...resulting in: a lack of leadership and poor decision making in disaster events; major financial losses; damage t reputation; potential increased effects on a disaster event upon the community; and potential loss of funding opportunity (NDRRA).

214 - Loss, theft, corruption of data resulting in failure to deliver services, reduced staff productivity, and negative impact on Council reputation.

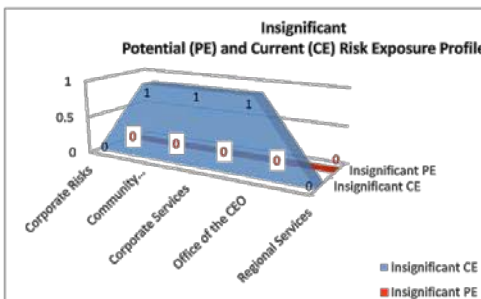
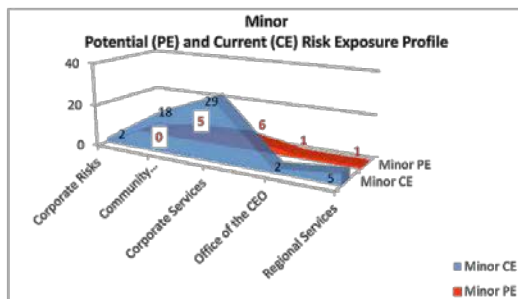
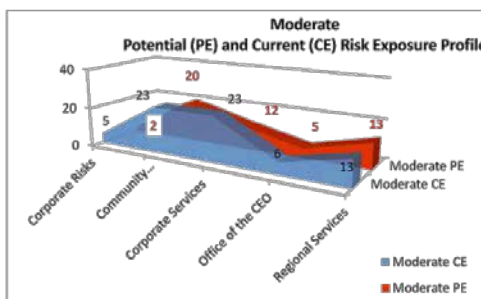
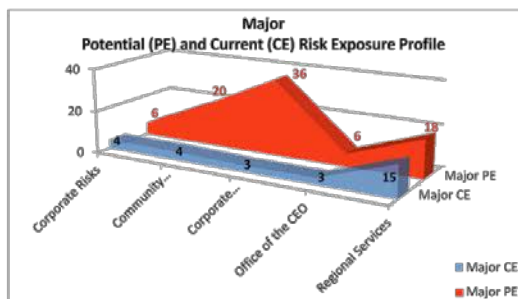
244 - Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.

#410 - Catastrophic rail event resulting in death or serious injury to staff and legal proceeding against Council. (Rail Safety - Heritage Village)

#3 A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.

#9 Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent.

#10 Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals.



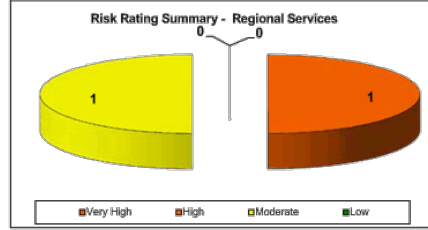
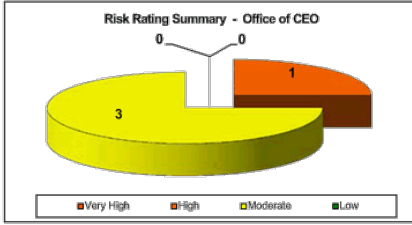
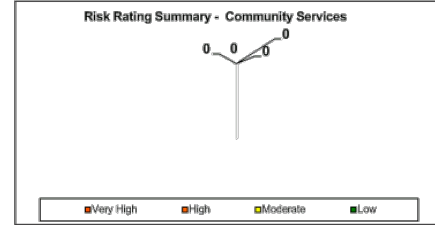
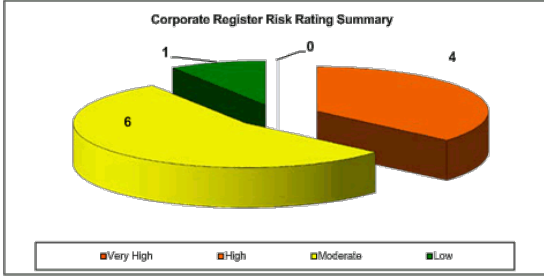
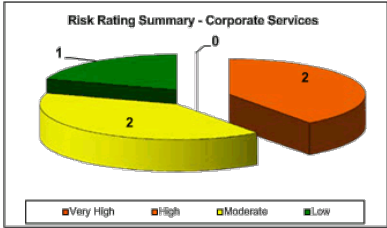
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Corporate Risk Register - Quarterly
Update as at 19 February 2016**

Meeting Date: 26 April 2016

Attachment No: 3

ERM RISK SUMMARY REPORT Corporate Risk Profile



CORPORATE RISKS
 'Very High' and 'High'

| Risk No. | Risk | Current Risk Rating | Current Controls | Risk Evaluation |
|----------|---|---------------------|---|---------------------|
| 1 | Council processes and services are provided without due recognition of economy, efficiency and effectiveness (value for money) exposing Council to increased costs, loss in reputation and stakeholder confidence and impacting service delivery. | High 5 | (1) Established Asset Management plans. (2) Non-priced based selection criteria included in the tender / quote assessment process to assist in the value for money assessment. (3) Tender evaluation plans with weighted selection criteria assessment that does not rely on price as having the highest weightings. (4) Capital Projects evaluation process includes whole of life cycle cost considerations. (4.2) Fleet asset assessment utilises a whole of life cost model as part of the acquisition and operations process. (5) Long term financial forecasts based around asset management plans adopted. | Accept Risk (ALARP) |
| 6 | Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs. | High 5 | (2) Identified disaster mitigation strategies implemented where possible within disaster management budget. (2) Appropriate funding opportunities identified and sourced to implement identified disaster mitigation strategies. 19/2/16: (1) Disaster mitigation strategies reviewed and reported on annually. (2) Forward works program for disaster mitigation strategies developed and considered through Council's Capital Project budget evaluation by 1 July each year. (2) Funding is pursued under Natural Disaster Relief, or similar program, if and when State Government make the funding available. | Treat Risk |
| 9 | Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent. | High 5 | (1) Council's Long Term Financial Forecast includes forecasts from asset management plans. (2) Long Term Financial Forecasts are reviewed annually. (3) Asset Management Plans reviewed regularly. (4) Finance staff are adequately qualified as per the respective Position Descriptions. (5) Council lobbies other levels of government for appropriate grants and subsidies. (5) Council financially operates in a surplus position. (6) Financial controls are monitored. Finance also works closely with Internal and External Audit in regards to internal controls. (7) Project Delivery procedure developed. | Accept Risk (ALARP) |
| 10 | Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals. | High 4 | (1-4) Policy implemented. (3) Controls within Local Government Act and policy. (2-3) Training in obligations undertaken. 30/1/15; (4) Management's ongoing review/update of authorisations and delegations (including signing of correspondence) 2/10/15; (1) Fraud and Corruption risk assessment undertaken annually by managers. | Accept Risk (ALARP) |

19/2/16: Risk #104 from the Office of the CEO's risk register has been amalgamated with this Corporate Risk.

CORPORATE RISKS
 Corporate Risks Requiring Further Treatment (ALL)

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Management's Comments |
|----------|---|---------------------|---|---|--|----------------------|-----------------|--|
| 2 | Non-existent or inadequate business continuity initiatives leading to prolonged service / process disruptions resulting in adverse community reactions and possible financial loss. | Moderate 5 | 1. Business Continuity Framework to be developed and used to draft standardised Sectional BCP's. 2/10/15 Completed. 2. Additional continuity plans to be implemented across the organisation. 3. Regular review and testing required. | Additional resources required. | BCP Management policy and procedures adopted August 2015. Responsible areas to draft identified critical function BCPs. Constraint - Lack of Resources. | (30/1/15: 80%) | 30/06/2016 | 19/2/16: Airport's component now completed. Office of CEO |
| 8 | Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs. | High 5 | (1) Annual review and report on implementation of disaster mitigation strategies. 17/7/15; (2) Forward works program to be developed for disaster mitigation strategies to be submitted through Council's capital project evaluation and subject to funding approvals under the Natural Disaster Relief Program, or similar, as offered by the State Government. | Budgets for project specific mitigation strategies. | Funding and resources | 19/2/16: 100% 50% | 6/10/2015 | 19/2/16: Completed. Note from Risk Management Officer: The future controls have been listed as completed and as such, next reporting period this risk will be re-assessed and removed from the Further Treatment summary table unless when assessed it falls within the reporting parameters. Regional Services |

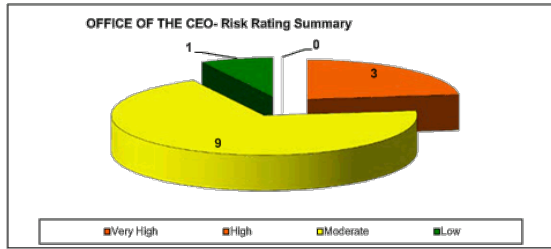
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Office of the CEO Risk Register -
Quarterly Update as at
19 February 2016**

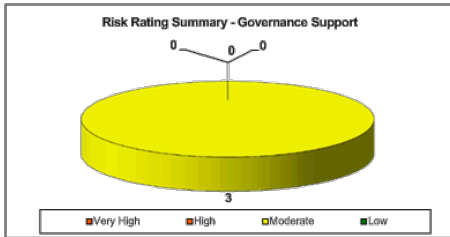
Meeting Date: 26 April 2016

Attachment No: 4

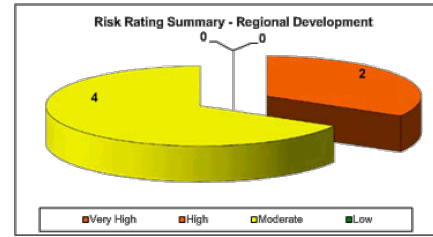
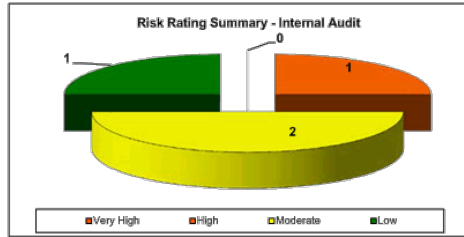
ERM RISK SUMMARY REPORT Office of the CEO Risk Profile



Next reporting period this will show 8 not 9 Moderates owing to Risk # 104 rolling up into the Corporate Risk #10



Next reporting period this will show 2 not 3 owing to Risk # 104 rolling up into the Corporate Risk #10



OFFICE OF THE CEO
Risks - 'Very High' and 'High'

| Risk No. | Risk | Current Risk Rating | Current Controls | Risk Evaluation |
|----------|---|---------------------|---|---------------------|
| 101 | Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict. | High 4 | (1) & (2) Annual risk based audit planning highlights risks vs the required or appropriate need for internal audit coverage. (4) External Consultants (4) Audit Committee | Accept Risk (ALARP) |
| 109 | Failure to take advantage of Rockhampton Region's economic development opportunities which can result in limited growth of Council's rate base. | High 5 | 1. Appointment of Manager Economic Development. 2. Appointment of Senior Resource Advisor to focus on opportunities arising for the Rockhampton Region from the Central Queensland resource sector. 3. Working with the Commonwealth and Queensland Governments and the Rockhampton Region community to maximise economic development opportunities. 4. Promotion of regional economic development opportunities in the media and at appropriate conferences and other forums. | Accept Risk (ALARP) |
| 330 | Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city. | High 4 | 1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training. 30/1/15: 3. (1) Use attrition opportunities to hire new staff with required skill sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit. | Accept Risk (ALARP) |

OFFICE OF THE CEO
Risks Requiring Further Treatment (ALL)

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Additional Management Comments |
|----------|---|---------------------|--|---|---|------------|--|--|
| 111 | Failure to collaborate with Rockhampton Region's business groups and businesses, which could lead to initiatives failing to attain their true potential, and/or possible business closures, resulting in limited growth of Council's rate base and Council's reputation affected. | Moderate 5 | Enter into funding agreement with Capricorn Enterprise | Within already defined resource/budget allocation | Funding agreement needs to be signed by both parties. | 0% | (29/01/16: 31/12/2015) | 19/2/16: Regional Development / Economic Development |
| 112 | River Festival has low attendance or is cancelled resulting in loss of revenue and reputational damage. | Moderate 6 | (1) Investigate insurance cost/benefit | Budget allocation | 0 | 0% | 19/2/16: 30/06/16 01/08/2015 | 19/02/2016 : Extend due date time frame to 30 May 2016 as the insurance review has been scheduled to be reviewed at that time. Regional Development - Regional Promotions |

| ROCKHAMPTON REGIONAL COUNCIL | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|------------------|---|-------------------------|--|----------------------------|---|--------------------|---------------------|---------------------|--|--|---------------------------------------|------------------------|----------------------|------------|------------------|---|----------------------|-------------------------------|----------------|---|
| OFFICE OF THE CHIEF RISK REGISTER - 2015 Reporting Cycle to 31 February 2016 (to be updated by Council 2016) | | | | | | | | | | | | | | | | | | | | | | | |
| IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS | | | | | | | | | | RISK ANALYSIS | | RISK EVALUATION & FUTURE RISK TREATMENT | | FUTURE CONTROL & RISK TREATMENT PLANS | | | | | RISK AVOIDANCE | | | | |
| Risk Identification | Link to Planning | What areas of responsibility | Risk Category | Risk Consequences | Potential Impact/Status | Existing Controls Implemented by Risk Owner | Control Effectiveness | Control Owners | Risk the Community | Rate the Likelihood | CURRENT RISK RATING | Risk Evaluation (Risk Control's Effectiveness) | Future Risk Controls | Control Implementation/Reporting | Resource/Budget Needed | Performance/Outcomes | % Complete | Completion Date | Risk Avoidance (to be completed by Risk Owner) | Responsible Unit | Risk Owner | Next | MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN ATTACHED 3 - 7, 9, 10 AND 11-15 |
| 10 | Provide resources, including and assigning investigation services | Provision of an audit advisory service to Council - may not be available for some Councils | Business Process | 1. Disrupt services to Council 2. Disrupt services to Council's operations, employees and/or customers | 3. Moderate | Speech relation to the board/committee | 3. Publicly Effective | Chief Audit Executive | 3 | A | Low | Acceptable (L/MS) | | | | | | | QA1 - DELIVER Quality Customer Service and Support to Council | Internal Audit | Chief Audit Executive | CEO of the CRD | NOTE: No change |
| 11 | Deliver and Define necessary costs and estimates | How Council has set financial targets for the year and the next financial year | Finance | 1. Bad weather conditions leading to loss of revenue 2. Financial model not aligned with regional needs 3. Does not align with regional needs | 3. Minor | 1. Monitoring the financial and resource 2. Appropriate resources/controls through the budget process 3. Process adaptation to ensure risks remain within capacity | 3. Publicly Effective | Manager Regional Finance | 3 | C | Low | Low Risk | 1. Increase the number of staff 2. Increase the number of staff | Manager Regional Finance | Budget of Council | | | 100% Q1/2016 | None | Regional Development | Manager Regional Finance | CEO of the CRD | NOTE: The risk has been reduced by the implementation of the new financial model. |
| 12 | Administered through the development of a business plan for the next financial year | How Council has set financial targets for the year and the next financial year | Information | 1. Bad weather conditions leading to loss of revenue 2. Financial model not aligned with regional needs 3. Does not align with regional needs | 3. Moderate | 1. Early Review consultation 2. Regular Council Development and change related activities | 4. Substantively Effective | Chief Executive and Manager Strategic Development | 3 | D | Low | Acceptable (L/MS) | | | | | | | | Regional Development | Manager Strategic Development | CEO of the CRD | NOTE: The risk has been reduced by the implementation of the new financial model. |
| 13 | Use of the Council's resources to deliver services to the community | How Council has set financial targets for the year and the next financial year | Legal | 1. Disrupt services to Council 2. Disrupt services to Council's operations, employees and/or customers | 3. Moderate | 1. Council policy review and consultation to ensure compliance 2. Council policy review and consultation to ensure compliance 3. Council policy review and consultation to ensure compliance | 4. Substantively Effective | CEO | 3 | C | Low | Acceptable (L/MS) | | | | | | | | Office of the CEO | Manager Compliance | CEO of the CRD | NOTE: The risk has been reduced by the implementation of the new financial model. |
| 14 | Use of the Council's resources to deliver services to the community | How Council has set financial targets for the year and the next financial year | Legal | 1. Disrupt services to Council 2. Disrupt services to Council's operations, employees and/or customers | 3. Moderate | 1. Council policy review and consultation to ensure compliance 2. Council policy review and consultation to ensure compliance 3. Council policy review and consultation to ensure compliance | 3. Publicly Effective | Chief Executive and Manager Strategic Development | 3 | B | Low | Acceptable (L/MS) | | | | | | | | Office of the CEO | Manager Compliance | CEO of the CRD | NOTE: The risk has been reduced by the implementation of the new financial model. |
| 15 | Provide resources, including and assigning investigation services | Provision of an audit advisory service to Council - may not be available for some Councils | Legal | 1. Disrupt services to Council 2. Disrupt services to Council's operations, employees and/or customers | 4. Major | 1. Council policy review and consultation to ensure compliance 2. Council policy review and consultation to ensure compliance 3. Council policy review and consultation to ensure compliance | 4. Substantively Effective | Manager Compliance Support | 3 | A | Low | Acceptable (L/MS) | | | | | | | | Office of the CEO | Manager Compliance Support | CEO of the CRD | NOTE: The risk has been reduced by the implementation of the new financial model. |
| 16 | Provide resources, including and assigning investigation services | Provision of an audit advisory service to Council - may not be available for some Councils | Legal | 1. Disrupt services to Council 2. Disrupt services to Council's operations, employees and/or customers | 4. Major | 1. Council policy review and consultation to ensure compliance 2. Council policy review and consultation to ensure compliance 3. Council policy review and consultation to ensure compliance | 4. Publicly Effective | CAE | 1 | C | Low | Low Risk | 1. Increase the number of staff 2. Increase the number of staff | CAE | Budget of Council | | | 100% 3/1/2016 | 1. Q1/2016 100% 2. Q2/2016 100% 3. Q3/2016 100% | Internal Audit | Chief Audit Executive | CEO of the CRD | NOTE: No change |

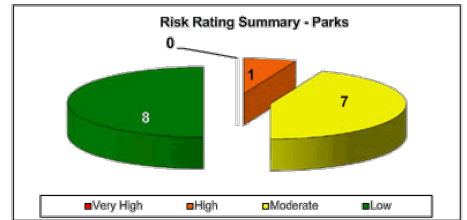
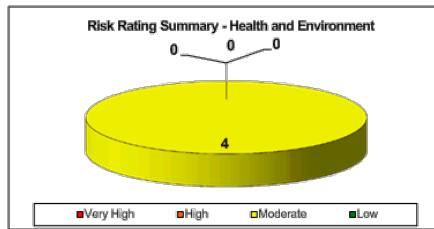
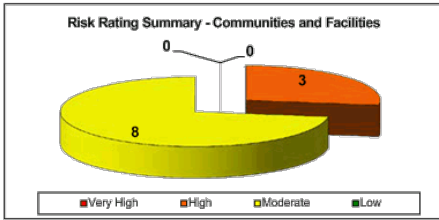
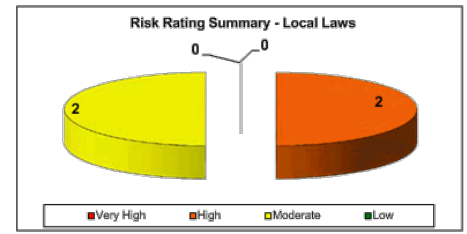
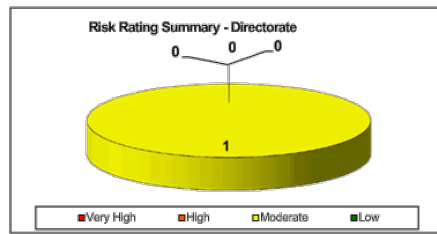
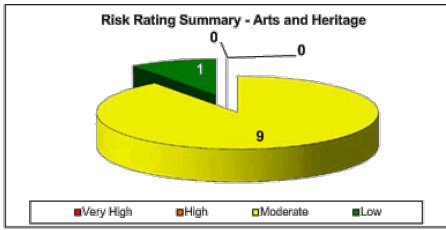
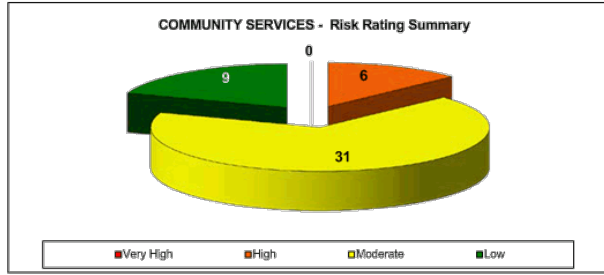
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Community Services Risk Register -
Quarterly Update as at
19 February 2016**

Meeting Date: 26 April 2016

Attachment No: 5

ERM RISK SUMMARY REPORT Community Services Risk Profile



**COMMUNITY SERVICES
Risks - 'Very High' and 'High'**

| Risk No. | Risk | Current Risk Rating | Current Controls | Risk Evaluation |
|----------|---|---------------------|---|---------------------|
| 414 | Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public. | High 4 | 1. Development and implementation of processes for engagement and training of volunteers. 2. Supervision of volunteer work on Council sites. | Treat Risk |
| 417 | Grant and sponsorship programs not delivered in accordance with regulations, policy and procedures resulting in loss of reputation for Council with community concerns about disbursement of funds, and withdrawal of matching funding from other levels of government meaning grant is unable to be offered. | High 4 | 1. Policy, procedure and funding regulations implemented and reviewed regularly. | Accept Risk (ALARP) |
| 421 | Inability to retain amenity of public buildings resulting in community concern and loss of reputation, with possible injury. | Moderate 5 | 1. Cleaning and maintenance schedule in place and reviewed in accordance with approved budget. 2. Hazard inspection reporting process. 3. Forward budget submissions presented annually. | Accept Risk (ALARP) |
| 422 | Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council. | High 4 | 1. Partial completion of conservation management plan (CMP) program, however not funded in 13-14 and 15-16 budget. 2. Identified assets requiring inspection included in planned maintenance subject to funding. 19/2/16 - 3. Forward budget submission referencing Risk Register, Corporate Plan and legislative requirement developed. 19/2/16 - 4. Conservation and Maintenance plans incorporated into Asset Register and Management Plan. | Treat Risk |
| 427 | Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction. | High 4 | 1. Budget submission for appropriate resources to address required compliance service levels. 2. Infringement financial management system (Pathways module). | Treat Risk |
| 429 | Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction. | High 4 | 1. Staff trained. 2. Local Law review. 3. Process and procedure review. | Treat Risk |
| 439 | Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation. | High 4 | 1. Clearing / forming control lines (in conjunction with QPWS) at base of Mt Archer/Berserker Ranges. 19/2/16: 2. Regional Fire Management Strategy completed. | Treat Risk |

Management's Comments

19/2/16: Believe risk, now that future controls have been completed, should be reduced to 3 and C (Moderate 5 current risk rating - previously 3 D High 4 rating). Note from Risk Management Officer: Owing to the completion of the Future Controls management has now re-assessed this risk's Current Risk Rating as Moderate 5 (previously High 4) and therefore it will be removed from the Very High and High Summary Table next reporting period.

COMMUNITY SERVICES
Risks Requiring Further Treatment (ALL)

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | MANAGEMENT'S COMMENTS | |
|----------|--|---------------------|---|--|--|---|---|--|--|
| 407 | Damage to Council facilities and equipment due to non-compliance by Hirers resulting in financial loss and loss of reputation. | Moderate 6 | (17/11/14 Improved business systems in the Venue Operations Unit) | (1) Capital budget provided for new venue management system. | Suitability of existing commercial venue management systems. | 25% | 30/08/2015 | 18/2/16: | Manager Arts and Heritage |
| 411 | Child and youth risk management strategies not in place for regulated businesses, high risk activities and special events in accordance with the requirements of the Children and Young People and Child Guardian Act 2000 resulting in children being exposed to harm, Council being exposed to liability issues and reputational damage. | Moderate 5 | 1. Implementation of blue card policy and procedure throughout Council; 2. Development of child and youth risk management strategy; 3. Development and implementation of risk management plan for special events. (17/11/14: 4. Blue Cards needs assessment for individual on expiry of current card.) | Staff time. | 1. Managers not updating PDs for Blue Card requirement; 2. HRA not supplying information to Senior Admin Officer. | 17/7/15: 75% 17/4/15-20/1 | 17/7/15: 31/12/2015 17/4/15-30/06/2015 (30/4/15-30/08/2014) | 18/2/16: | General Manager Community Services: 30/1/16 |
| 413 | Child Care Centre does not meet the National Quality Standard and is unable to operate resulting in loss of service to community, loss of income and reputation for Council. | Moderate 6 | Ensure policies, procedures and programs are compliant with NQS for 2014 assessment. | Staff time and training. | Staff not providing programs at acceptable standard. | 90% | 17/7/15: 30/6/2016 (30/6/2015) | 19/2/16: Advice received from Department Education and Training that next assessment will be undertaken in March-April 2016. Note: the 2014 assessment did not take place. | Manager Communities and Facilities |
| 414 | Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public. | High 4 | 1. Training procedures for volunteers being updated; 2. Responsibility for volunteers at some sites being transitioned to community organisations. | Staff time to deliver training. | 1. Ability to provide training at suitable times for volunteers; 2. Staff resource to supervise work at some sites. | 50% | 02/10/15: 31/12/2016 12/3/15-30/6/2016 (30/6/2015) | 19/2/16: No changes required | Manager Communities and Facilities |
| 422 | Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council. | High 4 | (2) Develop a 5-10 year maintenance and renewal strategy based on valuations and condition assessments. | To be determined based on strategy. | Insufficient budget resource to complete Conservation Management Plans and undertake required works. | 70% | 02/10/15: 30/6/2017 (30/1/15-30/6/2014) | 19/2/16: No change required | Manager Communities and Facilities |
| 427 | Council does not meet its legislative and service delivery responsibilities for local users' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction. | High 4 | 1. Effective infringement financial management process to be put in place. 2. Internal Audit Process Review. | (1) System update budget. (2) Existing staff and resources. | Available budget | 17/7/15: 30% (25%) | (17/4/15: 30/6/2016) 30/06/2016 | 19/2/16: | Manager Community Standards and Compliance |
| 429 | Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction. | High 4 | 1. Reviews to be completed - 1a) Internal Audit Process Review; 1b) Legal review of Local Laws. 2. Membership subscription to LGAQ's Legislation Compliance Service. 3. Join SEQ Regional Animal Management group (SEQRAM). | 1a) Existing staff and resources. 1b - 3) Review of budget required. | 19/2/16: (1a) Review of Council's Animal Management function currently being undertaken - scheduled to be completed by May 2016. 19/2/16: (1b) Additional project officer employed to conduct legal review of Local Laws - to be completed June 2017. Constraint: Available budget | 5% | (17/4/15: 30/12/2016) 31/12/2014 | 19/2/16: | Manager Community Standards and Compliance |
| 431 | Animal housing at the Zoo does not meet the required standard (inclusive of: animal husbandry, record keeping, staffing & asset renewal) resulting in: Loss of zoo licenses / closure of facility; Injury or death to an animal; Negative public perception; Staff turnover; Injury or death to zookeepers. | Moderate 6 | 1. Documented procedures rolling review. 2. Develop, implement, and annually review development plan (in line to budget required) to upgrade exhibitions and achieve implementation of the approved/ultimate zoo master plan. 3. Staff to monitor and contribute to reevaluation of industry guideline standards. | Annual Budget External contractors to be used. Staff time and management overview. | (17/11/14 Procedure Manual review / update is continuing.) | 19/2/16: 20% 40% | 30/06/2016 | 19/2/2016 - Improvements in enclosure continuing. Policies, procedures SOP and work instructions being reviewed for completeness and level of staff understanding/engagement. | Manager Parks |
| 433 | Loss of information and critical cemetery records (paper/electronic) resulting in poor service delivery through: inability to provide information to families/funeral directors for future/past burial information and replace historical records - some information lost forever; and reliance on data with inefficient communication networks. | Moderate 7 | (17/11/14 Delivery of replacement system by IT Services; Data transfer to new system to be programmed.) | (17/11/14: \$90,000 carried forward 13/14 revised budget.) | Alternative / replacement database system for UniCEM explored and coded. | 16/02/16 - 100% 02/10/15- 65% 17/2/15- 90% (17/04/15- 80%) | 02/10/15: 31/12/16 (17/11/14- 30/03/2016) | 19/2/16: Works completed on installation, testing of new information system, data transfer and cleaning nearing completion. Based on progress - please make the following changes: G - add 4. UniCEM replaced with RegenOne, system in use and data transferred. K - change C to A (amending Current Risk Rating from Moderate 5 to Moderate 7) M - change to ALARP Note from Risk Management Officer: As the future controls have been listed as completed and the risk re-assessed as ALARP, next reporting period it will be removed from the Further Treatment Summary table unless it later falls within the reporting parameters. | Manager Parks |

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | MANAGEMENT'S COMMENTS | |
|----------|--|---------------------|--|---|--|---|--|--|---------------|
| 434 | Insufficient interment space for future burials leading to damage to council's reputation and loss of revenue. | Low 3 | (17/1/14 Development plan commenced regarding the expansion of Grocemere Cemetery pursuant to Council resolution.) | 30/1/15: 2014-15 Revised budget to include option to commence planning and design for Grocemere expansion into 2014-15. Budgeted for commencement in 2015-16 FY. | Council direction - no further expansion at Rockhampton Memorial Gardens. Conservation Management Plans not funded in 2015/16 budget | 19/2/16: 100% 02/10/2015- 45% 17/2/15- 30% (17/04/15- 15%) | 02/10/15: 30/06/2017 04/06/2016 | 19/2/16: Completed. As the expansion of the Grocemere Cemetery and re-opening of Nth Rockhampton to new burials has been approved by Council, please make the following changes: G - add to 2, supported approved and funded, add 3, North Rockhampton Cemetery re-opened to new burials K - change B to A (removing Current Risk Rating from Low 8 to Low 9) M - change to ALARP Note from Risk Management Officer: As the future controls have been listed as completed and the risk re-assessed as ALARP, and reporting period it will be removed from the Further Treatment Summary table unless it later falls within the reporting parameters. | Manager Parks |
| 439 | Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation. | High 4 | Manager Parks to finalise development and implementation of a regional fire mitigation strategy in collaboration with state government agencies and property owners. | (17/11/14 Nil) | 19/2/16: MoU with QPWS for maintenance of fire control line at Mt Archer drafted - with QPWS for review. Constraint - at the moment a completion date is outside Council's control. | 02/10/15: 95% 17/2/15- 90% 70% | 02/10/15: 31/12/15 31/12/2014 | 19/2/16: Progress - Mt Morgan and Rural lands sub plans completed. Change Control Effectiveness from None or Totally Ineffective to Partially Effective. At the moment a completion date is outside Council's control. | Manager Parks |
| 440 | Tree falls resulting in: injury/death; damage to property; damage to Council's reputation; negative financial impact. | Low 7 | 1. Review and update Street Tree Policy and Procedure (19/2/10) and submit Street and Parks Tree Master Plan for approval to implement. 2. Programmed maintenance works to be implemented to full capacity. 3. Ergon Service Level Agreement to be in place and implemented. | Staff time and management overview, possible external review and update Nil Nil. | Nil | 60% | 19/2/16: 30/04/2016 31/12/2015 | 19/2/16: | Manager Parks |
| 443 | Loss of significant/historic/ iconic botanical collections resulting in negative publicity and loss of reputation; region's "green" status; iconic material; and research opportunities. | Moderate 6 | 1. Review, update and implement existing land & conservation management & succession plans. 2. Complete the identification of the current collection as part of the succession plan. | Staff time and management overview. | | 0 40% | 30/06/2016 | 19/2/16: | Manager Parks |
| 444 | Inadequate/ inappropriate open space does not meet the community's requirements/ expectations resulting in lack of: standardised infrastructure charges; consistency and quality of the asset including land; lack of benchmark for Council/ developer Standards; unwanted contributed assets; leading to reputational damage; social problems and; financial impacts. | Moderate 5 | 1. Develop & implement a Parks Infrastructure Strategy for conditioning of new development. 2. Develop a local parks contribution policy. 3. Complete & implement Landscape Guidelines (as part of CMDG). 4. Open Space Strategy to be reviewed and implemented (inc service levels). | | | 0 70% | 31/12/2016 | 19/2/16: | Manager Parks |
| 446 | Integrity of land-fill caps, where Council is now using the space for public use (eg: parks), is impacted through an event occurring causing exposure of toxins, hazards etc (eg: TC Marla causing tree fall and erosion) resulting in: public health and safety; financial; and environmental repercussions. | Moderate 7 | 1. Continuous review and updating of Site Management Plan 2. Site remediation priorities to be determined, planned and implemented | Yet to be determined (Kershaw remediation is now estimated at \$5.4m. The amount for other sites is hard to assess generically.) | Public perception Funding | 02/10/2015: 15% 2% | 19/2/16: 30/06/2017 04/12/2015 | 19/2/16: O - change to Coordinator Parks Planning and Projects S - amend to 30/06/2017, the initial date was more related to Kershaw - rather than whole of estate) | Manager Parks |

| ROCKHAMPTON REGIONAL COUNCIL RISK REGISTER - COMMUNITY SERVICES 2016 Reporting Cycle as at 30 February 2016 Risk Register Approved by Council XX/2016 | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|------------------|--|---------------------------|--|--------------------------|---|----------|-------------------|---------------------|---------------------|--|--|------------------------------------|---|------------------------|------------|-----------------|---|------------------|--|---|--|--------------------|--|
| IDENTIFY RISKS AND EXISTING CONTROL EFFECTIVENESS | | | | | | | | | | RISK ANALYSIS | | | RISK EVALUATION & FUTURE RISK TREATMENT | | | | | | | RISK ASSURANCE | | | | | | |
| Risk Identification | Links To Planning | Risk Profile (including Likelihood) | Risk Category | Risk Evaluation | Prevalent Exposure Status | Existing Controls implemented by Risk Owner | Control Effectiveness | Control Owner | Risk No. | Risk No. Comments | Risk No. Likelihood | CURRENT RISK RATING | Risk Evaluation (RISK PROFILE) TO COLUMN 12 OR 13, AS APPLICABLE | Future Risk Controls | Control Implementation/ Monitoring | Resource / Budget Requested | Performance Commitment | % Complete | Completion Date | Risk Assessment (to be completed by Risk Owner) | Risk Title | Risk Owner | Dept | MANAGEMENT'S CORRECTIVE ACTION PLAN CHANGES TO BE MADE TO DETAIL IN COLUMN 14, 15, 16 AND 17 | | |
| 417 | Deliver a range of outdoor and recreational development activities and programmes. | Local and regional programs are delivered in accordance with regulations, policy and procedures resulting in best practice for the Council with community services about disclosure of funds, and changes of conditions being given due to the development meeting panel is able to be closed. | Business Process | 1. Policies and procedures not applied to all applications under the standard management decision making process. 2. Council or management decision not in line with policy and procedures. | 3. Moderate | 1. Policy, procedure and existing regulations implemented and reviewed regularly. | 4. Effectively Effective | Manager Community Services and Facilities | 3 | | D | High | Accept Risk (RAMP) | | | | | | | | | Operational and Facilities | Manager Community Services and Facilities | Community Services | | |
| 418 | Engaged Visitor Management Plan address to reduce visitor control measures. | Standard does not have appropriate and implemented visitor management plan for reception and other visitors leading to potential for sign issues, public complaints and access, safety, negative waste and damage to Council's reputation. | Business Process | 1. The appropriateness of the plan. 2. Lack of resources. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 4. Major | 1. L & E Visitor Management Plan adopted, implemented and regularly reviewed. 2. For signage/visitors has been reviewed. | 4. Partially Effective | Manager Community Services and Reception and Reception Visitor Management | 3 | | C | Moderate | Accept Risk (RAMP) | | | | | | | | | Health and Management | Manager Community Services and Reception | Community Services | | |
| 419 | Engaged Pest Management Plan address to control pest species. | Standard does not have appropriate and implemented pest management plan for pest species and other animals leading to potential for sign issues, public complaints and access, safety, negative waste and damage to Council's reputation. | Business Process | 1. The appropriateness of the plan. 2. Lack of resources. 3. Changing legislation. 4. Signage or visitors. | 4. Major | 1. L & E Pest Management Plan adopted, implemented and regularly reviewed. 2. For signage/visitors has been reviewed. | 4. Effectively Effective | Manager Community Services and Reception and Reception Pest Management | 3 | | D | Moderate | Accept Risk (RAMP) | 1. Annual pest management plan with only effective control measures. 2. Review of control and effectiveness of measures. 3. Signage or visitors. | Manager Health and Environment | Existing | | | | | 31/03/2017 | | Health and Management | Manager Community Services and Reception | Community Services | |
| 420 | Provide regulatory and advisory responses to outdoor activities. | Standard does not have appropriate and implemented regulatory and advisory responses to outdoor activities. | Business Process | 1. Lack of resources. 2. Lack of training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 4. Major | 1. For signage/visitors has been reviewed. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 4. Effectively Effective | Manager Health and Environment and Reception Environmental Health | 3 | | C | Moderate | Accept Risk (RAMP) | | | | | | | | | Health and Management | Manager Community Services and Reception | Community Services | | |
| 421 | Provide regulatory and advisory responses to outdoor activities. | Standard does not have appropriate and implemented regulatory and advisory responses to outdoor activities. | Business Process | 1. Lack of resources. 2. Lack of training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 4. Major | 1. For signage/visitors has been reviewed. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 4. Effectively Effective | Manager Community Services and Reception and Reception Environmental Health | 3 | | C | Moderate | Accept Risk (RAMP) | | | | | | | | | Health and Management | Manager Community Services and Reception | Community Services | | |
| 422 | Provide compliance and regulatory responses to outdoor activities. | Standard does not have appropriate and implemented compliance and regulatory responses to outdoor activities. | Business Process | 1. Lack of resources. 2. Lack of training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 4. Major | 1. Budget submission for appropriate resources to address compliance and regulatory responses to outdoor activities. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 3. Partially Effective | Manager Community Services and Reception | 3 | | D | High | True Risk | 1. Collection of compliance and regulatory responses to outdoor activities. 2. Compliance and regulatory responses to outdoor activities. 3. Compliance and regulatory responses to outdoor activities. 4. Compliance and regulatory responses to outdoor activities. | Manager Local Government | 1. System update budget. 2. Review staff and resources. | 11/01/16 | 100% | 31/03/16 | | Local Government | Manager Community Services and Reception | Community Services | | | |
| 423 | Plan activities Local Government, performance, regulatory and standards. | Standard does not have appropriate and implemented plan activities Local Government, performance, regulatory and standards. | Business Process | 1. Inappropriate Local Government, performance, regulatory and standards. 2. Lack of resources. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 5. Moderate | 1. Review of Local Government, performance, regulatory and standards. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 3. Partially Effective | Manager Community Services and Reception | 3 | | D | High | True Risk | 1. Review of Local Government, performance, regulatory and standards. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | Manager Local Government | 1. Review of Local Government, performance, regulatory and standards. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 11/01/16 | 100% | 31/03/16 | | Local Government | Manager Community Services and Reception | Community Services | | | |
| 424 | Provide development programs for sporting and recreational purposes. | Programs that are provided to the community are not in line with the Council's strategic plan and are not in line with the Council's financial plan. | Business Process | 1. Lack of resources. 2. Lack of training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. 4. Signage or visitors. | 4. Major | 1. Review of Local Government, performance, regulatory and standards. 2. Adequate training. 3. Legislative impacts, eg changes in legislation with enhanced rules, etc. | 4. Effectively Effective | Sports and Recreation Services | 3 | | C | Moderate | Accept Risk (RAMP) | | | | | | | | | Sports and Recreation | Manager Sports and Recreation | Community Services | | |
| 425 | Provide the Council's waste, water, energy, programs and services. | Waste is not consistently managed in accordance with regulations, policy and procedures resulting in best practice for the Council with community services about disclosure of funds, and changes of conditions being given due to the development meeting panel is able to be closed. | Business Process | 1. Policies and procedures not applied to all applications under the standard management decision making process. 2. Council or management decision not in line with policy and procedures. | 3. Moderate | 1. Policy, procedure and existing regulations implemented and reviewed regularly. | 4. Effectively Effective | Manager Parks, Recreation and Services Administration | 3 | | D | Moderate | Accept Risk (RAMP) | | | | | | | | | | Operational and Facilities | Manager Parks, Recreation and Services Administration | Community Services | |

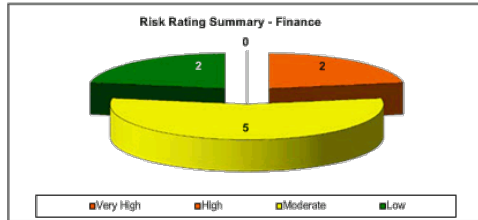
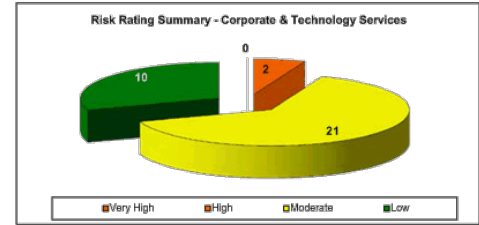
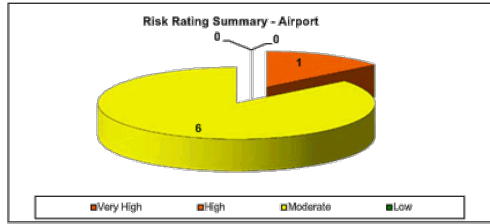
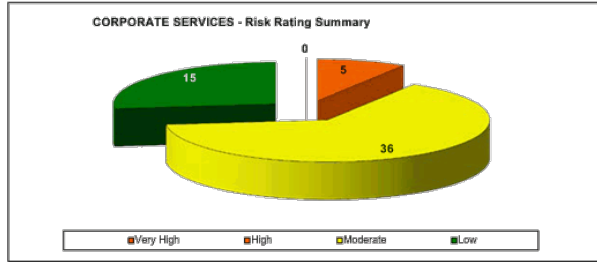
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Corporate Services Risk Register -
Quarterly Update as at
19 February 2016**

Meeting Date: 26 April 2016

Attachment No: 6

ERM RISK SUMMARY REPORT Corporate Services Risk Profile



CORPORATE SERVICES
Risks - 'Very High' and 'High'

| Risk No. | Risk | Current Risk Rating | Current Controls | Risk Evaluation |
|----------|--|---------------------|--|---------------------|
| 213 | Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response. | High 4 | 1. Vendor support for current technology (due to expire Dec 14). 2. Maintenance of adequate spares in-house (limited). 3. Some internal system redundancy. 4. Use of mobile phones in service areas. | Treat Risk |
| 223 | Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords. | High 4 | Manual system in place for the disposal of hardcopy documents only (electronic documents continue to grow exponentially) | Treat Risk |
| 249 | The operational capability of the airport is reduced or prevented altogether by an event (natural or technological) resulting in the inability of the airport to function effectively and provide normal services. | High 4 | 1. Offer alternate travel opportunities to the general public (ie. airline services out of Gladstone and Mackay). 2. Continually update Council website as a communication tool for the general public. 3. Plan to enable operations of the runway at reduced length for smaller capacity aircraft when necessary. 4. Airport has separate Industrial Special Risk Insurance which includes Business Interruption insurance covering additional costs of working to get the airport operational again after an event. | Treat Risk |
| 251 | The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions. | High 5 | 1. Undertaken training workshops with Council on Financial Sustainability and implications of change. 2. Include a lower reliance on grants and subsidies from other levels of government in Council's long term financial forecast. 3. Conservative financial forecast estimates. 4. Conservative estimates used in conjunction with DA applications. 5. Align related capital expenditure directly with developer contributions. 6. Using historical forecasts trending with wetter seasons. | Accept Risk (ALARP) |
| 253 | Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims. | High 5 | 1. Align related capital expenditure directly with developer contributions. 2. Maintain Asset Management Plans and budget accordingly. 3. Budget conservatively with regular reviews of capital program. | Treat Risk |

CORPORATE SERVICES
Risks Requiring Further Treatment (ALL)

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Additional Management's Comments |
|----------|---|---------------------|--|---|--|--|---|---|
| 213 | Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response. | High 4 | Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan - 1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gramscara infrastructure. | 18/2/16: \$895,000 | 18/2/16: Contract awarded to a local company - Secorey's Communications Construction work completed; installed communications antennas at repeater sites. Commissioning first batch of 40 radio units (20%) for Rockhampton City area. Stage 2 delay due to land tenure issues for repeater infrastructure installation. 02/10/15: Tender awarded. - Purchase order approved and initial contractor engagement and final design work underway. | 18/2/16: 60% 02/10/15: 85% 10% | 18/2/16: Stage 1 - 30/9/16 Stage 2 - 30/10/16 30/10/15 - Expected completion June 2016. | Corporate and Technology / Fleet Services |
| 223 | Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/retire eRecords. | High 4 | The Records Archiving, Retention and Disposal (RARDD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording). | Resources available. Requirements analysis to be undertaken. | 18/2/16: ECM 4.03 Live, new draft File Plan 80% complete. Disposal schedule under review in line with State Archives requirements. (30/4/15-ECM major upgrade planned 1 st Qtr June 2015 is expected to address electronic archival and disposal.) | 18/2/16: 0% 30% | To be advised 0 | Corporate and Records Management |
| 235 | Failure to have an efficient and effective Enterprise Risk Management system integrated and embedded through the whole of Council resulting in ineffective decision making having strategic, financial, legal, compliance, safety and service delivery impacts. | Moderate 5 | 17/4/15: Research and implement a risk management software application to support ERM functions | 17/4/15: Budget proposed 2015/16 | 02/10/15: ISSG approved as a project to assess the suitability of either the TechnologyOne solution or the RiskWare solution. | 0% | 30/06/2016 | 18/2/16: No Change Corporate and Technology / Property & Insurance |
| 244 | Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct, resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport. | Moderate 6 | Upgrade airport lighting system. | Budget of \$7.5m over three years has been allocated | 17/7/2015 - Stage 3 delayed due to military exercise Tallman Station. Commissioning now due late September. 17/4/15: Cyclone Marcia has delayed works but still tracking for June 30 completion. In order to reduce risk main runway transformers replaced in the interim and circuit reliability improved from 0 megohms to 0.3 megohms. Contract awarded for stage 3 and contractors to commence Feb 2015. | 18/2/16: 90% 21/10/2015: 85% 4/7/2016: 80% (17/4/2015: 70%) | 18/2/16: 30/06/2016 4/7/2016: 34/6/2016 (Stage 3: 30/6/2016) | Airport |
| 245 | Security breach or threat at the airport resulting in possible death or injury, reputation damage to the airport, additional costs, disruption to airline services due to airport closure, infrastructure damage, fines in relation to a regulatory breach. | Moderate 6 | Replace hard key system on all gates and access points with proxcard electronic card system so lost cards can have access withdrawn. | Budget has been provided under Security upgrade | 17/7/2015: Locks acquired however installation of the hot spot readers to enable update of access cards has been delayed due to technical IT issues experienced by Chubb expected. | 18/2/16: 80% 21/6/2016: 85% 17/7/2016: 75% (17/4/2015: 60%) | 18/2/16: 30/06/2016 4/7/2016: 31/12/2015 (17/4/15: 20/6/2016) | Airport |

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Additional Management's Comments | |
|----------|---|---------------------|--|--|--|--|--|---|---------|
| 247 | Airport revenue decreases over a sustained period resulting in the airport performance KPIs not being met, budgetary impacts, reduced availability of funds for capital programs. | Moderate 3 | Redevelop the airport terminal to increase retail revenue. | \$5-50m | 2/17/15: At the Business Enterprise meeting on 5/11/2014 the Terminal redevelopment report was received. It is anticipated that a review will occur in the 3rd quarter. | 80% | Terminal now- 30/06/2018 | 18/2/16 - Accept the risk on this one. The terminal redevelopment is not likely to make a material difference to the business should an unidentified situation occur. In addition, a final Council decision will be required. Note from the Risk Management Officer: As such, the Future control will be removed next reporting period, the risk reassessed and removed from the Future Treatment summary table. | Airport |
| 248 | Airport assets not maintained, upgraded, inspected or monitored effectively in accordance with regulatory requirements resulting in possible death or injury, reputational damage, compliance failure, reduced service delivery, WH&S fine. | Moderate 6 | Facility maintenance and condition assessment inspection schedules are in the process of being completed and detailed in Conquest. Consultant engaged to identify critical infrastructure and to load into Conquest to ensure regular maintenance is performed. | Facilities Co-ordinator providing resources. 2/10/15: Avron lighting for Royal Flying Doctor Service and Code B aircraft parking area completed. 17/7/15: Additional budget- provided for upgrade of Regular Public Transport and General Aviation apron lights in 2016/17. Budget funds are available over next few years for consultant to complete critical infrastructure assets in Conquest. | 18/2/16: 80% 2/10/2016- 80% 17/7/15- 80% (2/1/15- 80%) | 17/7/15- 30/6/2017 (18/1/16- Stage 1)- 30/06/2016 | 18/2/16: Further work to progress on the Asset Management Plan | Airport | |
| 249 | The operational capability of the airport is reduced or prevented altogether by an event (natural or technological) resulting in the inability of the airport to function effectively and provide normal services. | High 4 | Develop a contingency plan for reduced or ceased terminal operation capacity and ensure all planning is integrated into any whole of council planning for business continuity management. | Require assistance from Consultant and Council Officers to formulate Continuity planning. | 17/7/15: Version 2 of the draft Business Continuity Plan has been completed and is being reviewed by internal stakeholders and benchmarked with similar sized Council airport plans. | 18/2/16: 100% 2/10/2016- 60% (2/2/16- 50% (00%)) | 17/7/15- 31/12/2015 (18/1/16- 30/06/2016) | 18/2/16: Completed. Note from the Risk Management Officer: Future control has been listed as completed and, as such, next reporting period will be reassessed and removed from the Future Treatment summary table. | Airport |
| 253 | Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims. | High 5 | 1. Enhanced capital expenditure reporting for monitoring purposes. | No | 17/7/15: Whilst full asset management plans (AMPs) not adopted yet, a 10 year detailed capital program has been matched with long term financial forecast which is the basis for review of all AMPs. | 17/7/15: 05% (18/1/16- 50%) | 2/10/15- 30/06/2016 (18/1/16- 30/06/2016) | 18/2/16: 75% Asset Management Plans adopted for Water and Sewerage for 2016. Once these asset management plans are all re-updated, this risk should be accepted on the combination of regular review of Financial Plans and Asset management Plans manage any changes on the horizon. | Finance |

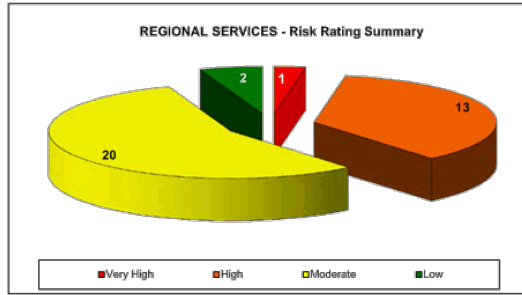
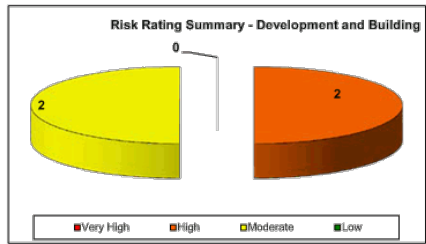
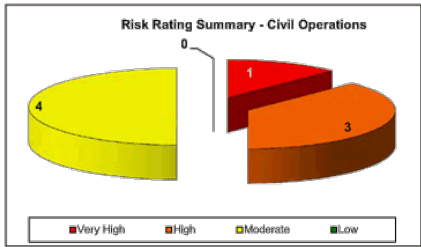
**RISK REGISTERS - QUARTERLY
UPDATE AS AT 19 FEBRUARY 2016
AND PRESENTATION OF THE RISK
REGISTERS**

**Regional Services Risk Register -
Quarterly Update as at
19 February 2016**

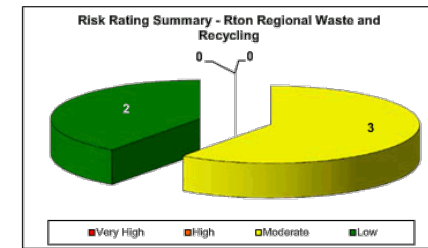
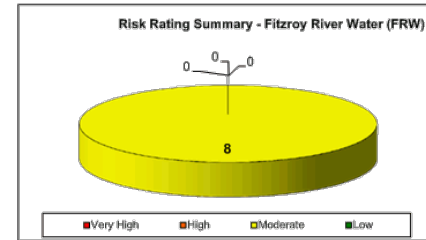
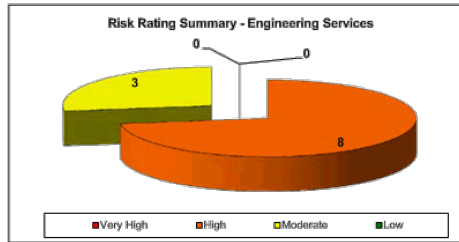
Meeting Date: 26 April 2016

Attachment No: 7

ERM RISK SUMMARY REPORT Regional Services Risk Profile



Risk #335 (Moderate) will be removed from graph next reporting period



Risk #335 (Moderate) will be removed from graph next reporting period

REGIONAL SERVICES
Risks - 'Very High' and 'High'

| Risk No. | Risk | Current Risk Rating | Current Controls | Risk Evaluation |
|----------|--|---------------------|--|---------------------|
| 301 | Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end users for purposes, seeing corporategenerational plan objectives not being addressed and Council's credibility with the community being impacted. | High 4 | (1) Oversee and report to General Manager Regional Services: (1a) Review fortnightly expenditure reports. (1b) Close supervision of site activities. (1c) Monitor resource utilisation onsite. (2) Funding shortfall on overall program requiring prioritisation of projects. | Treat Risk |
| 302 | Increased input costs not factored in to budgets thus resulting in inability to fully complete stated work programs. | High 4 | 1. Anticipate increased input costs when drafting budget. 2. When preparing budget for main material and resource components, forecast costs are obtained where possible. | Accept Risk (ALARP) |
| 304 | Failure of operation asset condition (roads, drainage, etc.) leading to injury or death of public staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council. | Very High 2 | (1) Routine and reactive inspections to identify defects. (2a) Improved inspection systems and resourcing (previous risk treatment plan) (2b) Safety matters discussed at all Toolbox sessions. | Treat Risk |
| 308 | Landslip and/or rocks on road along Pitbeam Drive at Mt Archer - pose a threat to safety of road users resulting in public liability. | High 5 | 1. Shut road to traffic in significant rain events. 2. Speed restricted to 40 km/h. 3. Fallen rocks warning signs installed. 4. Inspect road after major rain events and at monthly intervals to remove rocks and check that 40 km/h speed restriction and Fallen rocks warning signs are in place. | Accept Risk (ALARP) |
| 310 | Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council. | High 4 | (2.) Production of specific training & development plans for technical & professional staff has commenced for Design Services only at this stage. | Treat Risk |
| 311 | Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished. | High 4 | 1. Employment of some RPEQs in required positions. 2. Quality Assurance (QA) System implemented in Design Office. 3. Professional Indemnity Insurance coverage. 4. Public Liability Insurance coverage. | Treat Risk |
| 312 | Inadequate Developer Contributions for Infrastructure resulting in a cost impact on ratepayers and reduction in funds available for other projects. | High 4 | The Adopted Infrastructure Charges Resolution under State Planning Regulatory Provisions (SPRP) has been adopted by Council. | Treat Risk |
| 313 | Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council. | High 4 | 1. Drawing Register database has been developed. 2. Design Office engineering drawings are being electronically stored and made accessible through GIS. 3. As-Constructed processes are in place through the operational works process. | Treat Risk |
| 315 | Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFSS). | High 4 | 1. (1.) Corporate capital planning framework currently in place. 2. (2.) Pre-project planning and design program initiated to provide early design of known fixed year projects. 3. (2.) Project Scoping confirmation process developed and implemented as part of design process. | Treat Risk |
| 316 | Inadvertent non-compliance with design requirements or legislative requirements leading to installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural /cultural assets. | High 5 | 1. Implementation of QA systems. 2. Employment of qualified and experienced staff. 3. Identification of professional development and training needs after completion of training gap analysis. 4. Ongoing training for Civil Designers and appropriate checklist provided as part of QA processes. | Treat Risk |
| 319 | Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Group's (LDMG) ability to respond to and recover from disaster events. | High 5 | 1. (1.) Annual recruitment drive 2. (1.) Annual refresher to be run for trained guardian users; and 3. (1.) Full guardian training provided for new volunteers. 4. (1.) LDCC Standard Operating Procedures developed and distributed; and 5. (1.) An annual simulated exercise is carried out. 6. (2) Information on roles and responsibilities available. 7. (3) Managerial support is evident. | Treat Risk |
| 320 | Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in community expectations unable to be met; a negative financial impact and reputational damage to Council. | High 5 | 1. Disaster Management Officer responsible for liaising with and assisting local SES groups. 2. Employment of full time paid SES Controller. 3. SES funding included within current budgets and appropriate funding grant opportunities identified and sourced to assist with costs. Disaster Management Officer responsible for liaising with Old Fire and Emergency Services (OFES) and assisting SES groups. | Treat Risk |
| 331 | Changes to State law that reduce revenues for essential Council services, e.g. Development Assessment will result in less capacity to provide planning services, requiring supplemental funding from other sources, e.g. increased rates. | High 4 | Current fees address service level requirements. | Accept Risk (ALARP) |
| 332 | Failure to collect revenue results in less funds available and lack of confidence in Council business practices. | High 5 | (1) Customer financial management system (Pathway) | Treat Risk |

REGIONAL SERVICES
Risks Requiring Further Treatment (ALL)

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Management's Comments | |
|----------|---|---------------------|--|---|--|--------------------------------|---|--|---|
| 301 | Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/performance plan objectives not being addressed and Council's credibility with the community being impacted. | High 4 | 1. (2) Design Services to design high risk projects prior to drafting budget to provide design estimates. Apply cost inflation to design estimates to update estimate to proposed budget period. 2. (2) Coordinators Urban and Rural Operations to prepare estimates for new projects and the Manager Civil Operations to review estimates. 3. Project management framework including project plans to be implemented. | Additional Design resources required to provide designs and estimates for critical projects prior to drafting budget. | (17/11/14: No additional design staff appointed. Forward planning for 2016/17 Capital Works Budget has not commenced). | 17/7/15: 60% (12/14/15-40%) | 17/1/15: 30/12/16 (34/14/15-30/06/2014) | 18/2/16: 99% of projects are having estimates undertaken by either design or Civil Operations Engineers. | Civil Operations |
| 303 | Loss of/damage to office and depot facilities with an impact on ability to coordinate and deliver services. | Moderate 6 | Obtain generator to provide emergency power to depots - liaise with Facilities to achieve outcome. | Budget required to provide connection and test run hired generator. | (17/11/14: Not carried out) | 0% | 18/2/16: 30/06/2015 | 18/2/16: Generator plug in point and generator for the Civil Operations unit is being priced. Change completion date to 30 June 2016 by which date prices will be available and a decision made on proceeding. | Civil Operations |
| 304 | Failure of operation asset condition (roads, drainage, etc.) leading to injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council. | Very High 2 | (1) Fine tune and review the ongoing Civil Operation asset condition inspections, which are conducted in conjunction with Council's Asset Management Unit for assets, facilities & major projects. (Note - Civil Operations inspect rural roads but the Asset Management Unit inspect urban roads) | Staff Resources | Lack of staff in Assets - Provision of inspection services by Asset Services and reporting of defects identified has not progressed significantly and it is doubtful it will under the current structure. No change to status. | 17/7/15: 50% (17/1/15: 40%) | 18/2/16: 31/12/2016 17/1/15: 31/12/2015 28/02/2015 | 18/2/16: No additional resources have been given. However, PACAS (Road Asset Condition Assessment System) is being used to regularly run the urban roads (March each year) to help identify issues. Change completion date to 31/12/2016 to attempt to get changes made. | Civil Operations |
| 310 | Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council. | High 4 | 1. (1) Undertake staffing level review and business planning for Engineering Services. 2. (2.) Improve focus on professional development and training (including graduate development program) by management implementing appropriate training and development plans and staff completing them. | Professional Development Training Budgets required | Lack of resources and higher priorities impacting on time available for implementation and completion. | 2/10/15: 60% (30/11/15-40%) | 17/7/15: 1/7/2016 (30/11/15-31/12/2015) | 18/2/16: | Engineering Services |
| 311 | Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished. | High 4 | 1. (1) Make RPEQ qualification mandatory for some positions in the future. 2. (2.) Request technical staff to obtain their RPEQ if possible. | Resources required through the Training Assistance process | 1. Requires study assistance. 2. Lack of incentive to obtain RPEQ qualification - owing to the level of responsibility and potential liability that attaches to the RPEQ rather than the organisation. | 17/7/15: 50% (30/1/15-10%) | 31/12/2016 | 18/2/16: | Engineering Services |
| 312 | Inadequate Developer Contributions for Infrastructure resulting in a cost impact on ratepayers and reduction in funds available for other projects. | High 4 | 1. Further assessment & refinement of existing adopted charges resolution to ensure adequacy and accuracy. 2. Council adoption of SPA compliant Priority Infrastructure Plan (PIP). | 0 | Lack of willingness of Council to apply full charges. | 2/10/15: 90% (30/11/15-80%) | 2/10/15: 30/06/2016 30/1/16: Completion date to be aligned with adoption of new planning scheme and LGIP. (17/11/14: 31/12/2014) | 18/2/16: | Engineering Services / Strategic Infrastructure |
| 313 | Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council. | High 4 | 1. Plan and implement completion and population of central registry for planning studies. 2. (1.) Continued population of drawing register database and scanning and loading of engineering drawings into GIS. 3. (2.) Retrieval of historical development plans to be scanned and loaded into GIS. 4. Identify and acquire (if necessary) appropriate storage areas for records. | Requires Dedicated Project Admin/technical Librarian support | Lack of a plan and resources. | (30/1/15: 30%) | 30/06/2016 | 18/2/16: | Engineering Services |
| 315 | Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (p. 176). | High 4 | 1. Continued refinement of forward works program. 2. (2. & 3.) Development of indicative estimating tool. 3. Develop Network specific prioritisation processes. | Budget, IT Support, Software. | Availability of personnel to do this work. | 17/7/15: 70% (60%) | 01/07/2016 | 0 | Engineering Services |

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Management's Comments | |
|----------|---|---------------------|---|--|--|---------------------------------|---|--|--|
| 316 | Inadvertent non-compliance with design requirements or legislative requirements leading to installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural / cultural assets. | High 5 | (3. & 4.) Improved focus on professional development & training by completing and implementing appropriate training and development plans. | Training Budget | Budget and available time. | 10/2/16: 100% (30/1/15- 80%) | 01/07/2015 | 18/2/16: Completed. Note from Risk Management Officer: The future controls have been listed as completed and, as such, next reporting period this risk will be removed from the Further Treatment Summary Table unless when re-assessed it falls within the reporting parameters. | Engineering Services / Design Services |
| 319 | Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Groups (LDMG) ability to respond to and recover from disaster events. | High 5 | (1.) Consider implications of sourcing volunteer staff from outside of Council. | Administration and consultations support to develop professional recruitment drive. Leadership team direction and support for release of personnel from normal duties. | Adequate time to develop and prepare recruitment resources. | 2/10/15: 70% (30/1/15- 40%) | 17/7/15: 1/7/2016 (01/07/2015) | 18/2/16: | Engineering Services / Disaster Management |
| 320 | Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in community expectations unable to be met; a negative financial impact and reputational damage to Council. | High 5 | Implement MOU with EMQ regarding shared management responsibilities for the SES, supported with appropriate funding and training. | 0 | Lack of time and resources to develop MOU. | (30/1/15: 60%) | 17/7/15: 1/7/2016 (01/07/2015) | 18/2/16: | Engineering Services / Disaster Management |
| 322 | Failure to comply with legislative requirements for water and sewerage services resulting in fines, loss of reputation and environment or health impacts. | Moderate 5 | 1. Conduct condition assessment and review maintenance strategy for monitoring equipment. 2. Alternative power supply to be installed at critical sites. 3. Seek Council approval, and implement Sewerage Treatment Plant Strategy. | (1, 2 & 3) Budget (3) Project delivery staff | (30/1/15: (1) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. (3) STP strategy adopted by Council and projects underway.) 17/11/14: (1) Staff availability. (2 & 3) Budget. (3) Staff capacity and capability. | 17/7/15: 20% (30/1/15- 15%) | 31/12/2015 | 18/2/16: | FRW |
| 323 | Failure to adequately maintain process assets resulting in fines, loss of revenue, disruption to services and loss of reputation. | Moderate 5 | 1. Seek Council approval and implement Sewerage Treatment Plant Strategy. 2. Implement rolling condition assessment program. | 1. Project Delivery Staff 2. Budget | 2/10/15: Progress with the decommissioning of the West Rockhampton STP potentially delayed by 12 months with the deferment of the commencement of construction of a new sewer rising main by Council despite budget being approved. 17/7/15: Constraint - securing Council support for continuation of previously adopted recommendations to proceed with the decommissioning of the West Rockhampton STP. 30/1/15: (1) STP strategy adopted by Council and projects underway. (2) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. 17/11/14: 1. Budget. 2. Staff capacity & capability. | 17/7/15: 15% (30/1/15- 50%) | 31/12/2015 | 18/2/16: No change to this risk nor any additional comments or changes required. | FRW |
| 324 | Inadequate physical security resulting in disruption or loss of critical services and supply, serious injury or death, damage to assets, theft, and damage to reputation. | Moderate 5 | 1. Conduct audit of signage at all sites and update as necessary. 2. Finalise and implement FRW Maintenance Strategy. | (1 & 2) Staff (1) Budget | Staff availability | 17/7/15: 75% (20%) | 10/2/16: 30/6/2016 12/2/15: 31/12/2015 (01/12/2014) | 18/2/16: Physical security upgrades being implemented using capital budget allocations. Please change completion date to 30 June 2016. | FRW |
| 325 | Failure of Water Treatment Plant resulting in loss of supply for extended period, financial loss, loss of reputation, public health risk, safety risk; and breach of license conditions. | Moderate 5 | 1. Security cameras and equipment to be installed and monitored via SCADA software. 2. FRW Maintenance Strategy. 3. Investigate backup power options. | (1, 2 & 3) Staff (1) Budget | (1) Awaiting budget approval. (2 & 3) Staff availability. | 17/7/15: 50% (30/1/15- 20%) | 2/10/15: 30/6/2016 12/2/15: 31/12/2015 (01/12/2014) | 18/2/16: Security audit to be completed by external consultant for SCADA security - commencing in March 2016. CCTV installation work being completed as part of current capital budget. Note from Risk Management Officer - a typo was made in the completion date in last quarter's update - it should have shown 30/6/2016 not 30/6/2015 - this has now been corrected. | FRW |

| Risk No. | Risk | Current Risk Rating | Future Risk Control(s) | Resources / Budget | Performance / Constraints | % Complete | Completion Date | Management's Comments | |
|------------------------------|---|---------------------|---|--------------------------------------|---|--|---|--|--|
| 326 | Failure of Sewerage Treatment Plant resulting in breach of EPA license; serious disruption of services; serious litigation and financial loss; loss of reputation. | Moderate 5 | 1. Site specific SOPs. 2. Investigate backup power options. 3. Implement FRWC's STP upgrade strategy. | (1, 2, 3) Staff. (3) Budget. | (1, 2) Staff availability. (3) Project staff. (4) Budget. | 19/2/16: 60% 17/7/16: 40% 30/11/16: 35% | 19/2/16: 31/12/2016 02/10/16: 30/06/2018 30/06/2017 | 19/2/16: Construction of Gracemore Sewerage Treatment Plant (STP) into works meeting completion. Progress made with review of STP site SOPs. Back-up power options being implemented through completion of 2015-16 capital projects. Please change completion date to 31 December 2016. Please change % completion to 60%. | FRW |
| 327 | Failure to supply safe drinking water due to contaminated raw water resulting in health related issues; serious disruption to services; financial loss; loss of reputation. | Moderate 6 | 17/4/15: 1. GM to present report to Council from independent review undertaken of FRW water treatment processes in dealing with high organic/manganese load in raw water supply. 2. FRW to prepare all hazards treatment option report for Council consideration. | 0 | 0 | 05/10/16: 80% 12/04/16: 30% | 2/10/16: 30/06/2016 30/06/2016 | 19/2/16: Technical specification of additional treatment processes being finalised for public tender. DWQMP review to incorporate findings from the TC Mania water quality event. | FRW |
| 329 | Failure to plan effectively and establish future requirements for water and sewerage infrastructure resulting in environmental license non-compliance; severely impacted service delivery; additional costs; loss of reputation. | Moderate 6 | 1. Work with Department of Energy and Water Supply on Raw Water Supply Reliability model. 2. Prepare a regional Water Supply strategy. | Staff | nil | 19/2/16: 100% 12/2/16: 60% 30/11/16: 30% | 17/7/16: 31/12/2016 30/06/16 | 19/2/16: Strategic action plan adopted by Council in late 2015 with work now progressing on identified options and actions. Please change % complete to 100%. Note from Risk Management Officer: The future controls have been listed as completed and, as such, next reporting period this risk will be removed from the Further Treatment Summary Table unless when re-assessed it falls within the reporting parameters. | FRW |
| 332 | Failure to collect revenue results in less funds available and lack of confidence in Council business practices. | High 5 | 1. Develop process and workflow to facilitate collection. 2. Review with Council re threshold for collection activity. | Can be done with existing resources. | Constraints - age of some overdue payments may make collection difficult. | 30/1/16: 90% | 19/2/16: 30/06/2016 31/12/2016 | 19/2/16: Still waiting to go to Council (after election) - change completion date to 30/6/18. | Development and Building |
| 334 | Failure to manage hazard conditions and negative impacts on environmental resources will result in increased damage to Council property and loss of environmental functionality and aesthetic amenity which will damage the reputation of Council for management of these services. | Moderate 5 | 1. Utilize best practices and fact based data to inform Officer recommendations. 2. Enhance training of officers in communication of message. | Within existing resources. | Constraints - turnover of staff, policy, and decision makers. | 19/2/16: 100% 30/11/16: 80% | 31/12/2015 | 19/2/16: 100% Completed. Note from Risk Management Officer: The future controls have been listed as completed and, as such, next reporting period this risk will be removed from the Further Treatment Summary Table unless when re-assessed it falls within the reporting parameters. | Development and Building |
| 336 | Failure to undertake long-term planning for the provision of future waste and establish a new landfill airspace and/or alternative waste technologies for the community - beyond the operational life of the existing facilities at Rockhampton and its surrounds prior to the closure of the existing Lakes Creek Road Landfill - current closure date December 2016 which would result in the community not having any location to effectively dispose of its waste causing possibly a decrease in public health and a significant potential for large scale environmental harm to be caused. | Moderate 6 | 1. Education of Councilors and community on need for, and costs associated with, waste management. Dependent on site and/or technology identified... 2. Controls to be decided and put in place within 19 years (current site has a 30 year life - 2035) 3. Once site and/or technology identified, increased intensity and focus of education of Councilors and community. | TBA | 19/2/16: 132216: New location conditions for the Lakes Creek Road Augmentation as an acceptable outcome has to be approved by DEHP. | 0% | 19/2/16: 1 Continuous 2. 2021 3. TBA 30/03/2016 | 19/02/2016: EHP approval granted for extension of existing landfill for 20 years Note from Risk Management Officer: Owing to the above occurring the risk was re-assessed with the statement, causation, existing controls and their effectiveness, and any required future treatment plans have been modified. | Rockhampton Regional Waste and Recycling |
| NEWLY IDENTIFIED RISK | | | | | | | | | |
| 339 | The objectives, targets and actions plans contained in Council's Waste Reduction and Recycling Plan 2015-2024 (WRRP) (Strategic Waste Management Plan) are not realised affecting Council's reputation through broadening negative publicity with loss of customer confidence in the ability to manage a large facility/process on behalf of the community. | Moderate 5 | 1. Develop plans and budget to fulfil actions listed in the WRRP | \$200,000 | Lack of resources | 0% | 21/12/2016 | 0 | Rockhampton Regional Waste and Recycling |

| ROCKHAMPTON REGIONAL COUNCIL REGIONAL RISK REGISTER - Risk Register 2016 Reporting Cycle to 30 January 2016 (to be Adopted by Council 26/04/16) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--------------------------------------|-------------|---|------------------------|---|-----------------------|--------------------------------|----------------------|---------------------|---------------------|--|---|---------------------------------|--------------------------------------|--|----------------|---------------------------------------|--|------------------------|---|--------------------------|-------------------|--|----------------|--|--|
| IDENTIFY RISKS AND EXISTING CONTROL EFFECTIVENESS | | | | | | | | | | | | | RISK ANALYSIS | | | RISK EVALUATION & PRIORITY RISK TREATMENT | | FUTURE CONTROL & RISK TREATMENT PLANS | | | | | | | RISK AVOIDANCE | | |
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | | | | | |
| Risk Identification | Link to Planning | Responsible (including consequences) | EXPLANATION | Risk Context | Current Control Status | Existing Controls Implemented by Risk Owner | Control Effectiveness | Control Demands | Risk the Consequence | Risk the Likelihood | CURRENT RISK RATING | Risk Evaluation (Current Control Effectiveness - Risk is accepted) | Future Risk Controls | Control Implementation Strategy | Resource/Responsible | Performance/Completion | % Complete | Completion Date | Risk Avoidance (to be completed by Risk Owner) | Strategic Link | Risk Owner | Dept | | | | | |
| 003 | Provide regulatory and compliance services in line with regulatory requirements and best practice. | Business Services | | 1. Conflict between provisions and 2. insufficient management oversight. | 4. High | (1) Customer Council management system (Risklog) 2. ongoing indicative 3. Manager Development and Review | Highly Effective | Manager Development and Review | 4 | 5 | High 3 | Low Risk | 1. Review a process and procedure to further enhance 2. Review with Council to ensure compliance with regulatory requirements | Manager Development and Review | Can be done with existing resources. | Completion - up to some member agencies may require additional effort. | 85% (10/15/16) | 30/09/16 30/09/16 | 100% (16/16/16) | Development and Public | Manager Development and Business Building | Regional Services | | | | | |
| 007 | Provide value for money construction, maintenance and operational response services for transport and storage assets. | Enhancement | | 1. Differing views on priorities 2. inappropriate representation of all parties interests in decisions. | 3. Medium | (1) No for plan and manage "business as usual" - identify risks (2) Comprehensive assessment of each specific case after consultation (3) Regular meetings with project partners and other all related parties to be kept in place. | Highly Effective | Manager Civil Operations | 3 | 0 | Medium 1 | Accept Risk (Low) | | | | | | | | | Civil Operations | Manager Civil Operations | Regional Services | | | | |
| 008 | Provide value for money construction, maintenance and operational response services for transport and storage assets. | Enhancement | | 1. Differing views on priorities 2. inappropriate representation of all parties interests in decisions. | 3. Medium | (1) No for plan and manage "business as usual" - identify risks (2) Comprehensive assessment of each specific case after consultation (3) Regular meetings with project partners and other all related parties to be kept in place. | Highly Effective | Manager Civil Operations | 3 | 0 | Medium 1 | Accept Risk (Low) | | | | | | | | | Civil Operations | Manager Civil Operations | Regional Services | | | | |
| 009 | Operate and maintain sewerage network and treatment assets including in-use networks. | Enhancement | | 1. Poor non-revenue quality flow treatment 2. Change flow regime as a result of water cost changing the city council's flow management strategy. | 4. High | (1) Monitoring and condition checks to identify and manage additional risk of flow regime change. (2) Flow regime change monitoring in place - RPA. (3) Flow regime change monitoring in place - RPA. (4) Flow regime change monitoring in place - RPA. (5) Flow regime change monitoring in place - RPA. (6) Flow regime change monitoring in place - RPA. (7) Flow regime change monitoring in place - RPA. (8) Flow regime change monitoring in place - RPA. (9) Flow regime change monitoring in place - RPA. (10) Flow regime change monitoring in place - RPA. | Highly Effective | Manager PW | 4 | 1 | High 1 | Low Risk | 1. Review 1. GB to ensure compliance with current standards 2. Review 1. GB to ensure compliance with current standards 3. Review 1. GB to ensure compliance with current standards 4. Review 1. GB to ensure compliance with current standards 5. Review 1. GB to ensure compliance with current standards 6. Review 1. GB to ensure compliance with current standards 7. Review 1. GB to ensure compliance with current standards 8. Review 1. GB to ensure compliance with current standards 9. Review 1. GB to ensure compliance with current standards 10. Review 1. GB to ensure compliance with current standards | | | | | | | | | | | | | | |
| 007 | Operate and maintain sewerage network and treatment assets including in-use networks. | Enhancement | | 1. Poor non-revenue quality flow treatment 2. Change flow regime as a result of water cost changing the city council's flow management strategy. | 4. High | (1) Monitoring and condition checks to identify and manage additional risk of flow regime change. (2) Flow regime change monitoring in place - RPA. (3) Flow regime change monitoring in place - RPA. (4) Flow regime change monitoring in place - RPA. (5) Flow regime change monitoring in place - RPA. (6) Flow regime change monitoring in place - RPA. (7) Flow regime change monitoring in place - RPA. (8) Flow regime change monitoring in place - RPA. (9) Flow regime change monitoring in place - RPA. (10) Flow regime change monitoring in place - RPA. | Highly Effective | Manager PW | 4 | 1 | High 1 | Low Risk | 1. Review 1. GB to ensure compliance with current standards 2. Review 1. GB to ensure compliance with current standards 3. Review 1. GB to ensure compliance with current standards 4. Review 1. GB to ensure compliance with current standards 5. Review 1. GB to ensure compliance with current standards 6. Review 1. GB to ensure compliance with current standards 7. Review 1. GB to ensure compliance with current standards 8. Review 1. GB to ensure compliance with current standards 9. Review 1. GB to ensure compliance with current standards 10. Review 1. GB to ensure compliance with current standards | | | | | | | | | | | | | | |
| 007 | Operate and maintain sewerage network and treatment assets including in-use networks. | Enhancement | | 1. Poor non-revenue quality flow treatment 2. Change flow regime as a result of water cost changing the city council's flow management strategy. | 4. High | (1) Monitoring and condition checks to identify and manage additional risk of flow regime change. (2) Flow regime change monitoring in place - RPA. (3) Flow regime change monitoring in place - RPA. (4) Flow regime change monitoring in place - RPA. (5) Flow regime change monitoring in place - RPA. (6) Flow regime change monitoring in place - RPA. (7) Flow regime change monitoring in place - RPA. (8) Flow regime change monitoring in place - RPA. (9) Flow regime change monitoring in place - RPA. (10) Flow regime change monitoring in place - RPA. | Highly Effective | Manager PW | 4 | 1 | High 1 | Low Risk | 1. Review 1. GB to ensure compliance with current standards 2. Review 1. GB to ensure compliance with current standards 3. Review 1. GB to ensure compliance with current standards 4. Review 1. GB to ensure compliance with current standards 5. Review 1. GB to ensure compliance with current standards 6. Review 1. GB to ensure compliance with current standards 7. Review 1. GB to ensure compliance with current standards 8. Review 1. GB to ensure compliance with current standards 9. Review 1. GB to ensure compliance with current standards 10. Review 1. GB to ensure compliance with current standards | | | | | | | | | | | | | | |

| ROCKHAMPTON REGIONAL COUNCIL REGIONAL SERVICES - RISK REGISTER (31/3 Reporting Cycle as at 30 February 2016, to be Adopted by Council 26/4/16) | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|-------------|--|------------------------|--|---------------------------|--|----------------------|---------------------|---------------------|---|--|--|--|------------------------------|-------------|-----------------|--|--|--|-------------------|
| IDENTIFY RISKS AND EXISTING CONTROL EFFECTIVENESS | | | | | | | | | | | RISK ANALYSIS | | RISK EVALUATION & PRIORITY RISK TREATMENT | | FUTURE CONTROL & RISK TREATMENT PLANS | | | | | | RISK AVOIDANCE | |
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | |
| Risk Identification | Links To Planning | Business Plan (including consequences) | EXPLANATION | Risk Context | Current Control Status | Existing Controls Implemented By Risk Owner | Control Effectiveness | Control Owners | Risk No. Consequence | Risk No. Likelihood | CURRENT RISK RATING | Risk Evaluation: Current Rating To Explain Why Risk is accepted | Major Risk Category | Control Implementation Strategy | Resource/Staffing Resource | Performance/Compliance | % Complete | Completion Date | Risk Avoidance To be completed by Risk Owner | Section / Unit | Risk Owner | Dept |
| 293 | Provide engineering, construction planning and project management services for the rail corridor to the south of the community and regional | Provide rail corridor management services for the rail corridor to the south of the community and regional | Information | Delays to the implementation of planning studies and strategies, development applications, and engineering designs. | 4 Major | 1. Existing Regulatory processes have been developed 2. Design Office engineering designs are being implemented and made available through GIS. 3. An Accredited Professional Engineer is also through the implementation process. | 2. Partially Effective | Manager Engineering Services | 4 | 0 | High 4 | Very Low | 1. Poor and incorrect implementation and possibility of errors during the planning process. 2. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 3. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 4. A 3rd Accredited Professional Engineer is being recruited and working on the design process. | Coordinate Implementation Strategy Coordinate Implementation Strategy Coordinate Implementation Strategy | Design Services Regional Engineering Services Support | Full of plan and activities. | 100% (2016) | 31/03/2016 | Risk Avoidance To be completed by Risk Owner | Engineering Services | Manager Engineering Services | Regional Services |
| 296 | Provide engineering, construction planning and project management services for the rail corridor to the south of the community and regional | Provide rail corridor management services for the rail corridor to the south of the community and regional | Legal | Lack of understanding of design standards and requirements leading to compliance issues. Inadequate resources and expertise to deliver projects. | 4 Major | 1. Implementation of design standards and requirements leading to compliance issues. 2. Implementation of design standards and requirements leading to compliance issues. 3. Implementation of design standards and requirements leading to compliance issues. 4. Implementation of design standards and requirements leading to compliance issues. | 4. Inadequately Effective | Coordinator Civil Design | 4 | 0 | High 4 | Very Low | 1. An Accredited Professional Engineer is being recruited and working on the design process. 2. An Accredited Professional Engineer is being recruited and working on the design process. 3. An Accredited Professional Engineer is being recruited and working on the design process. | Coordinate Implementation Strategy Coordinate Implementation Strategy | Design Services Regional Engineering Services Support | Full of plan and activities. | 100% (2016) | 31/03/2016 | Risk Avoidance To be completed by Risk Owner | Engineering Services Design Services | Manager Engineering Services | Regional Services |
| 301 | Provide regulatory and compliance services for the rail corridor to the south of the community and regional | Provide rail corridor management services for the rail corridor to the south of the community and regional | Legal | Changes to legislation will require compliance services for the rail corridor to the south of the community and regional. | 4 Major | 1. Changes to legislation will require compliance services for the rail corridor to the south of the community and regional. | 4. Inadequately Effective | Manager Development and Building | 3 | 0 | High 4 | Avoided Risk (SLARP) | 1. Poor and incorrect implementation and possibility of errors during the planning process. 2. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 3. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 4. A 3rd Accredited Professional Engineer is being recruited and working on the design process. | Coordinate Implementation Strategy Coordinate Implementation Strategy | Design Services Regional Engineering Services Support | Full of plan and activities. | 100% (2016) | 31/03/2016 | Risk Avoidance To be completed by Risk Owner | Development and Building | Manager Development and Building | Regional Services |
| 303 | Provide regulatory and compliance services for the rail corridor to the south of the community and regional | Provide rail corridor management services for the rail corridor to the south of the community and regional | Legal | Changes to legislation will require compliance services for the rail corridor to the south of the community and regional. | 3 Major | 1. Changes to legislation will require compliance services for the rail corridor to the south of the community and regional. | 4. Inadequately Effective | Manager Development and Building Executive Manager Regional Development | 3 | 0 | High 4 | Avoided Risk (SLARP) | 1. Poor and incorrect implementation and possibility of errors during the planning process. 2. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 3. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 4. A 3rd Accredited Professional Engineer is being recruited and working on the design process. | Coordinate Implementation Strategy Coordinate Implementation Strategy | Design Services Regional Engineering Services Support | Full of plan and activities. | 100% (2016) | 31/03/2016 | Risk Avoidance To be completed by Risk Owner | Development and Building Regional Development | Manager Development and Building Executive Manager Regional Development | Regional Services |
| 304 | Provide regulatory and compliance services for the rail corridor to the south of the community and regional | Provide rail corridor management services for the rail corridor to the south of the community and regional | Public | Changes to legislation will require compliance services for the rail corridor to the south of the community and regional. | 6 Catastrophic | 1. Poor implementation of design standards and requirements leading to compliance issues. 2. Lack of safety practices on job sites. 3. Inadequate resources and expertise to deliver projects. | 4. Inadequately Effective | Manager Civil Operations | 6 | 0 | Critical 6 | Very Low | 1. Poor and incorrect implementation and possibility of errors during the planning process. 2. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 3. A 3rd Accredited Professional Engineer is being recruited and working on the design process. 4. A 3rd Accredited Professional Engineer is being recruited and working on the design process. | Coordinate Implementation Strategy Coordinate Implementation Strategy | Design Services Regional Engineering Services Support | Full of plan and activities. | 100% (2016) | 31/03/2016 | Risk Avoidance To be completed by Risk Owner | Civil Operations | Manager Civil Operations | Regional Services |

| ROCKHAMPTON REGIONAL COUNCIL REGIONAL SERVICES - RISK REGISTER (31/3 Reporting Cycle as at 30 January 2016, last updated by Council 26/1/16) | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---------------|-----------------|------------------------|---|-----------------------|------------------------------|----------------------|---------------------|---------------------|--|---|---------------------------------------|---------------------------|--------------------------|------------|-----------------|--|--|--|
| IDENTIFY RISKS AND EXISTING CONTROLS, EFFECTIVENESS | | | | | | | | | | RISK ANALYSER | | RISK EVALUATION & PRIORITY RISK TREATMENT | | FUTURE CONTROL & RISK TREATMENT PLANS | | | | | | RISK AVOIDANCE | |
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | | |
| Risk Identification | Link To Planning | Risk Factors (including consequences) | Risk Contexts | Risk Categories | Current Control Status | Existing Controls Implemented by Risk Owner | Control Effectiveness | Control Demands | Risk No. Consequence | Risk No. Likelihood | CURRENT RISK RATING | Risk Evaluation: Current Control No. EXISTING CONTROLS No. to be completed | Future Risk Controls | Control Implementation Strategy | Resource/Support Resource | Performance/Control Plan | % Complete | Completion Date | Risk Avoidance No. to be completed by Risk Owner | | |
| MANAGEMENT'S COMMITMENT: ON ANY CHANGES TO BE MADE TO THIS TABLE, IN COLUMNS B - P, A VALUE '0' IS | | | | | | | | | | | | | | | | | | | | | |
| 004 | Provide engineering, sustainability planning and preparation of engineering studies (such as water supply, sewerage, stormwater, and irrigation) | For information being added to an existing or new infrastructure plan, and development assessment, including water resources, stormwater, sewerage, stormwater, and irrigation. Council reports to Council on the monthly, and regular reports. | Strong | Water | 4 Major | 1. Additional resources applied to design infrastructure planning. 2. Quarterly report updates. 3. Increased staff use of consultancy support to address complex matters. 4. Engineering resources of great to assess at greater cost. | Effective | Cost/Staffing/Planning | 3 | A | Minor | Minor Risk (LAMP) | | | | | | | | Engineering Services/Construction Manager Engineering Services Regional Services | |
| 004 | Contribute to the delivery and sustainability of the Region's resources. | Failure to manage natural resources and manage impacts on environmental resources will result in decreased damage to natural resources and the environment. Sustainability and quality of life of the Region's resources. | Strong | Water | 3 Medium | 1. Joint evaluation of policy and decision making on benefits and consequences of EDR recommendations. | Effective | Manager Development Building | 3 | D | Minor | True Risk | 1. Additional resources applied to design infrastructure planning. 2. Quarterly report updates. 3. Increased staff use of consultancy support to address complex matters. 4. Engineering resources of great to assess at greater cost. | Manager Development Building | Watershed/Resource | Compliance/Performance | 100% | 30/01/16 | 100% | Manager Development Building Regional Services | |
| 004 | Provide water management services and services to the community and the Region's resources. | Failure to provide water management services and services to the community and the Region's resources will result in decreased damage to natural resources and the environment. Sustainability and quality of life of the Region's resources. | Strong | Water | 3 Medium | 1. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 2. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 3. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. | Effective | Manager Development Building | 3 | D | Minor | True Risk | 1. Additional resources applied to design infrastructure planning. 2. Quarterly report updates. 3. Increased staff use of consultancy support to address complex matters. 4. Engineering resources of great to assess at greater cost. | Manager Development Building | Watershed/Resource | Compliance/Performance | 100% | 30/01/16 | 100% | Manager Development Building Regional Services | |
| 004 | Provide water management services and services to the community and the Region's resources. | Failure to provide water management services and services to the community and the Region's resources will result in decreased damage to natural resources and the environment. Sustainability and quality of life of the Region's resources. | Strong | Water | 3 Medium | 1. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 2. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 3. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. | Effective | Manager Development Building | 3 | D | Minor | True Risk | 1. Additional resources applied to design infrastructure planning. 2. Quarterly report updates. 3. Increased staff use of consultancy support to address complex matters. 4. Engineering resources of great to assess at greater cost. | Manager Development Building | Watershed/Resource | Compliance/Performance | 100% | 30/01/16 | 100% | Manager Development Building Regional Services | |
| NEW RISKS LISTED BELOW HERE | | | | | | | | | | | | | | | | | | | | | |
| 000 | Provide water management services and services to the community and the Region's resources. | Failure to provide water management services and services to the community and the Region's resources will result in decreased damage to natural resources and the environment. Sustainability and quality of life of the Region's resources. | Strong | Water | 3 Medium | 1. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 2. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. 3. Council will make a formal decision to formally commit to water management services on a regular basis to ensure a consistent approach to water management services. | Effective | Manager Development Building | 3 | D | Minor | True Risk | 1. Additional resources applied to design infrastructure planning. 2. Quarterly report updates. 3. Increased staff use of consultancy support to address complex matters. 4. Engineering resources of great to assess at greater cost. | Manager Development Building | Watershed/Resource | Compliance/Performance | 100% | 30/01/16 | 100% | Manager Development Building Regional Services | |

11.12 HEATING OF THE MOUNT MORGAN SWIMMING POOL

| | |
|-----------------------------|--|
| File No: | 374 |
| Attachments: | Nil |
| Authorising Officer: | Margaret Barrett - Manager Parks Michael Rowe - General Manager Community Services |
| Author: | Sophia Czarkowski - Sports and Education Supervisor |
| Previous Items: | 9.2.2 - Heating the Mount Morgan Pool - Parks & Recreation Committee - 07 Jul 2015 9:00am |

SUMMARY

The Mount Morgan Swimming Pool is located in the Boyd Park precinct and primarily services the Mount Morgan community; the complex had 3,198 visitations in the 2014/15 season. Investigations into the options for heating a water body within the complex have been ongoing and are detailed in the report.

OFFICER'S RECOMMENDATION

THAT:

1. Council trial the provision of a bus service for Winter 2016 as outlined in Option Four of this report; and
2. Council apportion the remaining budget allocation to an alternative project within the Mount Morgan area as per Option Three of this report.

COMMENTARY

The Mount Morgan Heated Pool was officially opened on 22 May 1999 and featured a wet deck style design and is 10mx25m (three lanes) and 1m in depth (1.2m in centre). The heating infrastructure included both solar and gas heating.

Investigations indicate the Mount Morgan Heated Pool was decommissioned in 2006 due to issues surrounding the pool heaters, leaking, lack of patronage and high operational costs. Subsequent to its closure, the pool lay dormant until 2008 when some minor repair works, including the painting of the pool shell, were undertaken. The pool was not subsequently reopened as anticipated at that time.

In late 2010 Council Officers procured an engineering investigation to determine the viability of re-commissioning the heated pool. The Engineering Investigation, conducted by Cardno, was received by Council in January 2011.

A report was presented to Parks and Recreation Committee on 7 July 2015 and officers have continued to investigate options for heating of Mount Morgan Swimming Pool.

BACKGROUND

The Mount Morgan Swimming Pool is located in the Boyd Park precinct and primarily services the Mount Morgan community, the complex had 3,198 visitations in the 2014/15 season and Council expended \$175,000 in retainer fees in that same financial year.

A budgetary allocation of \$70,000 in the 2015/16 Financial Year has been set for heating of Mount Morgan Pool.

There are three (3) common types of heating for public swimming pools – electric, gas and solar. Industry standards and officer investigations have concluded that the most appropriate form of heating for the Mount Morgan Swimming Pool is electric heat pumps.

Council Officers have investigated the heating of the existing operational pool as well as the former heated pool.

Option One:

Heat the existing 30m pool at a capital outlay of \$845,135 this includes required upgrades to the existing pool plant and equipment. Existing pool plant is quite old and requires renewal to ensure compliance with current standards, to ensure we are providing a safe environment and to minimise the risk of issues relating to pool dosing and manual handling.

The increased operational expenditure is estimated to be \$76,497 per annum bringing the total annual operational cost of the facility to approximately \$296,747.

Option Two:

Leave the existing 30m pool as it and budget for replacement of the pool plant and equipment (~\$600,000) in the next 1-3 years. Heat the old enclosed learn to swim pool, which was decommissioned in 2006, a report conducted in 2011 indicated at that time the cost to recommission the pool would be approximately \$350,000. It must be noted that destructive testing was not conducted as part of the preparation of the report and it is assumed that the structural integrity of the pool is okay. Including standard industry escalations and new pool plant and equipment the estimated cost of recommissioning and heating the old heated pool is \$1,246,531.

Due to stereotypical use of small heated pools (e.g. elderly, young people) the water body is classified as a high risk operation. This, coupled with poor visibility of the water body from outside of the enclosure, would likely result in the requirement for a full time lifeguard to directly supervise the heated pool during its operational hours. The need for this additional Lifeguard would increase the cost of operating the Mount Morgan Pool Complex.

Due to the inclusion of a second water body on this site and the increased supervisory requirements it is predicted that operational expenditure will increase by 55%, from \$220,250 per annum to \$340,997.

Option Three:

Take no further action with respect to this project and allocate the funds to another community project within Mount Morgan:

- CBD revitalisation
- Improvements around Number 7 Dam

Option Four:

Due to the costs associated with the operation of a heated water body in Mount Morgan and the recorded attendance figures inferring a low patronage pool other alternatives have been considered. One such alternative is a trial bus service running twice per week (Wednesdays and Saturdays) from Mount Morgan to the 2nd World War Memorial Aquatic Centre enabling users access to heated water. This service would run during the winter season from 1 May to 31 August each year. The proposed trial period to understand demand for this service would operate in the 2016 winter season (01 May to 31 August).

Operation of a bus service for approximately 15 passengers twice per week depart Mount Morgan at 8am and return 2pm would be \$385 per trip. The cost for the trial period would be around \$13,500.

Users would still be required to pay the \$2 pool entry at 2nd World War Memorial Aquatic Centre.

PREVIOUS DECISIONS

Heating of the Mount Morgan Swimming Pool – Parks and Recreation Committee – 07 July 2015: It was resolved that Council support the Mount Morgan Pool operator in increasing annual visitation; and Council Officers scope the project and release an Invitation to Quote for heating the 30m pool with findings to be presented to Council through a further report.

BUDGET IMPLICATIONS

A budgetary allocation of \$70,000 for heating of a water body at Mount Morgan Pool exists in the 2015/16 Financial Year. With the revised estimates; this allocation in the draft Revised budget has been increased (in 2015-16 and 2016-17) to enable heating of the existing pool (option one).

The following cost predictions have been made for heating of the water bodies:

Existing Pool:

| | |
|---|-----------|
| Capital Expenditure: | \$845,135 |
| Additional Annual Operational Expenditure: | \$76,497 |
| Total Resultant Annual Operational Expenditure: | \$296,747 |

Old Heated Pool:

| | |
|---|-------------|
| Capital Expenditure: | \$1,246,531 |
| Additional Annual Operational Expenditure: | \$120,747 |
| Total Resultant Annual Operational Expenditure: | \$340,997 |

Provision of Bus Service:

The provision of a twice weekly bus service from Mount Morgan to 2nd World War Memorial Aquatic Centre is estimated to cost \$13,500 from 01 May to 31 August 2016.

12 NOTICES OF MOTION

Nil

13 QUESTIONS ON NOTICE

Nil

14 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.

15 CLOSED SESSION

In accordance with the provisions of section 275 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 275 of the *Local Government Regulation 2012*, for the reasons indicated.

16.1 Update on Rockhampton Hockey Association's Application for a second synthetic hockey surface

This report is considered confidential in accordance with section 275(1)(c) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage .

16.2 Defence advocate's contract

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

16.3 Legal Matters as at 31 March 2016

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

16 CONFIDENTIAL REPORTS

16.1 UPDATE ON ROCKHAMPTON HOCKEY ASSOCIATION'S APPLICATION FOR A SECOND SYNTHETIC HOCKEY SURFACE

| | |
|-----------------------------|---|
| File No: | 4199 |
| Attachments: | 1. Potential multiuse sporting facilities - land analysis |
| Authorising Officer: | Margaret Barrett - Manager Parks Michael Rowe - General Manager Community Services |
| Author: | Sophia Czarkowski - Sports and Education Supervisor |
| Previous Items: | 16.3 - Rockhampton Hockey Association Proposal for a second artificial surface - Ordinary Council - 12 Apr 2016 9:00am 11.4 - Rockhampton Hockey Association's request for an extension to its leased area to permit a second artificial surface - Ordinary Council - 08 Mar 2016 9.00 am 9.2.3 - Rockhampton Hockey Association and Rockhampton Netball Association - Grant Applications under the next round of Get Playing Plus Funding - Ordinary Council - 08 Sep 2015 9:00am |

This report is considered confidential in accordance with section 275(1)(c) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Rockhampton Hockey Association is seeking State Government funding for the construction of a second artificial surface. This report provides an update on further investigations regarding the proposal.

16.2 DEFENCE ADVOCATE'S CONTRACT**File No:** 10684**Attachments:** Nil**Authorising Officer:** Russell Claus - Executive Manager Regional
Development
Evan Pardon - Chief Executive Officer**Author:** Rick Palmer - Manager Economic Development

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

SUMMARY

This report seeks Council's authorisation of a contract for the provision of defence advocacy services.

16.3 LEGAL MATTERS AS AT 31 MARCH 2016

File No: 1392
Attachments: 1. Legal Matters as at 31 March 2016
Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy
Ross Cheesman - General Manager Corporate Services
Author: Travis Pegrem - Coordinator Industrial Relations and Investigations

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

SUMMARY

Coordinator Industrial Relations and Investigations presenting an update of current legal matters that Council is involved in as at 31 March 2016.

17 CLOSURE OF MEETING