



SPECIAL MEETING

AGENDA

11 JULY 2017

Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 11 July 2017 commencing at 9.00am for transaction of the enclosed business.

A handwritten signature in dark ink, appearing to be "CR", is positioned above the printed name of the Chief Executive Officer.

CHIEF EXECUTIVE OFFICER
5 July 2017

Next Meeting Date: 11.07.17

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

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 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

5 OFFICERS' REPORTS

5.1 2017-2018 OPERATIONAL PLAN

File No:	8320
Attachments:	1. Operational Plan 2017-2018 2. Corporate Plan 2017-2022 (incorporating 2017-2018 Operational Plan activities)
Authorising Officer:	Tracy Sweeney - Manager Workforce and Strategy Ross Cheesman - Deputy Chief Executive Officer
Author:	Allysa Brennan - Coordinator Corporate Improvement and Strategy

SUMMARY

Presenting the Rockhampton Regional Council's Operational Plan for the financial year 2017-2018 for adoption and Rockhampton Regional Council's Corporate Plan for the financial years 2017-2022 (incorporating the 2017-2018 Operational Plan activities) for information.

OFFICER'S RECOMMENDATION

THAT the:

1. Rockhampton Regional Council Operational Plan for financial year 2017-2018 be adopted; and
2. Rockhampton Regional Council Corporate Plan for the financial years 2017 – 2022 (incorporating the 2017 2018 Operational Plan activities) be received.

COMMENTARY

Section 174 of the *Local Government Regulation 2012* requires Council to adopt an Operational Plan each financial year. This is an annual document and, in simple terms, its purpose is to advise how Council intends to address its Corporate Plan over the coming financial year by outlining the activities and actions Council will undertake in accordance with the adopted budget. A Councillor workshop was conducted on 13 June 2017 to review and comment on the proposed Operational Plan.

Council's Corporate Plan for the financial years 2017-2022 was approved on 27 June 2017. The 2017-2022 Corporate Plan (incorporating 2017/18 Operational Plan activities) document has been created to provide information that easily identifies the linkages between the Corporate Plan and Operational Plan for the relevant financial year. This document will be updated each financial year with the new Operational Plan activities.

LEGISLATIVE CONTEXT

As per s174 of the *Local Government Regulation 2012* Council is required to adopt an annual Operational Plan. The *Local Government Regulation 2012* allows this Plan to be altered, by resolution, at any time during the year.

CONCLUSION

The Rockhampton Regional Council Operational Plan 2017-2018 which outlines activities and actions Council will undertake for the financial year is attached for Council consideration together with the 2017-2022 *Corporate Plan (incorporating the 2017 2018 Operational Plan activities)*.

2017-2018 OPERATIONAL PLAN

Operational Plan 2017-2018

Meeting Date: 11 July 2017

Attachment No: 1



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OPERATIONAL PLAN 2017-2018



WHAT IS AN OPERATIONAL PLAN?

The Operational Plan is an annual document which outlines activities and actions Council will undertake for the financial year in accordance with the adopted budget. These activities and actions directly align to Council's five year Corporate Plan strategies and overall themes:

1. Community
2. Economy
3. Environment
4. Service Excellence
5. Local Government Leader

Council's 2017-2022 Corporate Plan sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by Council are established based on the goals and outcomes identified in the Corporate Plan.

Each unit within Council aligns to at least one action within the Operational Plan. Employee's specific responsibilities and deliverables are then derived from these actions.

HOW IS PROGRESS REPORTED?

The Operational Plan provides the basis for reporting on progress towards Council's Corporate Plan strategies. Progress reports on achieving Operational Plan activities are presented to the Council on a quarterly basis.

Each unit also provides a further detailed monthly update report, to the relevant Council or Committee meeting. This report directly aligns to the unit's Operational Plan requirements.

COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER



1. Community

OUR GOAL

A connected community that values a sense of belonging; where residents celebrate their diversity and have modern services available to support a safe, healthy and engaged lifestyle now and into the future.

RELATED STRATEGIES AND PLANS

- Active Transport Plan
- Animal Management Strategy
- Conservation Management Plan
- Customer Service Standards
- Floodplain Management Strategy
- Local Disaster Management Plan
- Local Government Infrastructure Plan
- Mount Archer Activation Strategy
- Natural Hazards Risk Assessment
- Recreational Fishing Strategy
- Rockhampton Region Planning Scheme
- Wayfinding Strategy
- Workplace Health and Safety Management System Plan

OPERATIONAL PLAN 2017-2018

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

Regional Infrastructure and Facilities

1.1 Safe, accessible, reliable and sustainable infrastructure and facilities

1.1.1 Maintain high quality infrastructure				
Reference	Operational Action	Target	Department	Section
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Delivery of the annual operating budget to 95%	Regional Services	Fitzroy River Water Civil Operations Rockhampton Regional Waste and Recycling
			Community Services	Parks
1.1.1.2	Deliver the annual capital works program	Budget expenditure greater than 95%	Regional Services	Fitzroy River Water Civil Operations Rockhampton Regional Waste and Recycling Program Delivery
			Community Services	Parks
1.1.1.3	Ensure safe and reliable operation of raw water storages	Compliance with state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.4	Ensure safe and reliable treatment and supply of drinking water	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.5	Ensure safe and reliable transport and treatment of sewage	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.6	Ensure safe and reliable supply of non-potable water	Compliance with state legislation and national guidelines	Regional Services	Fitzroy River Water

1.1.2 Provide effective and efficient infrastructure services				
Reference	Operational Action	Target	Department	Section
1.1.2.1	Ensure infrastructure survey and design processes for Regional Services are conducted in a timely and efficient manner	Ensure capital project designs are available for final checking at least 30 business days prior to programmed commencement of works	Regional Services	Engineering Services
		On average, survey and design costs are less than 5% of the estimated project cost	Regional Services	Engineering Services
1.1.2.2	Provide an effective quality assurance system which supports the civil design function	No major non-conformances identified in the annual audit	Regional Services	Engineering Services
1.1.2.3	Effective delivery of major infrastructure projects	Project completed on time and budget	Regional Services	Program Delivery
1.1.2.4	Conduct an annual review of the 10 year forward works program for roads, pathways, stormwater, flood mitigation, water and sewerage new and upgrade projects	Annual review completed with 2018/19 budget submission	Regional Services	Engineering Services

1.1.3 Develop plans that support the delivery of trunk infrastructure and service future development				
Reference	Operational Action	Target	Department	Section
1.1.3.1	Conduct an annual review of the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure Projects	Annual review completed by 31 March 2018	Regional Services	Engineering Services
1.1.3.2	Develop governance arrangements for the ongoing management of the Capricorn Municipal Development Guidelines	Governance arrangements documented and endorsed by Council by 30 June 2018	Regional Services	Engineering Services
1.1.3.3	Develop a Strategic Infrastructure Plan	Strategic Infrastructure Plan endorsed by Council by 30 June 2018	Regional Services	Directorate
1.1.3.4	Develop and implement a strategic plan for the Region's open space, parks and streetscapes that improves amenity and encourages/ increases physical activity and builds communities	SPARC adopted by Council by 31 December 2017	Community Services	Parks
		Implement development actions in accordance with SPARC objectives and guidelines	Community Services	Parks

OPERATIONAL PLAN 2017-2018

1.1.4 Maintain Council buildings and facilities				
Reference	Operational Action	Target	Department	Section
1.1.4.1	Undertake required statutory maintenance	Compliance standards met	Community Services	Communities and Facilities
1.1.4.2	Clean and maintain Council buildings	Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation	Community Services	Communities and Facilities
1.1.4.3	Develop and implement conservation management plans for heritage listed buildings	Conservation Management Plan review conducted in accordance with schedule	Community Services	Communities and Facilities
1.1.4.4	Completion of a new animal pound facility at Gracemere	Completed in accordance with project schedule	Community Services	Planning and Regulatory Services



COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1.2 Regional public places that meet the community's needs

1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community				
Reference	Operational Action	Target	Department	Section
1.2.1.1	Provide venues suitable for community use	All venues are compliant with statutory requirements	Community Services	Communities and Facilities
1.2.1.2	Manage and maintain major parks, aquatic centres and sports facilities	All parks and facilities managed in accordance with management plans and contractual agreements	Community Services	Parks
1.2.1.3	Provide quality arts and cultural facilities throughout the Region	Deliver 100% of the See It Live program at the Pilbeam Theatre	Community Services	Arts and Heritage
		Community long-term use spaces at the Walter Reid Cultural Centre are 100% tenanted	Community Services	Arts and Heritage
		Deliver 100% of the Rockhampton Art Gallery program	Community Services	Arts and Heritage
1.2.1.4	Provide quality regional cemeteries to provide burial and memorialisation services	Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually	Community Services	Parks
1.2.1.5	Continued implementation of the Kershaw Gardens Restoration and Redevelopment Project	Completion of planned works as scheduled by 30 June 2018	Community Services	Parks
1.2.1.6	Facilitate Works for Queensland projects	Completion of projects in accordance with schedule	Community Services	Parks
1.2.1.7	Ensure the project steering group governance model is utilised when identifying needs and developing and delivering built infrastructure solutions	All significant projects to be designed and developed through a project control group/ project steering group governance model	Regional Services	Program Delivery

Safety

1.3 Safe places for our community

1.3.1 Public safety initiatives and emergency services and systems are in place to prevent crime and respond effectively if required				
Reference	Operational Action	Target	Department	Section
1.3.1.1	Maintain and monitor CCTV systems	System maintained in accordance with schedule	Community Services	Communities and Facilities
1.3.2 Public safety initiatives that enhance public amenity and lifestyle				
Reference	Operational Action	Target	Department	Section
1.3.2.1	Prevention of disease and adverse impact of domestic animals	Implement actions in accordance with the Animal Management Guidelines	Community Services	Planning and Regulatory Services
		Implement public health programs in accordance with schedule	Community Services	Planning and Regulatory Services
1.3.3 High risk events are identified and threat specific responses are developed				
Reference	Operational Action	Target	Department	Section
1.3.3.1	Natural and man-made hazard risk assessments are reviewed on a five yearly basis	The Natural Hazards Risk Assessment reviewed by 30 June 2018	Regional Services	Engineering Services
1.3.3.2	Local Disaster Management Plan Threat Specific Sub-Plans are maintained for high risk events	Flood Threat Specific Plan reviewed by 31 December 2017	Regional Services	Engineering Services
1.3.4 Maintain a safe work environment for all employees, volunteers and contractors of Council				
Reference	Operational Action	Target	Department	Section
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Achievement of 85% or greater compliance from the 2017 WHS Safety Audit	Corporate Services	Workforce and Strategy
		Achievement of KPIs in accordance with the Workplace Health and Safety Management System Plan	Corporate Services	Workforce and Strategy

1.3.5 Identify and implement disaster mitigation strategies to reduce impacts from disasters on the community and assets				
Reference	Operational Action	Target	Department	Section
1.3.5.1	Deliver and implement community disaster awareness education	Deliver and implement 'Be Prepared' disaster messaging by 30 September 2017	Regional Services	Engineering Services
		Two events conducted over the year	Regional Services	Engineering Services
1.3.5.2	Develop a plan for the effective safe management of waste during a disaster	Plan developed by 31 December 2017 and adopted by Council by 30 June 2018	Regional Services	Rockhampton Regional Waste and Recycling

1.3.6 Public safety initiatives and emergency response services and systems are in place to respond to a disaster effectively				
Reference	Operational Action	Target	Department	Section
1.3.6.1	Ensure the safe and reliable operation of raw water storages	Compliance with legislative requirements for dam safety management	Regional Services	Fitzroy River Water
1.3.6.2	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Annual review completed by 30 November 2017	Regional Services	Engineering Services
1.3.6.3	Conduct an annual preparedness activity in accordance with statutory requirements	Annual preparedness activity completed by 30 November 2017	Regional Services	Engineering Services
1.3.6.4	Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities	Local Disaster Management Group meet at least three times per year	Regional Services	Engineering Services

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Active and Healthy Lifestyles

1.4 Healthy living and active lifestyles

1.4.1 Healthy living opportunities and community activity programs are available				
Reference	Operational Action	Target	Department	Section
1.4.1.1	Increase utilisation through a range of entertainment, education and recreation events in parks	Undertake usage surveys of four parks per year	Community Services	Parks
1.4.1.2	Provide community sponsorship for activities in various sectors	Community sponsorship and grant funding applied in accordance with the guidelines	Community Services	Communities and Facilities
		Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines	Community Services	Arts and Heritage
1.4.1.3	Deliver a range of performances, programs and activities for various age groups	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Community Services	Arts and Heritage
1.4.1.4	Provide library services	Library services aim to meet key quality standards for public libraries	Community Services	Communities and Facilities
1.4.1.5	Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently	Service delivered in accordance with eligibility and funding arrangements	Community Services	Communities and Facilities



1.4.2 Ensure strategic place making, planning and regional development initiatives are targeted at understanding, promoting and enhancing sustainable development within the Region				
Reference	Operational Action	Target	Department	Section
1.4.2.1	Update Council's Active Transport Plan in response to the Open Space and Recreation Plan development	Pedestrian and cycle links identified in the Open Space and Recreation Plan are incorporated into the Active Transport Plan by 30 June 2018	Regional Services	Engineering Services
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	Regional Development and Aviation	Strategic Planning
		Develop a new Planning Assumptions Model (PAM) by 31 March 2018	Regional Services	Engineering Services
		Achievements of actions within the CBD Redevelopment Framework	Regional Development and Aviation	Strategic Planning

1.4.3 Provide opportunities for volunteers to contribute to the community				
Reference	Operational Action	Target	Department	Section
1.4.3.1	Engage volunteers to assist with the delivery of free community training at the Library Technology Centre and library events	Increase number of volunteer trainers	Community Services	Communities and Facilities
1.4.3.2	Engage volunteers to assist with activities in the zoo and selected major parks	Increase in number of volunteers by 10%	Community Services	Parks
1.4.3.3	Engage volunteers to assist with activities at the Heritage Village	Maintain and support volunteer engagement at the Heritage Village	Community Services	Arts and Heritage
1.4.3.4	Support community and volunteer organisations in the delivery of sport and recreation activities	Increase in number of organisations supported	Community Services	Parks

An Engaged and Connected Community

1.5 Inclusive, connected and informed community

1.5.1 Provide library facilities and programs that are inclusive and promote community development and cohesion				
Reference	Operational Action	Target	Department	Section
1.5.1.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Programs delivered annually with in excess of 1000 person participation rate	Community Services	Communities and Facilities
1.5.1.2	Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion	Deliver 2000 hours of contact community training	Community Services	Communities and Facilities
1.5.1.3	Provide a home delivery library service to people who are housebound	Increase in home delivery library loans	Community Services	Communities and Facilities



1.5.2 Regional and locality signage				
Reference	Operational Action	Target	Department	Section
1.5.2.1	Implement the Wayfinding Strategy across the Region	Update reports on implemented staged levels presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions

1.5.3 Provide the community with information/input about Council services, policies and decisions				
Reference	Operational Action	Target	Department	Section
1.5.3.1	Implement two-way conversation opportunities with the community	Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
1.5.3.2	Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software	Collate data and set benchmarks by 30 June 2018 to implement improvement targets for 18/19	Office of the CEO	Office of the Mayor/CEO
1.5.3.3	Position Council and My Rockhampton website event calendars as the go-to place for the Region	All Council and key local events listed on the website	Regional Development and Aviation	Regional Development and Promotions
1.5.3.4	Generate positive media coverage and community awareness of events, initiatives and general Council business	100 positive media releases and/or video digital content created and distributed annually	Office of the CEO	Office of the Mayor/CEO
1.5.3.5	Implement data collection tactics for direct communication with residents	Electronic direct mail out messages increase of 10%	Regional Development and Aviation	Regional Development and Promotions
1.5.3.6	Implement and deliver the My Rockhampton magazine and associated platforms	Three magazines designed and distributed per annum	Regional Development and Aviation	Regional Development and Promotions
1.5.3.7	Provide opportunities for all stakeholders to contribute to community decision making	Conduct annual Community Conversation forum campaigns across the Region	Office of the CEO	Office of the Mayor/CEO

1.6 Our sense of place, diverse culture, history and creativity are valued and embraced

1.6.1 Promote awareness programs of strong indigenous history and significant cultural representation				
Reference	Operational Action	Target	Department	Section
1.6.1.1	Inclusiveness in key projects and events	Report on programs undertaken and present to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
1.6.1.2	Support indigenous events and celebrations	Facilitate identified celebrations	Community Services	Communities and Facilities

1.6.2 Develop, maintain and promote our Region's history and places of local interest				
Reference	Operational Action	Target	Department	Section
1.6.2.1	Operate the Rockhampton Heritage Village	Heritage Village opened in accordance with operating hours and has total site visitation exceeding 30000 persons	Community Services	Arts and Heritage
1.6.2.2	Operate and manage the Rockhampton Botanic Gardens	Rockhampton Botanic Gardens opened in accordance with operating hours and managed in accordance with Strategic Master Plan	Community Services	Parks
1.6.2.3	Maintain the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection	Increase in research access requests by 10%	Community Services	Communities and Facilities

1.6.3 Develop, nurture and support local and Regional events and celebrations that enhance our community's sense of place and promote our cultural diversity				
Reference	Operational Action	Target	Department	Section
1.6.3.1	Deliver and support local events and celebrations	Conduct the Anzac Day dawn and civic ceremonies	Community Services	Parks
		Conduct Rockhampton Carols by Candlelight annual event	Community Services	Arts and Heritage
		Deliver Festive Season display throughout the Region	Community Services	Directorate
		Conduct Heritage Festival event	Community Services	Arts and Heritage
		Transition the CapriCon Steampunk and Pop Culture Convention to an annual event	Community Services	Communities and Facilities
		Conduct annual Harmony Day and Cultural events	Community Services	Communities and Facilities
		Conduct annual Rockhampton Cultural Festival	Community Services	Arts and Heritage
		Conduct civic events in accordance with the Civic Events Policy	Office of the CEO	Office of the CEO/Mayor

OPERATIONAL PLAN 2017-2018

1.6.3 Develop, nurture and support local and Regional events and celebrations that enhance our community's sense of place and promote our cultural diversity				
1.6.3.2	Deliver and support major Regional events	Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors	Regional Development and Aviation	Regional Development and Promotions
		Deliver Wholly Cow Month with a 10% increase in attendance numbers from 2017, drawing a 5% increased number of out of Region visitors	Regional Development and Aviation	Regional Development and Promotions
		Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre	Community Services	Arts and Heritage
		Deliver two major exhibitions delivering in excess of 4000 visitors at the Rockhampton Art Gallery	Community Services	Arts and Heritage
		Rockhampton Showgrounds is used for 25 days for whole-of-grounds events	Community Services	Arts and Heritage
1.6.3.3	Encourage and facilitate community capacity to deliver a large variety of events	Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017	Regional Development and Aviation	Regional Development and Promotions
		Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018	Regional Development and Aviation	Regional Development and Promotions
		Review current approval requirements/ processes and implement improvements by 31 December 2017	Regional Development and Aviation	Regional Development and Promotions

1.6.4 Provide and support the community's development of and creative participation in the arts				
Reference	Operational Action	Target	Department	Section
1.6.4.1	Deliver a diverse range of creative arts programs	Programs are delivered in accordance with guidelines and schedules	Community Services	Arts and Heritage
		The effectiveness of annual public programs are presented to Council at the end of each calendar year	Community Services	Arts and Heritage
1.6.4.2	Deliver the Regional Arts Development Fund	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Community Services	Arts and Heritage
1.6.4.3	Support the creation of public art throughout the Region	Develop a Public Art Program by 31 December 2017	Community Services	Arts and Heritage
1.6.4.4	Develop and implement a strong arts program as part of the Rockhampton River Festival	Three arts programs incorporated into the annual River Festival	Regional Development and Aviation	Regional Development and Promotions
		Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures	Regional Development and Aviation	Regional Development and Promotions
1.6.5 Develop and maintain opportunities that celebrate our local residents				
Reference	Operational Action	Target	Department	Section
1.6.5.1	Implement key local resident stories and achievements into Council publications and platforms	My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now?	Regional Development and Aviation	Regional Development and Promotions



2. Economy

OUR GOAL

A thriving regional capital that creates and nurtures diverse opportunities to balance work, play and growth.

RELATED STRATEGIES AND PLANS

- Economic Development Action Plan 2020
- Economic Development Strategy 2050
- Smart Hub Operational Plan
- Smart Way Forward Action Plan

OPERATIONAL PLAN 2017-2018

Regional Profile and Services

2.1 A destination sought for lifestyle, community events and tourism

2.1.1 Promote local tourism				
Reference	Operational Action	Target	Department	Section
2.1.1.1	Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region	Finalise development of the Destination Management Plan by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
		Implement Destination Management Plan in accordance with timeframes detailed in the Plan	Regional Development and Aviation	Regional Development and Promotions
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	Regional Development and Aviation	Regional Development and Promotions
		Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018	Regional Development and Aviation	Regional Development and Promotions
		Redevelop My Rockhampton Website to go live by 30 September 2017	Regional Development and Aviation	Directorate Regional Development and Promotions
		Review current regional branding and present findings to Council by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
		Review and implement a regional visitor app by 31 December 2017	Regional Development and Aviation	Regional Development and Promotions

2.1.2 Develop and implement Regional strategies encompassing sports, tourism, heritage, arts and culture				
Reference	Operational Action	Target	Department	Section
2.1.2.1	Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct	Study to be finalised and endorsed by Council by 30 June 2018	Regional Development and Aviation	Regional Development and Promotions
2.1.2.2	Deliver or support the staging of national, state, regional and local sporting events	Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games	Regional Development and Aviation	Regional Development and Promotions
2.1.2.3	Work with the Region's sporting associations to develop opportunities and attract sports competition events to the Region	One or more new events attracted	Community Services	Parks
		Increased utilisation of the Region's sport facilities	Community Services	Parks

2.1.3 Implement marketing strategies to position the Rockhampton Region as a place to live, invest and visit				
Reference	Operational Action	Target	Department	Section
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Implement marketing plans by 30 June 2018	Regional Development and Aviation	Regional Development and Promotions

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

2.1.4 Identify opportunities for Airport growth and utilisation				
Reference	Operational Action	Target	Department	Section
2.1.4.1	Promote the Airport as the "Gateway to Northern Australia"	Masterplan to be completed by 30 September 2017	Regional Development and Aviation	Directorate
2.1.4.2	Identify and implement business development opportunities for the Airport	Conduct a micro analysis of performance of airlines by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
		Update reports on partner airline performance presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
		Six monthly passenger surveys	Regional Development and Aviation	Regional Development and Promotions

2.2 Value add to the strengths of industry to deepen regional economic activity

2.2.1 Stimulate economic growth within the Region				
Reference	Operational Action	Target	Department	Section
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions



2.2.2 Advance education within the Rockhampton Region				
Reference	Operational Action	Target	Department	Section
2.2.2.1	Work with educational providers to position Rockhampton as a leading study destination	Deliver two international education focused delegations to the Region	Regional Development and Aviation	Regional Development and Promotions
		Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
		Study Rockhampton initiative completed by 31 December 2017	Regional Development and Aviation	Regional Development and Promotions
2.2.2.2	Support community training programs/ education workshops held in the Region	Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
		Provide 500 hours of Microsoft training courses through the Library Technology Centre	Community Services	Communities and Facilities

2.2.3 Support programs that assist people with seeking employment				
Reference	Operational Action	Target	Department	Section
2.2.3.1	Support programs that encourage residents to transition away from social support options	Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018	Regional Development and Aviation	Regional Development and Promotions
		Consider options in budget planning to support employment programs in 2018/19	All units	
2.2.3.2	Provide access to resources and free community technology training courses to develop skills	Provide community access to technology and deliver 2000 contact hours of computer training	Community Services	Communities and Facilities
2.2.3.3	Provide quality child care services	Services provided meet the national quality standard	Community Services	Communities and Facilities

2.2.4 Encourage buying locally throughout the Region				
Reference	Operational Action	Target	Department	Section
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations	Annual local goods/services spend analysis $\geq 70\%$ local	Corporate Services	Corporate and Technology Services

2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles

2.3.1 Revitalise the Regional CBD areas, including the riverbank area				
Reference	Operational Action	Target	Department	Section
2.3.1.1	Investigate and acquire a suitable strategic development site for a car park	Preferred site identified and endorsed by Council by 30 September 2017	Regional Services	Program Delivery
2.3.1.2	Provide incentives and strategies to support economic activity and business confidence within the CBD	CBD Redevelopment Framework endorsed by Council by 31 July 2017	Regional Development and Aviation	Strategic Planning
		Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017	Regional Development and Aviation	Strategic Planning
2.3.1.3	Stage 2 of the Riverfront Revitalisation Program	Completed by 31 March 2018	Regional Services	Civil Operations

2.3.2 Develop a CBD Quay Street Cultural Precinct				
Reference	Operational Action	Target	Department	Section
2.3.2.1	Plan for the construction of the new Rockhampton Art Gallery and redevelopment of the former art gallery as flat floor "black box" performance/event space	Business case, scope of work and design completed by 30 June 2018	Community Services	Arts and Heritage
2.3.2.2	Effectively manage the design development and construction of the Cultural Precinct	Project completed in accordance with allocated budget and timeframes	Regional Services	Program Delivery

2.3.3 Promote economic activity in centres outside of the CBD				
Reference	Operational Action	Target	Department	Section
2.3.3.1	Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD	Develop a Regional Centre Place Making Strategy by 31 December 2017	Regional Development and Aviation	Strategic Planning

Industry Growth

2.4 Infrastructure services are driven to deliver future economic growth

2.4.1 Provision of infrastructure that supports state of the art IT networks to service the community				
Reference	Operational Action	Target	Department	Section
2.4.1.1	Implement Council's Smart Way Forward Strategy Action Plan	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public wi-fi) by 31 May 2018	Corporate Services	Corporate and Technology Services

2.4.2 Implement a planning scheme to support growth				
Reference	Operational Action	Target	Department	Section
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region	Update reports on Gracemere Industrial Area presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
2.4.2.2	Carry out land use and infrastructure planning to ensure that industrial areas link with infrastructure networks to manage impacts on residential and commercial areas	The Infrastructure Planning Report for the Gracemere Industrial Area be reviewed and updated by 30 June 2018	Regional Services	Engineering Services

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2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports

2.5.1 Support the growth of export businesses within the Region				
Reference	Operational Action	Target	Department	Section
2.5.1.1	Deliver Newsmodo campaign 'Rockhampton is Open for Business'	Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report	Regional Development and Aviation	Regional Development and Promotions
2.5.1.2	Deliver Advance Rockhampton forums	Deliver at least four sessions	Regional Development and Aviation	Regional Development and Promotions
2.5.2 Promote and create economic partnerships, business advocacy and trade and investment partners				
Reference	Operational Action	Target	Department	Section
2.5.2.1	Expand engagement with Asian market for business development opportunities	Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum	Regional Development and Aviation	Regional Development and Promotions
2.5.3 Support and encourage new development that attracts and retains skilled works in the Region				
Reference	Operational Action	Target	Department	Section
2.5.3.1	Prepare a strategy for a FIFO hub development within the Region	Strategy presented to Council by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
2.5.4 Support initiatives that promote demand for local goods and services				
Reference	Operational Action	Target	Department	Section
2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Include in website consolidation by 30 September 2017	Regional Development and Aviation	Regional Development and Promotions
2.5.4.2	Support local business to build capacity and encourage growth	Complete Local Supply Chain Analysis by 30 June 2018	Regional Development and Aviation	Regional Development and Promotions

2.5.5 Support and encourage entrepreneurial and innovative businesses				
Reference	Operational Action	Target	Department	Section
2.5.5.1	Design and fitout the Customs House Smart Hub	Construction completed and Smart Hub opened by 30 November 2017	Corporate Services	Corporate and Technology Services
2.5.5.2	Implement the annual Smart Hub Operational Plan	Facilitate three smart hub programs: Learn to Earn, Connect and Grow Startup Club Startup Starts	Corporate Services	Corporate and Technology Services
2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Deliver four workshops and training courses per year	Regional Development and Aviation	Regional Development and Promotions

2.6 Promote industry diversification to enhance regional economic resilience

2.6.1 Ensure the Region is cemented as the lead military training hub within Australia				
Reference	Operational Action	Target	Department	Section
2.6.1.1	Strengthen relationship with Singapore	Successfully deliver Wallaby 17 by 30 November 2017	Regional Development and Aviation	Directorate Regional Development and Promotions
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Update reports to be presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Update reports to be presented to Council on a quarterly basis	Regional Development and Aviation	Directorate Regional Development and Promotions

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2.6.2 Ensure the Region is cemented as the agricultural service hub for Central Queensland				
Reference	Operational Action	Target	Department	Section
2.6.2.1	Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development	Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Regional Development and Aviation	Strategic Planning
2.6.2.2	Support the delivery of Beef Australia 2018	Completed by 30 May 2018	Regional Development and Aviation	Directorate Regional Development and Promotions
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Present findings of the feasibility study to Council by 30 June 2018	Regional Development and Aviation	Directorate Regional Development and Promotions



2.6.3 Ensure the Region is cemented as the resource sector service hub for Central Queensland				
Reference	Operational Action	Target	Department	Section
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Report to Council on opportunities on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions



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3. Environment

OUR GOAL

An environmentally balanced and aware community, which preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future generations.

RELATED STRATEGIES AND PLANS

- Biosecurity Plan
- Rockhampton Region Planning Scheme
- Waste Reduction and Recycling Plan

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Protect, Enhance and Sustain our Natural Environment

3.1 Contribute to healthy natural ecosystems

3.1.1 Ensure effective management, protection and future sustainability of the Region's wider landscapes, river network, ecosystems, ecological processes, fauna and flora				
Reference	Operational Action	Target	Department	Section
3.1.1.1	Ensure the Planning Scheme protects and enhances places of value	Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Regional Development and Aviation	Strategic Planning

3.1.2 Encourage the sustainable use of water resources				
Reference	Operational Action	Target	Department	Section
3.1.2.1	Promote water wise behaviours and practices	Achievement of annual marketing communications plan activities in accordance with agreed timeframes	Regional Services	Fitzroy River Water
		Provide water rebates for residential water efficient products and process all rebate applications within 10 business days	Regional Services	Fitzroy River Water



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3.1.3 Provide effective weed, pest animal and environmental health management programs				
Reference	Operational Action	Target	Department	Section
3.1.3.1	Implement strategic plans to advise community on programs	Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes	Community Services	Planning and Regulatory Services



3.1.4 Increase biodiversity and tree canopy cover in urban/suburban areas across the Region, particularly along major thoroughfares to provide cooler micro-climates and improve use of public space and waterways				
Reference	Operational Action	Target	Department	Section
3.1.4.1	Improve landscape design and delivery within parks and streetscapes to provide diversity of vegetation cover	Planting in accordance with the Streetscape Design Manual	Community Services	Parks

3.1.5 Develop and implement management practices for improved waterway health				
Reference	Operational Action	Target	Department	Section
3.1.5.1	Minimise nutrient and sediment discharges to local waterways	Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives	Regional Services	Fitzroy River Water

3.1.6 Reduce the amount of waste generated in the Region per capita				
Reference	Operational Action	Target	Department	Section
3.1.6.1	Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation	Achieve targets in line with the Waste Reduction and Recycling Plan	Regional Services	Rockhampton Regional Waste and Recycling

Minimise the Environmental Footprint

3.2 Sustainable and innovative environmental practices

3.2.1 Develop sustainable alternative energy sources and increased energy efficiency				
Reference	Operational Action	Target	Department	Section
3.2.1.1	Develop a renewable energy program for Fitzroy River Water	Program completed by 30 June 2018	Regional Services	Fitzroy River Water



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3.2.2 Ensure developments properly respond to the best climate change science and established standards				
Reference	Operational Action	Target	Department	Section
3.2.2.1	Ensure the planning scheme supports the development of major renewable energy projects at suitable locations	Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Regional Development and Aviation	Strategic Planning
3.2.2.2	Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science	Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Regional Development and Aviation	Strategic Planning



3.2.3 Advocate for and support the development of new energy generation options				
Reference	Operational Action	Target	Department	Section
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Update reports presented to Council on a quarterly basis	Regional Development and Aviation	Regional Development and Promotions

3.3 Understand Council's and the community's environmental impacts

3.3.1 Benchmark and monitor data that is relevant to environmental impacts				
Reference	Operational Action	Target	Department	Section
3.3.1.1	Determine current baseline data for Council's current activities	Develop baseline data and monitoring mechanisms by 30 June 2018	Corporate Services	Natural Resource Management

3.3.2 Ensure environmentally sustainable business processes and decision making				
Reference	Operational Action	Target	Department	Section
3.3.2.1	Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions	Achieve guiding principles within the Environmental Policy	Corporate Services	Natural Resource Management
		Develop an Environmental Sustainability Framework by 30 June 2018	Corporate Services	Natural Resource Management
		Implement actions in accordance with the Environmental Sustainability Framework	Corporate Services	Natural Resource Management



4. Service Excellence

OUR GOAL

A modern thinking, community outcome focused organisation that effectively balances the community's aspirations with the resources available now and into the future.

RELATED STRATEGIES AND PLANS

- Corporate Systems Consolidation Strategy
- Customer Service Standards
- Economic Development Action Plan 2020
- eServices Strategy
- ICT Strategic Plan 2015/20
- IT Mobility Strategy
- Rockhampton Region Planning Scheme
- Workplace Health and Safety Management System Plan

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

A Customer Focused Organisation

4.1 Customer focused services

4.1.1 Customer focused organisation that ensures Council's service delivery is efficient and representative of the community's needs and views				
Reference	Operational Action	Target	Department	Section
4.1.1.1	Provide timely and accurate responses to requests	In accordance with unit's customer service standards or adopted service levels	All units	
4.1.1.2	Provide effective delivery of Council services	In accordance with unit's customer service standards and service levels	All units	
4.1.1.3	Respond to queries and engage with the public through Council's social media sites	Develop and implement a comprehensive Social Media Strategy by 30 September 2017	Office of the CEO	Office of the CEO/Mayor
4.1.1.4	Develop and implement a set of approved service standards for interaction with media organisations	Develop standards by 31 August 2017	Office of the CEO	Office of the CEO/Mayor

4.2 Practical and values based compliance frameworks

4.2.1 Ensure public health, safety, local policies and law are adhered to				
Reference	Operational Action	Target	Department	Section
4.2.1.1	Provide effective development management programs in line with legislative requirements for environment health, food, safety, noise, odour and dust protection	Compliance with statutory codes and regulations	Community Services	Planning and Regulatory Services
4.2.1.2	Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations	Education program implemented in accordance with program milestones	Community Services	Planning and Regulatory Services

4.2.2 Monitor compliance and trigger legislative changes				
Reference	Operational Action	Target	Department	Section
4.2.2.1	Manage an annual compliance training program	Implement a six monthly schedule of mandatory training at the end of July 2017 and end of January 2018	Corporate Services	Workforce and Strategy
4.2.2.2	Ensure legislative updates are communicated and implemented in areas of responsibility	Undertake a legislative compliance review project by 30 June 2018	Corporate Services	Workforce and Strategy
4.2.2.3	Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability	Develop an enforcement manual by 30 June 2018	Community Services	Planning and Regulatory Services

4.3 Accountable and motivated organisation

4.3.1 Council's information systems are strategically planned and actively managed to meet Council and community needs				
Reference	Operational Action	Target	Department	Section
4.3.1.1	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Achievement of 2017 - 18 targets as detailed in the ICT Strategic Plan	Corporate Services	Corporate and Technology Services



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4.3.2 Encourage leaders of today to educate and mentor potential leaders of the future				
Reference	Operational Action	Target	Department	Section
4.3.2.1	Implement programs that support leadership development	Deliver leadership development program once in each six month period	Corporate Services	Workforce and Strategy
		Develop and implement a Mentoring Program and Performance Review system by 30 June 2018	Corporate Services	Workforce and Strategy

4.3.3 Employees are proactive, take accountability and are clear on expectations				
Reference	Operational Action	Target	Department	Section
4.3.3.1	Implement a rehabilitation/fitness for work program	90% of workers on fit for work programs are placed within their own department	Corporate Services	Workforce and Strategy
4.3.3.2	Undertake an employee survey that measures employee engagement and satisfaction with the organisation	Employee survey results show 5% increased overall satisfaction (from 63% in 2015)	Corporate Services	Workforce and Strategy

Regional Planning and Development

4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services

4.4.1 Engage with health and aged care providers to expand opportunities				
Reference	Operational Action	Target	Department	Section
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Economic Development Action Plan updated by 30 June 2018	Regional Development and Aviation	Regional Development and Promotions

4.4.2 Encourage, plan and develop areas for high density living				
Reference	Operational Action	Target	Department	Section
4.4.2.1	Ensure statutory land use instruments achieve policy objectives	Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017	Regional Development and Aviation	Strategic Planning

4.4.3 Promote and support development of inner city living options				
Reference	Operational Action	Target	Department	Section
4.4.3.1	Ensure statutory land use instruments achieve policy objectives	Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018	Regional Development and Aviation	Strategic Planning



4.4.4 Promote conservation and celebration of heritage and character buildings				
Reference	Operational Action	Target	Department	Section
4.4.4.1	Ensure statutory land use instruments achieve policy objectives	Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018	Regional Development and Aviation	Strategic Planning





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5. Local Government Leader

OUR GOAL

Delivering a high performing and progressive organisation that leads by example.

RELATED STRATEGIES AND PLANS

- Asset Management Plans
- Enterprise Risk Framework
- Long Term Financial Forecast

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

Consistent and Engaging Leadership

5.1 – Productive partnerships with all levels of government and relevant stakeholders

5.1.1 Ensure local government is represented on all key decision making or advocacy groups				
Reference	Operational Action	Target	Department	Section
5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly	Review undertaken and report to Council by 31 December 2017	Regional Development and Aviation	Directorate

5.1.2 Develop and maintain critical relationships with key stakeholders, government and community agencies				
Reference	Operational Action	Target	Department	Section
5.1.2.1	Actively source grants, funding and other business opportunities	Update report presented to Council on a monthly basis	Regional Development and Aviation	Directorate
5.1.2.2	Host official visits to the Region by government representatives and other official visitors	Update report presented to Council on a monthly basis	Office of the CEO	Office of the Mayor/CEO



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5.2 – Strong leadership that provides quality governance to support and service the community

5.2.1 Council's decision making, planning and reporting processes provide transparent and accountable governance				
Reference	Operational Action	Target	Department	Section
5.2.1.1	Comply with legislative requirements	Updates to be presented to Council in sectional monthly reports	All units	
5.2.1.2	Develop and implement Governance Framework	Develop Framework by 30 June 2018	Corporate Services	Workforce and Strategy
5.2.1.3	Internal Audit function is undertaken in accordance with legislative requirements and timeframes	Achievement of 85% of the annual audit plan completed	Office of the CEO	Internal Audit
		Audit Committee Meetings are held at least twice each financial year	Office of the CEO	Internal Audit
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Risk register updates presented to Council as per the Enterprise Risk Framework	Office of the CEO	Internal Audit
		Risk registers are presented to Council on a quarterly basis	All units	
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements	100% actioned in accordance with Council policy and procedure	Corporate Services	Workforce and Strategy
5.2.1.6	Registers of Interest for Councillors are updated on the public website as per legislative requirements	Registers uploaded within three days of being notified of changes	Office of the CEO	Directorate
5.2.1.7	Right to Information and Information Privacy requests are managed and processed in accordance with legislative requirements	100% of requests processed within legislative timeframes	Corporate Services	Corporate and Technology Services
5.2.1.8	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	All units	

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Fair and Balanced

5.3 – Financially sustainable organisation

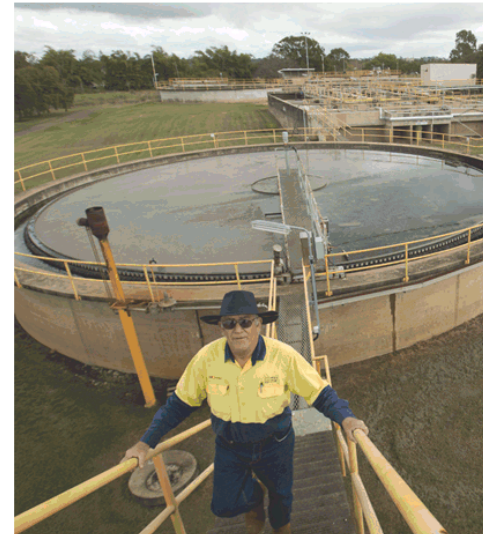
5.3.1 Council's resources are allocated in an efficient and effective manner				
Reference	Operational Action	Target	Department	Section
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Review workforce requirements in accordance with budget schedule	All units	



5.3.2 Ensure the efficient and effective management of Council's finances				
Reference	Operational Action	Target	Department	Section
5.3.2.1	Continually review operational expenditure	Identify at least one operational saving per section of responsibility	All units	
5.3.2.2	The annual financial statements meet acceptable governance standards	Council's annual financial statements are 'unqualified'	Corporate Services	Finance
		There are no internal controls as rated by the QAO deemed 'ineffective'	Corporate Services	Finance
		The timelines of the annual financial statements as rated by the QAO is not 'untimely'	Corporate Services	Finance
		The quality of the financial statements is not rated 'below average' by the QAO	Corporate Services	Finance
5.3.2.3	Review and update long-term financial forecasts to attain a financially sustainable organisation	Long Term Financial Forecast updated at each budget and budget revision	Corporate Services	Finance
		Annual Operating Surplus Ratio between 0% and 10%	Corporate Services	Finance
		Annual Net Financial Asset/Liability Ratio not greater than 60%	Corporate Services	Finance
		Annual Interest Cover Ratio between 0% and 5%	Corporate Services	Finance
		Annual Debt Service Cover ratio greater than two times	Corporate Services	Finance
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	Rates are levied within one week of dates stipulated in the Revenue Statement	Corporate Services	Finance
		The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans	Corporate Services	Finance
		Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point	Corporate Services	Finance

5.3.3 Council's asset management and its asset management plans are monitored and reviewed to ensure appropriate replacements and utilisation of resources are undertaken				
Reference	Operational Action	Target	Department	Section
5.3.3.1	Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources	Annual review of asset management plans by 30 June 2018	Corporate Services	Finance
		Annual asset sustainability ratio is greater than 90%	Corporate Services	Finance

5.3.4 Commercial business units are reviewed for financial sustainability				
Reference	Operational Action	Target	Department	Section
5.3.4.1	Conduct review of viability in keeping Rockhampton Regional Waste and Recycling commercialised	Review undertaken and options presented to Council by 30 June 2018	Corporate Services	Finance



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5.4 – Leading public sector employer

5.4.1 Ensure Councillors are supported to govern the Region efficiently				
Reference	Operational Action	Target	Department	Section
5.4.1.1	Promote good democratic governance by adhering to legislative requirements for local government	Present organisational updates and matters impacting local government to Council on a monthly basis	Office of the CEO	Directorate

5.4.2 Encourage greater risk taking in the pursuit of innovation, improved processes and the delivery of efficient and effective services				
Reference	Operational Action	Target	Department	Section
5.4.2.1	Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records	Implement the Aurion Timekeeper module by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.2	Undertake certified agreement negotiations that consider the application of the new Queensland Local Government Industry Award - State 2017 and the <i>Industrial Relations Act 2016</i>	Negotiations completed and certified agreement conditions implemented by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.3	Create a system to automate the delegation and authorisation process	Implement an automated electronic system by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.4	Simplify and streamline approval processes	Develop a Delegations Policy, incorporating Corporate Delegation Bands, by 30 December 2017	Corporate Services	Workforce and Strategy
5.4.2.5	Ensure that policies and procedures provide the appropriate framework and approvals to facilitate the efficient and effective operations	Implement changes to Corporate Delegations and update policy and procedure documents by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.6	Pursue improved processes through all levels of Council	Identify at least two improved processes per section of responsibility	All units	

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5.4.3 Demonstrate progress towards strategic objectives on a regular basis				
Reference	Operational Action	Target	Department	Section
5.4.3.1	Identify and implement improved recruitment process	Implement process, including web recruitment by 30 June 2018	Corporate Services	Workforce and Strategy

5.4.4 Create an environment where staff are proud of working at Council by the implementation of corporate and staff initiatives				
Reference	Operational Action	Target	Department	Section
5.4.4.1	Undertake a survey that show staff are proud to work at Council	Maintain 75% of staff that are proud to work at Council	Corporate Services	Workforce and Strategy
5.4.4.2	Implement improved internal communications strategies to ensure all staff are informed	Staff newsletter is distributed to all staff on a monthly basis	Corporate Services	Workforce and Strategy



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ROCKHAMPTON AIRPORT 2017-2018 PERFORMANCE PLAN

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

EXECUTIVE SUMMARY

Rockhampton Regional Council (Council), in its ongoing commitment to transparency and ensuring that the Rockhampton Airport is well placed to meet the demands both in services and financial management of its community elect to prepare a Public Benefit Assessment that met the requirements set out in the *Local Government Act 2009* and associated legislation.

The Public Benefit Assessment undertaken indicated that it would be in the interests of the community for the Rockhampton Airport to be corporatised however, Council at its meeting on 28 June 2011 resolved that the airport services be commercialised and that the commercialised business unit be named Rockhampton Airport.

This Performance Plan is Rockhampton Airport's agreement with Council to deliver those airport services. The plan describes Rockhampton Airport's objectives and functions in respect of:

- airport operations;
- commercialisation;
- community service obligations;
- customer service;
- reporting requirements;
- asset management objectives; and
- financial policies.

This plan is required by Section 175(2) of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a Local Government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

To be recognised as the most innovative and professionally operated airport in Australia.

Mission

To generate a commercial rate of return on our infrastructure while remaining the preferred airport for high volume regular public transport (RPT) operations within Central Queensland.

Values Statement

Rockhampton Airport will provide a service which embraces Council's corporate values.

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

1.2 Objectives

The key objective of the Rockhampton Airport is to safely deliver aeronautical and non-aeronautical services.

Core business includes the following activities:

Aeronautical activities

This includes all activities that are vital to airport activity and their removal would render the Rockhampton Airport unable to function in an aeronautical capacity. They include the runways, taxiways and aircraft parking apron areas. This is the core activity of the Rockhampton Airport.

Non-aeronautical activities

This includes all other activities undertaken by Rockhampton Airport and includes the operation of the terminal building, car park facilities, concessions and related leases and licences, etc. All of these activities are ancillary to the operation of a modern airport.

2. OPERATIONS

2.1 Nature and Scope of Activities

The Rockhampton Airport is responsible for the operation and maintenance of assets totalling approximately \$94.5 million.

Broadly, the scope of the Rockhampton Airport as at 30 June 2018 (unless otherwise stated) is as follows:

Operational Revenue	\$16.0 million
Operational Expenditure	\$16.0 million
Net Community Assets	\$103.2 million
Number of staff	22
Estimated Annual Passenger Movements (12 months to 30 June)	588,754

2.2 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation it was considered that the commercial business unit, Rockhampton Airport, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has Rockhampton Airport within the Regional Development and Aviation Department.

The internal structure of Rockhampton Airport remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.3 Community Service Obligations

The *Local Government Regulation 2012* Chapter 3 Section 24 defines a community service obligation as:

A community service obligation is 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.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct Rockhampton Airport to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SERVICE PROVIDER RIGHTS AND RESPONSIBILITIES

3.1 Provision of Services

Council as the owner of the Rockhampton Airport, will be responsible for approving the strategic direction and broad policies for the business unit.

Council will be responsible for providing a number of support services to the Rockhampton Airport including:

- corporate governance support;
- corporate business systems;
- finance support services and systems;
- human resource services and systems;
- safety support services and systems;
- IT services support and systems;
- procurement and tenders;
- records management support and systems;
- collection of revenue;
- supply of fleet and plant;

- Project Management; and
- Other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers under a Service Level Agreement. The Rockhampton Airport is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Development and Aviation and the General Manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

Rockhampton Airport with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

Council will be responsible for providing an environment in which Rockhampton Airport can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- providing Rockhampton Airport with management autonomy to operate and achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy *
Asset Services *	Records Management *
Fleet Services *	Local Laws *
Marketing and Engagement *	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services *

Procurement and Logistics *

** these internal services are considered compulsory for Rockhampton Airport to utilise and will be subject to CSO funding if required.*

The level of service provided by internal service providers have been defined in service level agreements between Rockhampton Airport and the relevant sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- ensure, by way of a service level agreement, that formal trading arrangements exist between Rockhampton Airport, support services and internal suppliers;
- define the scope of internal services provided;
- define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- specify service standards including those related to quality and quantity;
- specify the timeframes and timeliness of services to be provided;
- ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service provided by Rockhampton Airport is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. ROCKHAMPTON AIRPORT GENERAL RESPONSIBILITIES

4.1 General

Council requires Rockhampton Airport to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation and subordinate regulation;

- Council policies and procedures; and
- this Performance Plan.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. Rockhampton Airport operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

Rockhampton Airport is responsible for the contact and commitment with customers in accordance with its Customer Service Charter as per Appendix 3. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

4.4 Delegated Authorities

The Rockhampton Airport's overall delegated authorities are in accordance with Section 260 of the *Local Government Act 2009*. Delegated authorities for specific Rockhampton Airport staff are included in Council's Register of Delegations.

To protect its assets and to ensure that it can meet its performance agreement with Council, the Rockhampton Airport is responsible for managing and controlling the operations and development of its assets in accordance with Council's adopted policies.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Regional Development and Aviation is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from Rockhampton Airport operational activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

Rockhampton Airport will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should Rockhampton Airport consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

Rockhampton Airport will deliver aeronautical and non-aeronautical related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

Rockhampton Airport will represent Council on relevant industry groups and working parties. Rockhampton Airport will provide advice and recommendations for future planning reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered airport provider with ultimate responsibility for compliance in service delivery.

Rockhampton Airport will be responsible for managing the day to day requirements of Council's responsibilities under various licences and will be responsible for preparing all relevant regulatory reports.

4.10 Purchasing of Materials and Services and Disposal of Assets

Rockhampton Airport is bound by Council's purchasing, procurement and asset disposal policies.

5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

Rockhampton Airport's key strategies for the 2017-18 financial year are set out in Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

Rockhampton Airport will report to Council through whatever forum the Council decides from time to time.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. Rockhampton Airport will provide the following information to Council on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its Annual Performance Plan.
- Particulars of any amendments made to its Annual Performance Plan in the financial year.
- Particulars of any directions to Rockhampton Airport during the financial year (including directions about any CSOs to be carried out); and
- Particulars of the impact that any changes to its Annual Performance Plan may have had on Rockhampton Airport's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. Rockhampton Airport will provide Council with the necessary information pertaining to Rockhampton Airport undertakings to enable it to comply with this requirement.

Reporting

The Rockhampton Airport will prepare a monthly report to Council on its operations in accordance with the agreed format after the end of each month or other time as agreed with Council.

The report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of Rockhampton Airport activities to state and/or nationally recognised published standards.

Annual Reporting

Rockhampton Airport will comply with the *Local Government Regulation 2012* and provide an annual statement on its operations for the preceding financial year to Council for inclusion in the Local Government's Annual Report. Rockhampton Airport will provide the following information on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its Annual Performance Plan;
- Particulars of any amendments made to its Annual Performance Plan in the financial year;
- Particulars of the impact that any changes to its Annual Performance Plan may have had on Rockhampton Airport's financial position; operating surplus/deficit and prospects; and
- Particulars of any directions given to Rockhampton Airport, by Council, during the financial year (including directions about any CSOs to be carried out).

The Annual Statement will include all matters included in the monthly report as well as the following financial indicators.

Item	2017-18 Target
Operating surplus ratio	23.4%
Interest coverage ratio	N/A
Asset sustainability ratio	118.0%
Gross revenue	\$16,012,172
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$6,632,504
Competitive neutrality ratio (% of gross revenue)	5.4%
Depreciation ratio	18.4%
Total written down asset value	\$94,481,743
Return on assets	2.8%

Commentary

Operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that the Rockhampton Airport is raising enough revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. The Rockhampton Airport currently does not have any loan borrowings and this ratio does not apply.

Asset sustainability ratio is an indication of the extent to which the infrastructure

assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). Rockhampton Airport in 2017-18 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds the Rockhampton Airport has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. Rockhampton Airport is contributing 5.4% of its operating revenues to Council's general fund, i.e. for every dollar of operating revenue earned the Rockhampton Airport returns to Council 5.4 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. Rockhampton Airport depreciation is 18.4% of its operating revenues i.e. for every dollar of operating revenue earned, Rockhampton Airport requires 18.4 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. The Rockhampton Airport's return on assets indicates that it is generating sound earnings from its investment in capital. Rockhampton Airport is generating net income of 2.8 cents for every dollar of investment in non-contributed assets.

Rockhampton Airport will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process and any other aviation reporting requirement.

7.2 Customer Service

Customer Service Standards

Rockhampton Airport is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through:

- customer feedback;
- analysis of services provided by other water authorities; and
- continuity of services provided.

Information on Rockhampton Airport's customer service standards will be provided through customer service centres and on its web page.

When delivering aviation services Rockhampton Airport recognises that customers are entitled to be guaranteed of a certain level of service.

Customer Contact

Rockhampton Airport will be responsible for customer contact relating to all aviation matters either directly or via Service Level Agreements with other relevant departments of Council.

7.3 Risk Management

The Rockhampton Airport will identify, assess and manage risks in relation to business risk, major asset failure and interruption to supply or delivery in accordance with Council's Risk Management Framework.

7.4 Policy Compliance

Rockhampton Airport shall be bound by Council's corporate policies and procedures until such time that Rockhampton Airport develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

8. ASSETS

8.1 Asset Management

Rockhampton Airport is devolved responsibility for the aeronautical and non-aeronautical assets owned by Council that are required to allow it to operate as an airport service provider.

To align the business goals and objectives with the assets, Rockhampton Airport will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

Rockhampton Airport will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. Rockhampton Airport will prepare and maintain an AMP in line with Council's Long Term Asset Management Plan and Long Term Financial Plan.

Rockhampton Airport will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- maintaining detailed asset registers;
- maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines, The Rockhampton Airport is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 4 provide the long term Operating Statement and Statement of Financial Position for Rockhampton Airport for the period 2017-18 to 2026-27.

9.2 Capital Structure

The Rockhampton Airport will continue to develop long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All Rockhampton Airport's financial planning is subject to approval by Council.

9.3 Funding Sources

The following are the funding sources for the Rockhampton Airport capital expenditure program:

Revenue

- Depreciation funding; and
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$NIL
Total liability (forecast closing as at 30 June 2018)	\$NIL
2017-18 (proposed new loans)	\$NIL
Capital Expenditure for 2017-18 is approximately	\$3.9 million

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9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2017-18 is estimated to be \$16 million (inc CSOs) comprising:

Airport Fees	72.2%
Rent Revenue	13.9%
Commission Revenue	11.8%
Community Services Obligations and C.N.A's	1.7%
Other sources	0.4%

Operating expenditure including tax and return for 2017-18 is estimated to be \$13.4 million, comprising:

Operations Expense	69.6%
Depreciation	22.0%
Income tax and Dividends	8.4%



10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund Rockhampton Airport's infrastructure replacement works. Other sources of funds for capital expenditure may arise from grants and subsidies, loan borrowings and other reserves.

Rockhampton Airport accumulates any unspent depreciation funds for the future capital renewal of assets to either maintain or reinstate their service potential.

10.3 Taxation

Rockhampton Airport is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held by the Rockhampton Airport.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

Rockhampton Airport's AMP Financial Strategy identifies new capital expenditure over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie Rockhampton Airport's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where Rockhampton Airport requires debt financing, Council will raise funds for Rockhampton Airport. Council will make explicit the terms and conditions of all funds raised for Rockhampton Airport, having due regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

Rockhampton Airport will actively work with Council to maximise the realisation of the above principles.

11.2 Revenue Collection

Rockhampton Airport in conjunction with Council's Finance department is responsible for revenue collection for the provision of aeronautical and non-aeronautical services.

11.3 Recovery for Damage to Infrastructure

Rockhampton Airport will recover compensation for third party damage to Rockhampton Airport infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that Rockhampton Airport must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13. REVIEW OF PERFORMANCE PLAN

The *Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This Plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing Rockhampton Airport's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of the Rockhampton Airport.



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APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSO) are the activities required by Council that are not in the Rockhampton Airport's commercial interests to perform and do not arise because of an accountability for performance, or competitive neutrality.

CSOs have been identified and adopted by Council for 2017-18 in the following areas. These CSOs will be funded by a contribution from Council to Rockhampton Airport.

Description	Amount
Royal Flying Doctors Service, Capricorn Rescue Helicopter Service and Patient car parking waiver	\$ 239,603
Total (proposed in 2017-18)	\$ 239,603

CSOs as identified and adopted by Council will be funded by a contribution from Council to the Rockhampton Airport. This section of the Performance Plan will be updated as required to reflect any CSOs adopted.

It should be noted however that the Rockhampton Airport makes an annual donation of landing fees and lease costs to the Royal Flying Doctors Service and the Capricorn Helicopter Rescue Service. This donation is in the form of waiving associated costs.



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APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Non-Financial Performance Targets

Performance Indicator	Target
Passenger Numbers	0%
Aircraft Movements	0%
Bird Strikes	10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Customer Requests Actioned	100%
Airline Engagement Meetings	Quarterly
Military Exercise Briefings Attended	100%

Financial Performance Targets

Indicator	Target	Reporting Frequency
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 5%)	Quarterly or when variations arise

APPENDIX 3: ROCKHAMPTON AIRPORT CUSTOMER SERVICE CHARTER

Rockhampton Airport is owned and operated by Council. A key strategic objective for the Rockhampton Airport is for customers to expect and receive a high level of customer service throughout their travel experience.

Rockhampton Airport leverages its relationship with Council to provide guidance and direction in relation to the service of its customers.

Council is committed to service excellence and monitors its service to ensure that it meets the standards set out in this Service Charter.

Rockhampton Airport has several groups of customers, each with their specific needs and expectations. Some examples of customers include but are not limited to:

The General Public

- travellers (airline, bus, taxi and pedestrian);
- people meeting or assisting travellers; and
- people attending the Rockhampton Airport for other reasons.

Regional Partners

- government agencies and their personnel;
- local, regional and state development organisations;
- significant businesses; and
- visiting business people.

Business Partners

- airlines, their staff, contractors and representatives;
- lessees, licences and concessionaires, their staff, contractors and representatives;
- service agents and associated facilities maintenance personnel; and
- sales representatives.

WHAT CUSTOMERS CAN EXPECT:

Where possible we will resolve your enquiry at the first point of contact. We will aim for seven out of ten enquiries to be resolved by our Customer Service Officers.

Customer requests for service will be entered into Council's Request Management System on the same day that they are received.

WE ASK OUR CUSTOMERS TO:

- provide complete and accurate information;
- keep us informed of any changes to personal details;
- offer suggestions on service improvements; and

- seek appointments for complex enquiries.

FRONTLINE CUSTOMER SERVICE:

- You will be greeted in a friendly, professional manner.
- Wherever possible, a one stop service will be provided at the first point of contact.
- All enquiries will be processed accurately and efficiently by the Customer Service Officers.
- You will be afforded respect and courtesy.

ON THE TELEPHONE:

- Your call will be answered promptly.
- Staff will introduce themselves.
- Wherever possible, a one stop service will be provided at the first point of contact.
- We are conscious your time may be precious and we actively work to reduce call waiting times. Please note that in peak periods, delays are inevitable.

Please note: Our Call Centre system does allow you to either leave a contact telephone number or voice mail message. Both of these options are presented to you after 45 seconds. If you choose to take these options your place in the queue is retained and you will receive a call from a Customer Service Officer when your call would have reached the head of the queue.

IN WRITING:

- We will forward a letter, email or facsimile of reply within 10 working days of receiving your correspondence.
- We will forward an interim letter advising progress of correspondence if there is a delay in answering your enquiry.

RESPECT FOR YOUR PRIVACY:

We will respect and protect your personal information through our policies created under Right to Information and Privacy Legislation.

YOUR FEEDBACK:

We welcome and encourage feedback or suggestions and will take these into account to continually improve our levels of service on our path to customer service excellence.

RESPONSE and RESOLUTION TARGETS:

The following provides a summary of our target response and resolution times to your enquiries.

General Public

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
Carparking		
Disabled Access	Immediate	2 hours
Refunds/Equipment Failures	Immediate	5 days
General Enquiries	3 days	10 days
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
General Enquiries	3 days	10 days
Commercial		
General Enquiries	3 days	10 days

Regional Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
VIP Activities	Immediate	3 hours
Media/Time Critical Enquiries	Immediate	3 hours
General Information Requests	3 days	5 days

Business Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
Operationally Sensitive Enquiries	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
Development Requests	3 days	30 days
General Enquiries	3 days	10 days
Commercial		
Operationally Sensitive Enquiries	Immediate	3 hours
Lease/Licence Enquiries	3 days	10 days
Development Proposals	3 days	30 days
General Enquiries	3 days	10 days

CUSTOMER FACILITIES:

Rockhampton Airport's car parks, access points and general terminal layout has been designed to provide a safe and efficient passenger experience for all airport customers.

Rockhampton Airport has published a Disability Access Facilitation Plan that explains the services and facilities available to assist customers with limited mobility or specialised requirements.

We will continue to participate and invest in the Queensland University of Technology's Airports of the Future international collaborative research project (<http://www.airportsofthefuture.qut.edu.au/>) to ensure that passenger facilitation continues to improve in line with contemporary customer service practices.

OPERATIONAL INFORMATION:

We will endeavour to communicate changes to our operations and our daily flight schedule via our web site (www.rrc.qld.gov.au) and Council's social network sites (Twitter and Facebook). In emergencies all external communication must be channelled through the Chair of the Local Disaster Management Group. In most instances, this will be the Mayor of Council.

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APPENDIX 4: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

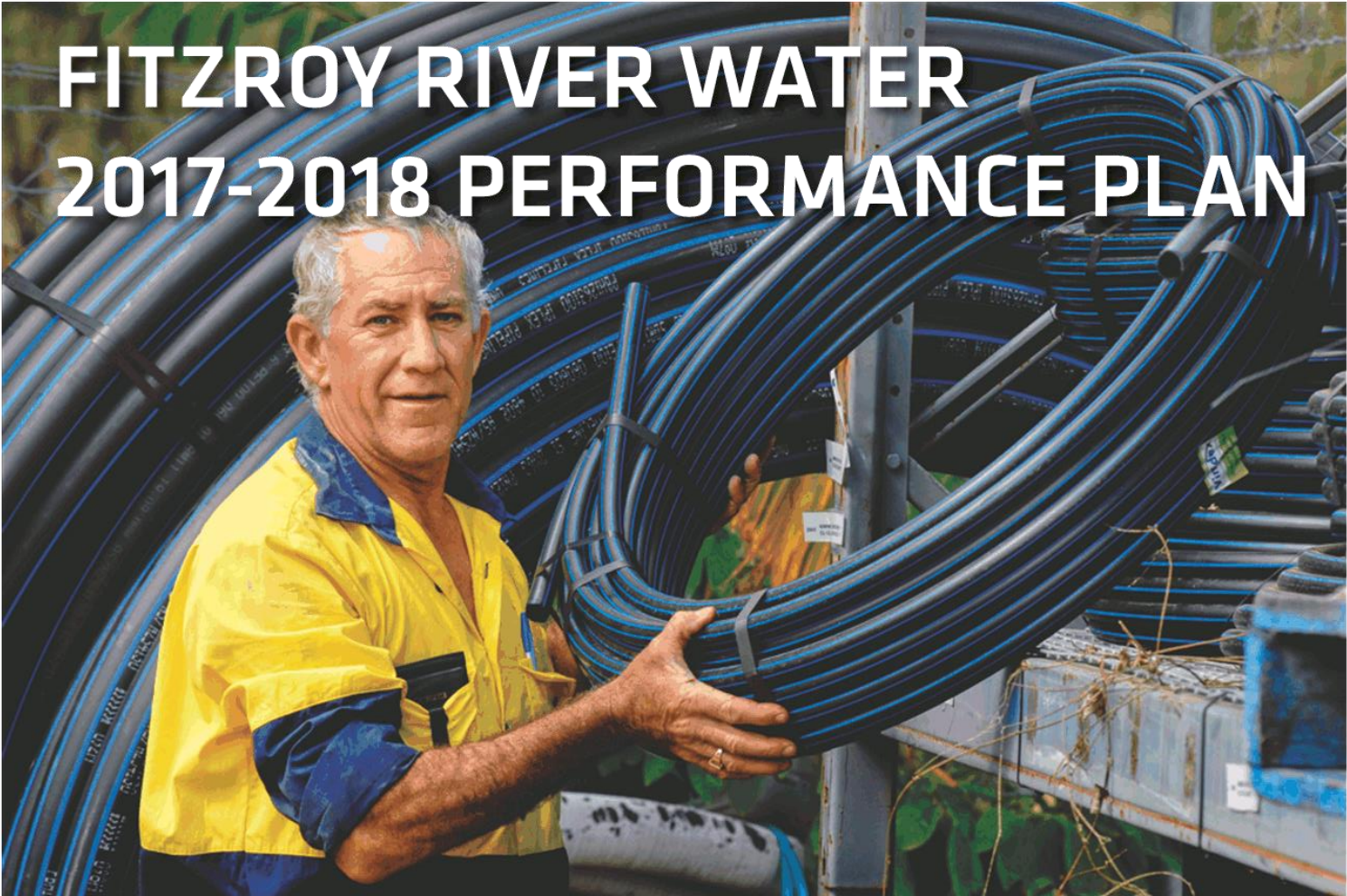
Statement of Comprehensive Income for Airport Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Fees and charges	11,571	11,918	12,276	12,644	13,024	13,414	13,817	14,231	14,658	15,098
Rental income	2,221	2,265	2,310	2,357	2,404	2,452	2,501	2,551	2,602	2,654
Interest received	55	61	158	150	156	110	219	184	109	113
Other income	2,165	2,210	2,255	2,302	2,349	2,398	2,447	2,498	2,549	2,602
Grants, subsidies, contributions and donations	-	-	-	-	-	-	-	-	-	-
Total operating revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Total revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Total income	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Expenses										
Operating expenses										
Employee benefits	2,803	2,887	2,973	3,062	3,154	3,249	3,346	3,447	3,550	3,657
Materials and services	6,522	6,752	6,990	7,236	7,491	7,755	8,029	8,312	8,605	8,908
Finance costs	0	0	177	161	151	139	321	242	139	31
Depreciation and amortisation	2,946	3,060	3,166	3,225	3,279	3,379	3,489	3,569	3,660	3,676
Total operating expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Total expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Net result	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Tax equivalents										
Net result before tax equivalents	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Tax equivalents payable	1,122	1,121	1,096	1,117	1,144	1,139	1,113	1,126	1,124	1,169
Net result after tax equivalents	2,619	2,635	2,597	2,651	2,712	2,711	2,685	2,768	2,840	3,026
Total comprehensive income for the year	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Operating result										
Operating revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Operating expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Operating result	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195

OPERATIONAL PLAN 2017-2018

Statement of Financial Position for Airport Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	2,864	3,348	4,718	2,849	4,729	5,574	6,960	3,036	646	2,862
Trade and other receivables	1,720	1,767	1,810	1,865	1,916	1,969	2,017	2,078	2,135	2,194
Inventories	37	37	37	37	37	37	37	37	37	37
Other current assets	8	8	8	8	8	8	8	8	8	8
Total current assets	4,629	5,159	6,573	4,759	6,690	7,588	9,022	5,159	2,826	5,101
Non-current assets										
Property, plant & equipment	100,688	108,481	108,985	112,804	112,945	121,136	121,345	126,941	131,012	130,547
Other non-current assets	26	26	26	26	26	26	26	26	26	26
Total non-current assets	100,714	108,507	109,011	112,830	112,971	121,162	121,370	126,967	131,038	130,573
Total assets	105,343	113,666	115,584	117,589	119,661	128,749	130,392	132,126	133,864	135,673
Liabilities										
Current liabilities										
Trade and other payables	1,740	1,799	1,855	1,924	1,990	2,058	2,123	2,202	2,277	2,356
Borrowings	-	333	322	334	345	746	746	773	800	828
Provisions	307	307	307	307	307	307	307	307	307	307
Total current liabilities	2,047	2,439	2,484	2,565	2,642	3,111	3,176	3,282	3,385	3,490
Non-current liabilities										
Trade and other payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	5,676	5,354	5,020	4,675	10,940	10,194	9,421	8,621	7,793
Provisions	51	51	51	51	51	51	51	51	51	51
Total non-current liabilities	51	5,727	5,405	5,071	4,726	10,991	10,245	9,472	8,672	7,844
Total liabilities	2,098	8,166	7,889	7,636	7,368	14,102	13,421	12,753	12,056	11,334
Net community assets	103,245	105,501	107,695	109,953	112,292	114,648	116,971	119,373	121,808	124,339
Community equity										
Asset revaluation surplus	34,210	36,534	38,921	41,392	43,951	46,610	49,373	52,258	55,260	58,333
Retained surplus	69,035	68,967	68,774	68,561	68,341	68,038	67,599	67,114	66,547	66,006
Total community equity	103,245	105,501	107,695	109,953	112,292	114,648	116,971	119,373	121,808	124,339



OPERATIONAL PLAN 2017-2018

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

EXECUTIVE SUMMARY

Fitzroy River Water (FRW) is a commercial business unit of Rockhampton Regional Council (Council) and is charged with the responsibility as a water service provider to deliver water and sewerage services.

Under the provisions of the *Local Government Act*, on 9 June 2009, Council considered reform options for this business activity and adopted the option of commercialisation for its Type 2 water and sewerage business activity.

FRW provides water and/or sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan describes FRW's objectives and functions, commercialisation objectives, risk management objectives, community service obligations, customer service standards, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This plan is required by Section 175 of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a Local Government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

Contribute to the region's liveability, growth and development by being a leading water and sewerage business.

Mission

To efficiently and reliably provide both sustainable, high quality water and sewerage services.

Values Statement

FRW will provide a service which embraces Council's Corporate Values as well as a number of other values.

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for the Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

FRW will also conduct its activities having regard for the following:

- our people;
- public health;
- environment;
- customer service;
- business efficiency;
- integrity;
- quality and safety; and
- innovation.

1.2 Objectives

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this Performance Plan and other documents as set by Council.

FRW will enhance the community's quality of life by providing sustainable water and sewerage services, through innovation, technical expertise, business efficiency, excellence in customer service and commitment to the environment.

The key objectives of FRW are to deliver commercially viable, safe and reliable water and sewerage services that satisfy adopted customer service standards.

FRW will, in conducting the activities on behalf of Council:

- provide high-quality, safe, reliable and cost-effective water and sewerage services;
- operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- responsibly manage, improve and augment infrastructure;
- be responsive to customer needs;
- meet performance targets;
- optimise costs;
- protect the environment, encourage water conservation and effluent re-use; and
- undertake other commercial activities with a profit motive.

2. OPERATIONS

2.1 Nature and Scope of Activities

FRW is responsible for the operation and maintenance of water and sewerage assets totalling approximately \$555.9 million.

General functions of these assets include the storage and supply of raw water for urban, commercial and agricultural purposes, treating and distributing potable water for urban and industrial use and the collection, treatment and discharge of treated effluent or supply of recycled water. All opportunities for re-use will be investigated having regard for both economic and environmental drivers.

Broadly, the scope of FRW (as at 30 June 2018 unless otherwise stated) is as follows:

Operational Revenue	\$64.8 million
Operational Expenditure	\$35.6 million
Net Community Assets	\$558.6 million
Number of staff (as at 30/06/17)	105
Properties served* – Water (as at 30/06/16)	39,445
Properties served* – Sewerage (as at 30/06/16)	51,408
Water Treated	20,918ML
Sewage Treated	6,513ML
Barrage	1
Dams	1
Water Treatment Plants (providing full treatment)	2
Sewage Treatment Plants	5
Water Mains (including common services)	834.1km
Potable Water Supply Reservoirs	20
Water Pumping Stations and Bores	41
Sewer Mains	725.6
Sewerage Pumping Stations	54

** Not including vacant land*

2.2 Asset Protection Issues

The asset protection functions to be performed by FRW for Council include:

- building over sewers policy and compliance;
- permit to work process;
- infrastructure charges policy;
- drinking water quality management plan implementation and compliance;
- trade waste environmental management plan implementation and compliance;
- catchment management;
- dam safety management for the Mount Morgan No. 7 Dam;
- identification of illegal connections; and
- assessment of water and sewerage aspects of development applications.

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation, it was considered that the commercial business unit, FRW, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has FRW within the Regional Services Department.

The internal structure of FRW remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The *Local Government Regulation 2012* Chapter 3 Section 24 defines a community service obligation as:

A **community service obligation** is 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.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct FRW to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council as the owner of FRW, will be responsible for approving the strategic direction and broad policies for the Business Unit.

Council will be responsible for providing a number of support services to FRW including:

- corporate governance support;
- corporate business systems;
- financial support services;
- procurement and logistics support services;
- safety support services and systems;
- human resource services and systems;
- IT services support and systems;
- records management support and systems;
- collection of revenue and infrastructure charges;
- supply of fleet and plant; and
- other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers. FRW is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the General Manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

FRW with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

Council will be responsible for providing an environment in which FRW can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- providing FRW with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy
Asset Services	Records Management *
Fleet Services	Local Laws
Marketing and Engagement	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services
Procurement and Logistics	

** these internal services are considered compulsory for FRW to utilise and will be subject to CSO funding if required.*

The level of service provided by internal service providers have been defined in service level agreements between FRW and the relevant sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- Ensure, by way of a service level agreement, that formal trading arrangements exist between FRW, support services and internal suppliers;
- Define the scope of internal services provided;
- Define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- Specify service standards including those related to quality and quantity;
- Specify the timeframes and timeliness of services to be provided;
- Ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service provided by FRW is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. FITZROY RIVER WATER'S GENERAL RESPONSIBILITIES

4.1 General

Council requires FRW to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation and subordinate regulation;
- Council policies and procedures; and
- this Performance Plan.

While this Plan details FRW's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. FRW operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

FRW is responsible for the contact with, and commitment to, customers in accordance with Customer Service Standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

4.4 Delegated Authorities

FRW's overall delegated authorities are in accordance with *Section 260* of the *Local Government Act 2009*. Delegated authorities for specific FRW staff are included in Council's Register of Delegations.

To protect its assets and to ensure that it can meet its performance agreement with Council, FRW is responsible for managing and controlling the operations and development of the following, where required, in accordance with Council's adopted policies:

- barrage and dam;
- water treatment plants;
- water pumping stations;
- reservoirs;
- water mains;
- sewage treatment plants;
- sewerage pumping stations; and
- sewerage mains.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and FRW will be responsible for managing and controlling the water and sewerage infrastructure that is in place at any given time.

A full list of delegations and authorisations is maintained in Council's Delegations Register including delegations as applicable according to the *Water Supply (Safety and Reliability) Act 2008*.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the Manager FRW is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from water and sewerage activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

FRW will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should FRW consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

FRW will deliver water and sewerage related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

FRW will represent Council on relevant industry groups and working parties. FRW will provide advice and recommendations for future planning and/or water allocation reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

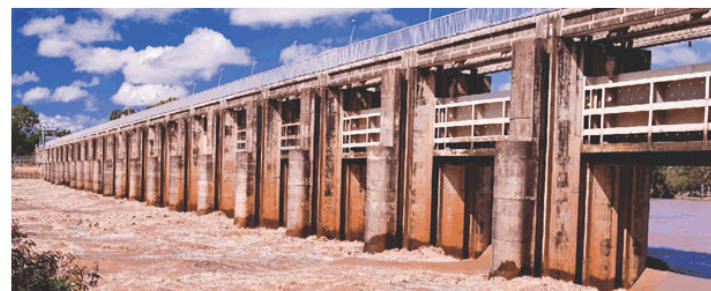
4.9 Compliance and Regulatory Reporting

Council is the registered water service provider with ultimate responsibility for compliance in service delivery.

FRW will be responsible for managing the day to day requirements of Council's responsibilities under various licences including the Resource Operations Licence, Environmental Authority approvals and will be responsible for preparing all relevant regulatory reports.

4.10 Purchasing of Materials and Services and Disposal of Assets

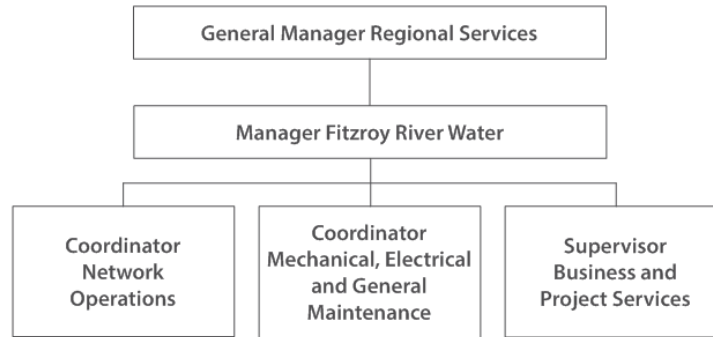
FRW is bound by Council's purchasing, procurement and asset disposal policies.



OPERATIONAL PLAN 2017-2018

5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

FRW's key strategies for the 2017-18 financial year are set out in the Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

FRW will report to Council through whatever forum Council decides from time to time but such reporting will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. FRW will provide the following information to Council on its annual performance:

- information to enable an informed assessment of the operations of FRW

- including a comparison with its Annual Performance Plan;
- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of any directions to FRW during the financial year (including directions about any CSOs to be carried out); and
- particulars of the impact that any changes to its Annual Performance Plan may have had on FRW's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. FRW will provide Council with the necessary information pertaining to the water supply and sewerage undertakings to enable it to comply with this requirement.

Quarterly Reporting

FRW will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of FRW activities to state and/or nationally recognised published standards.

Annual Reporting

FRW will prepare an annual report within one month after the auditor-general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Local Government Regulation 2012*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators.

Item	2017-18 Target
Operating surplus ratio	45.0%
Interest coverage ratio	20 times
Asset sustainability ratio	93.8%
Gross revenue	\$64,829,686
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$44,944,896
Competitive neutrality ratio (% of gross revenue)	32.8%
Depreciation ratio	21.1%
Total written down asset value	\$555,866,645
Return on assets	5.2%

Commentary/Definitions

Operating surplus ratio is an indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that FRW is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that FRW is able to cover current interest expense 20 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). FRW in 2017-18 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds FRW has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. FRW is contributing 32.8% of its operating revenues to Council's general fund, i.e. for every dollar of operating revenue earned FRW returns to Council 32.8 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. FRW depreciation is 21.1% of its operating revenues i.e. for every dollar of operating revenue earned FRW requires 21.1 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. FRW's return on assets indicates that it is generating moderate earnings from its investment in capital. FRW is generating net income of 5.2 cents for every dollar of investment in non-contributed assets.

The Local Government Regulation 2012 requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the local government and included in the Local Government's Annual Report. FRW will provide the following information on its annual performance:

- information to enable an informed assessment of the operations of FRW including a comparison with its Annual Performance Plan;
- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of the impact that any changes to its Annual Performance Plan may have had on FRW's financial position; operating surplus/deficit and prospects; and
- particulars of any directions given to FRW, by Council, during the financial year (including directions about any CSOs to be carried out).

FRW will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process.

7.2 Customer Service

Customer Service Standards

FRW is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through;

- customer feedback;
- analysis of services provided by other water authorities; and
- continuity of services provided.

Information on FRW's customer service standards will be provided through customer service centres and on its web page.

When delivering services such as water treatment, water supply and sewage treatment, FRW recognises that customers are entitled to be guaranteed of a certain level of service.

FRW's Customer Service Standards are detailed in Appendix 2.

Customer Contact

FRW will be responsible for customer contact relating to all water and sewerage matters either directly or via Service Level Agreements with other relevant Departments of Council.

7.3 Risk Management

FRW will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Billing

Responsibility for processing water and sewerage billing will lie with Finance and Business Services; however, FRW will set the billing framework and provide metering information for the bills to be issued. The water consumption bills will bear the FRW branding.

7.5 Water and Sewerage Pricing

FRW will be required to submit forward pricing proposals with annual reviews in line with the rating process. FRW proposed pricing for water and sewerage are to be in line with Council's objectives.

7.6 Policy Compliance

FRW shall be bound by Council's corporate policies and procedures until such time that FRW develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.7 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.8 Water Restrictions

FRW is required to prepare and monitor the Drought Management Plan and recommend when restrictions are required to be enforced.

Power to restrict water supply in response to drought will be the responsibility of the Mayor with emergency powers to restrict water supply being delegated to the Chief Executive Officer.

7.9 Environment

FRW is committed to providing its services in a manner which will value and protect the urban, rural, riverine and marine environment for the present and future residents and visitors to the Rockhampton Region.

Responsible management of environmental issues is an essential part of achieving business objectives.

Accordingly, FRW will conduct activities in ways which will:

- continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- comply with environmental legislation, regulation and licence standards for all operations and environmentally relevant activities; and
- promote waste minimisation, water conservation and energy management within operations.

FRW is responsible for meeting Council's obligations under the *Environmental Protection Act* relating to the delivery of water and sewerage services. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the Environmental Protection Agency on performance against the licence requirements.

FRW is also responsible for compliance with the Environmental Authority for sewage effluent management and water treatment plant discharge management.

FRW will investigate options for the re-use of treated effluent water from both an environmental and economic perspective.

7.10 Contracts of Supply

FRW will maintain contracts for storage of water allocation holders behind the Fitzroy River Barrage in accordance with the Resource Operations Plan. Council has not devolved management rights of the 50,383ML water allocation held behind the Fitzroy River Barrage to FRW nor the allocations for Mount Morgan No. 7 Dam and Fletchers Creek; however, FRW will deal commercially with these allocations as requested on

Council's behalf.

Contracts of supply will be developed and/or maintained with all customers outside of Council adopted water areas as defined in the *Water Supply (Safety and Reliability) Act 2008*.

8. ASSETS

8.1 Asset Management

FRW is devolved responsibility for the water and sewerage assets owned by Council that are required to allow it to operate as a Water Service Provider.

To align the business goals and objectives with the assets, FRW will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

FRW will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. FRW will prepare an AMP in line with Council's Long Term Asset Management Plan and Long Term Financial Plan.

FRW will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- maintaining detailed asset registers;
- maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the COAG reform agenda, FRW is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

8.3 New Works and Strategic Initiatives

Council is responsible for Land Use Planning. FRW will identify the required needs for water and sewerage infrastructure based on that planning.

FRW will maintain information on and models of existing infrastructure that will be utilised to allow high level analysis of options for meeting future demands on services to be carried out.

8.4 Contributed Assets

FRW will be responsible for ensuring contributed assets meet the purpose for which those assets were intended.



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9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 3 provide the long term Operating Statement and Statement of Financial Position for FRW for the period 2017-18 to 2026/27.

9.2 Capital Structure

FRW will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All FRW's financial planning is subject to approval by Council.

9.3 Funding Sources

The following are the funding sources for the water supply and sewerage capital expenditure program:

Revenue

- loan borrowings, with repayments made from depreciation;
- developer contributed headworks funding;
- existing operational funds;
- depreciation funding;
- CSOs provided by Council; and
- State and Federal Government grants and subsidies.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$6.2 million
Total liability (forecast closing as at 30 June 2018)	\$36.8 million
2017-18 (proposed new loans)	\$NIL

Grants and Subsidies

Total	\$6.6 million
Capital Expenditure for 2017-18 is approximately	\$18.6 million

9.4 Operational Budget

The Operational Budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2017-18 is estimated to be \$64.8 million (inc. CSOs) comprising:

Water and Sewerage Rates and Charges	89.9%
Bulk Water Sales	5.8%
Fees and Charges	2.0%
Private and Recoverable Works	0.6%
Community Services Obligations and CNA's	0.9%
Interest Received from Investments	0.4%
Other sources	0.4%

Operating expenditure including tax and return for 2017-18 is estimated to be \$57.0 million, comprising:

Management and Administration	5.5%
Operations and Maintenance Expense	20.6%
Corporate Overheads	7.9%
Depreciation	24.0%
Loan Interest	4.0%
Tax Equivalents and Dividends	38.0%

10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund FRW's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

FRW accumulates any unspent depreciation funds for the future capital renewal of water supply and sewerage assets to either maintain or reinstate their service potential.

10.3 Taxation

FRW is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses / Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in FRW Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

FRW's AMP Financial Strategy identifies new capital expenditure for water and sewer projects over the ten year planning horizon providing the basis for future borrowings.

The following principles underlie FRW's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where FRW requires debt financing, Council will raise funds for FRW. Council will make explicit the terms and conditions of all funds raised for FRW, having due regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

While it is Council's responsibility for price setting, the State Government has applied State-based prices oversight legislation to Local Government business activities. On 29 June 2002, the State Government acting on the Queensland Competition Authority's recommendation, has declared the water and sewerage services of the largest 18 local government's (nominated Councils) water and sewerage businesses as Monopoly Business Activities under section 19 of the *Queensland Competition Authority Act 1997* FRW falls within this criteria.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

FRW will actively work with Council to maximise the realisation of the above principles.

11.3 Revenue Collection

FRW in conjunction with Council's Finance department is responsible for revenue collection for the provision of water and sewerage services. Billing and debt management is the responsibility of Finance.

11.4 Recovery for Damage to Infrastructure

FRW will recover compensation for third party damage to water and sewerage infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that FRW must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

12.1 Review Of Performance Plan

The *Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This Plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing FRW's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of FRW.



APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSOs) arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation. CSOs are to be funded by the general fund.

FRW CSOs have been identified in the following areas. FRW have identified \$400,703 as CSOs during the 2017-18 financial year.

WATER

Sporting Bodies Water Access and Consumption \$20,242

SEWERAGE

Combined Line Charges (expenses) \$100,367

Combined Lines and Raising Access Chambers Capital \$102,000

Raising Access Chambers \$102,000

Sporting Bodies Sewerage Access \$76,094

TOTAL (proposed in 2017-18) \$400,703



The following Community Service Obligations will be funded by a contribution from Council to FRW.

Water	Objective
Other Rate Remissions	Council upon review of applications, at times grants remissions for Water Charges. These amounts are then claimed as a CSO by FRW.
Sporting Bodies Rate Remissions	Council upon review of applications, at times grants remissions for Water Charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Undetected Leak Rebates	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and commercial customers be identified as a CSO to the amount of \$110,000 per annum.
Sewerage	Objective
Combined Line Charges (expenses)	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a Community Service Obligation.
Combined Line Charges (capital)	Further to the above resolution regarding the maintenance of combined Lines, FRW has begun a full replacement program of these assets. As a result the cost of the replacing of these Combined Lines also constitutes a Community Service Obligation and the full cost incurred is claimed.
Raising Access Chambers (capital)	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.
Sporting Bodies Rate Remissions	Council upon review of applications, at times grants remissions for Sewerage Charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Other Rate Remissions	Council upon review of applications grants remissions for Sewerage Charges. These amounts when remitted are then claimed as a CSO by FRW.

APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards – Rockhampton Regional Council

Non-Financial Performance Targets

Customer Service Standards

Water - Day to Day Continuity

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS1	Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)	< 80	< 80
CSS2	Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)	< 30	< 30
CSS3	Time for restoration of service - unplanned interruptions (% restored within 5 hours)	> 90%	> 90%
CSS4	Customer interruption frequency: 1 interruption per year 2 interruptions per year 3 interruptions per year 4 interruptions per year 5 or more interruptions per year	12% 2% 1% 0.5% 0.25%	12% 2% 1% 0.5% 0.25%
CSS5	Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)	> 30%	> 30%
CSS6	Average interruption duration - planned and unplanned (hours)	3 hours	3 hours
CSS7	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	95% 95% 95%	95% 95% 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	95% 95% 95%	95% 95% 95%

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Adequacy and Quality of Normal Supply of Water Supply

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS8	Minimum pressure standard at the water meter	220 kPa	220 kPa
CSS9	Minimum flow standard at the water meter	9 L/min	9 L/min
CSS10	Connections with deficient pressure and/or flow (% of total connections)	< 2.5%	< 2.5%
CSS11	Drinking water quality (compliance with industry standard) ¹	> 98%	> 98%
CSS12	Drinking water quality complaints (number per 1,000 connections)	< 5	< 5
CSS13	Drinking water quality incidents (number per 1,000 connections)	< 5	< 5

¹ FRW's Drinking Water Quality Management Plan identifies the following key water quality parameters as reference indicators for customer service purposes: Physical and Chemical Water Quality Parameters – Target: >99% of all samples tested compliant with Australian Drinking Water Guidelines; E. coli — Target: None detected in >98% of all samples tested

Long Term Continuity of Water Services

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS14	Water main breaks (number per 100 km main)	< 40	< 40
CSS15	Water services breaks (number per 1,000 connections)	< 40	< 40
CSS16	System water loss (litres per connection per day)	< 200 L	≤ 200 L

Effective Transportation of Sewage

CSS Reference	Performance Indicator	Rockhampton and Gracemere Sewerage Scheme	Mt Morgan Sewerage Scheme
CSS17	Sewage overflows – total (number per 100 km main)	< 30	< 10
CSS18	Sewage overflows to customer property (number per 1,000 connections)	< 10	< 5
CSS19	Odour complaints (number per 1,000 connections)	< 1	< 1
CSS20	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	> 95%	> 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	> 95%	> 95%

Long Term Continuity of Sewerage Services

CSS Reference	Performance Indicator	Rockhampton and Gracemere Sewerage Scheme	Mt Morgan Sewerage Scheme
CSS21	Sewer main breaks and chokes (number per 100 km main)	< 50	< 20
CSS22	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)	< 5	< 5

Customer Service

Performance Indicator	Target
Installation of new water connections (within the water service area)	15 working days
Installation of sewerage connections (within the sewered area)	15 working days
Complaints – (excluding maintenance of water and sewerage services) – advise outcome	20 working days

Financial Performance Targets

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise

Reference Code

NR – not relevant; this indicator is not relevant to the scheme.



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APPENDIX 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for FRW Water and Sewerage Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Net rates, levies and charges	58,287	60,619	62,740	64,936	67,209	69,561	71,996	74,516	77,124	79,823
Fees and charges	1,291	1,329	1,369	1,410	1,453	1,496	1,541	1,587	1,635	1,684
Rental income	281	286	292	298	304	310	316	322	329	335
Interest received	240	918	1,053	1,220	1,318	1,407	1,648	2,114	2,673	3,233
Sales revenue	4,152	4,256	4,362	4,471	4,583	4,697	4,815	4,935	5,059	5,185
Other income	580	595	609	625	640	656	673	689	707	724
Grants, subsidies, contributions and donations	-	-	-	-	-	-	-	-	-	-
Total operating revenue	64,830	68,003	70,426	72,960	75,506	78,128	80,989	84,164	87,526	90,985
Capital revenue										
Grants, subsidies, contributions and donations	6,600	1,589	1,629	2,585	2,649	2,715	2,783	2,853	2,924	2,997
Total revenue	71,430	69,592	72,055	75,545	78,155	80,843	83,772	87,017	90,450	93,982
Total income	71,430	69,592	72,055	75,545	78,155	80,843	83,772	87,017	90,450	93,982
Expenses										
Operating expenses										
Employee benefits	6,830	7,035	7,246	7,463	7,687	7,918	8,155	8,400	8,652	8,912
Materials and services	12,814	13,263	13,728	14,209	14,708	15,223	15,757	16,309	16,881	17,473
Finance costs	2,300	1,961	1,585	1,186	801	364	164	149	127	115
Depreciation and amortisation	13,702	14,074	14,408	14,749	15,163	15,609	16,064	16,462	16,835	17,242
Other expenses	-	-	-	-	-	-	-	-	-	-
Total operating expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Total expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Net result	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Tax equivalents										
Net result before tax equivalents	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Tax equivalents payable	9,027	9,973	10,514	11,364	11,925	12,497	13,061	13,664	14,318	14,979
Net result after tax equivalents	26,757	23,286	24,573	26,574	27,871	29,232	30,571	32,033	33,637	35,261
Total comprehensive income for the year	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Operating result										
Operating revenue	64,830	68,003	70,426	72,960	75,506	78,128	80,989	84,164	87,526	90,985
Operating expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Operating result	29,184	31,670	33,458	35,353	37,147	39,013	40,849	42,844	45,031	47,243

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Statement Of Financial Position For FRW Water and Sewerage Business 2018 To 2027 (\$'000,S)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	23,405	24,143	32,685	36,764	39,698	44,517	57,058	80,427	101,428	124,468
Trade and other receivables	7,015	7,287	7,516	7,794	8,061	8,336	8,598	8,917	9,222	9,538
Inventories	320	320	320	320	320	320	320	320	320	320
Other current assets	1	1	1	1	1	1	1	1	1	1
Total current assets	30,742	31,751	40,522	44,879	48,080	53,174	65,978	89,665	110,971	134,327
Non-current assets										
Property, plant & equipment	570,143	588,061	599,507	617,371	637,782	659,911	680,473	693,150	710,072	726,891
Other non-current assets	45	45	45	45	45	45	45	45	45	45
Total non-current assets	570,188	588,106	599,552	617,415	637,826	659,956	680,518	693,194	710,117	726,936
Total assets	600,929	619,857	640,074	662,295	685,906	713,130	746,495	782,860	821,088	861,263
Liabilities										
Current liabilities										
Trade and other payables	3,514	3,634	3,747	3,885	4,017	4,154	4,284	4,461	4,627	4,801
Borrowings	6,224	6,576	6,957	7,356	5,612	1,311	174	184	195	206
Provisions	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
Other current liabilities	316	316	316	316	316	316	316	316	316	316
Total current liabilities	11,592	12,064	12,558	13,095	11,484	7,319	6,312	6,499	6,675	6,860
Non-current liabilities										
Borrowings	30,588	24,012	17,055	9,699	4,086	2,775	2,601	2,417	2,222	2,017
Provisions	183	183	183	183	183	183	183	183	183	183
Total non-current liabilities	30,771	24,195	17,238	9,882	4,269	2,958	2,784	2,600	2,405	2,200
Total liabilities	42,364	36,259	29,796	22,977	15,753	10,277	9,096	9,098	9,080	9,060
Net community assets	558,566	583,598	610,278	639,318	670,153	702,852	737,399	773,761	812,008	852,204
Community equity										
Asset revaluation surplus	150,380	164,811	179,943	195,777	212,428	229,952	248,355	267,525	287,422	308,102
Retained surplus	408,185	418,787	430,335	443,541	457,725	472,901	489,044	506,236	524,586	544,102
Total community equity	558,566	583,598	610,278	639,318	670,153	702,852	737,399	773,761	812,008	852,204



OPERATIONAL PLAN 2017-2018

EXECUTIVE SUMMARY

Rockhampton Regional Council's (Council) Waste and Recycling (RRWR) services were identified as a Type 2 business activity as defined in the *Local Government Act 2009*.

Council, at its meeting on 24 August 2010, resolved that the waste and recycling business be commercialised.

RRWR commenced operations as a Commercial Business Unit on 1 July 2011.

This plan is RRWR's agreement with Council to deliver Waste and Recycling services. The plan describes RRWR's objectives and functions, commercialisation objectives, community service obligations, customer service objectives, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This plan is required by Section 175 of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a local government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

Contribute to the region's liveability, growth and development by being a leading waste and recycling business.

Mission

To efficiently and reliably provide both sustainable, high quality waste and recyclables collection management, landfill management and waste transfer station and bin station management.

Values Statement

RRWR will provide a service which embraces Council's corporate values. We will protect the environment based upon legislative guidelines and best practice for the betterment of our community and future generations. We will value our earth commodities through implementing innovative and viable resource recovery practices.

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

Objectives

The key objectives of RRWR are to deliver commercially viable waste and recycling services that satisfy adopted customer services standards.

Core business includes the following activities:

General

- Setting the strategic direction for Council's Waste Management Strategy.
- Support of public education programs in relation to waste minimisation, reuse and recycling.

Waste

- Operation and management of the landfill site at Rockhampton (Lakes Creek Road Landfill).
- Providing waste management services to events and activities.
- Collection and disposal of domestic and commercial waste within the Rockhampton Region.
- Operation and management of four manned and nine unmanned transfer station facilities / roadside bins stations currently located at:

Manned Transfer Stations: Gracemere, Alton Downs, Bouldercombe and Mount Morgan; and

Unmanned Transfer Stations: Bajool, Bushley, Dalma, Gogango, Laurel Bank, Marmor, Ridgeland, Upper Ulam and Westwood

Recycling

- Management of contracted recycling service providers.

2. OPERATIONS

2.1 Nature and Scope of Activities

RRWR is responsible for the operation and maintenance of waste and recycling assets totalling approximately \$36.6 million.

General functions of these assets include:

- the provision of waste collections points for the bulk transport of waste to Lakes Creek Road Landfill;
- the provision of 'airspace' to receive the region's waste in an environmental sound process; and
- associated recycling and reuse support facilities at the landfills.

Broadly, the scope of RRWR (as at 30 June 2018 unless otherwise stated) is as follows:

Operational Revenue	\$19.8 million
Operational Expenditure	\$15.8 million
Net Community Assets	\$18.5 million
Number of staff (as at 30 June 2017)	31
Properties served – General Waste (as at 30 June 2016)	31,336
Properties served – Recycling (as at 30 June 2016)	31,212
Total Waste to Landfill - including kerbside waste collection but not including cover material (tonnes) (as at 30 June 2016)	73,916t
Kerbside Waste Collection (tonnes) (as at 30 June 2016)	23,760t
Recycling Collected (tonnes)	6,206t
Landfills	1
Transfer Stations – Manned	4
Transfer Stations - Unmanned	9

2.2 Asset Protection Issues

The asset protection functions to be performed by RRWR for Council include:

- RRWR site based management plans for each facility; and
- RRWR work instructions for example, Acceptance of Asbestos.

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, by establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of the unit.

To assist in satisfying the principles of commercialisation it was considered that the commercial business unit, RRWR, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has RRWR within the Regional Services Department. The internal structure of RRWR remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The *Local Government Regulation 2012* Chapter 3 Section 24 defines a community service obligation as:

A **community service obligation** is 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.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct RRWR to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council, as the owner of RRWR, will be responsible for approving the strategic direction and broad policies for the Business Unit.

Council will be responsible for providing a number of support services to RRWR including:

- corporate governance support;
- corporate business systems;
- financial support services;
- human resource services and systems;
- safety support services and systems;
- IT services support and systems;
- records management support and systems;
- collection of revenue and infrastructure charges;
- supply of fleet and plant; and
- other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers. RRWR is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and

the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the General Manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

RRWR with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

Council will be responsible for providing an environment in which RRWR can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy
Asset Services	Records Management *
Fleet Services	Local Laws
Marketing and Engagement	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services
Procurement and Logistics	

** these internal services are considered compulsory for RRWR to utilise and will be subject to CSO funding if required.*

The level of service provided by internal service providers have been defined in service level agreements between RRWR and the relevant Sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- ensure, by way of a service level agreement, that formal trading arrangements exist between RRWR, support services and internal suppliers;
- define the scope of internal services provided;
- define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- specify service standards including those related to quality and quantity;
- specify the timeframes and timeliness of services to be provided;
- ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service required of RRWR is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. ROCKHAMPTON REGIONAL WASTE AND RECYCLING GENERAL RESPONSIBILITIES

4.1 General

Council requires RRWR to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation;
- Council policies and procedures;
- licence conditions; and
- this Performance Plan.

While this Plan details RRWR's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. RRWR operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

RRWR is responsible for the contact and commitment with customers in accordance with Customer Service Standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

4.4 Delegated Authorities

RRWR's overall delegated authorities are in accordance with Section 260 of the *Local Government Act 2009*. Delegated authorities for specific RRWR staff are included in Council's Register of Delegations.

To protect its assets and to ensure that it can meet its performance agreement with Council, RRWR is responsible for managing and controlling the operations and development of the following where required in accordance with Council's adopted policies:

- one landfill site at Rockhampton; and
- four manned and nine unmanned transfer station facilities / roadside bins stations.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and RRWR will be responsible to manage and control the waste infrastructure that is in place from time to time.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Regional Services is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from waste and recycling activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

RRWR will, as far as possible, be responsible for driving performance improvements to ensure target dividends are returned. Should RRWR consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

RRWR will deliver waste and recycling related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

RRWR will represent Council on relevant industry groups and working parties. RRWR will provide advice and recommendations for future planning and issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered waste and recycling service provider with ultimate responsibility for compliance in service delivery.

RRWR will be responsible for managing the day to day requirements of Council's responsibilities under various licences and preparing required reports.

RRWR is responsible for the development of regulatory reports and delivery on the outcomes of the final approved plans including associated reporting.

4.10 Purchasing of Materials and Services and Disposal of Assets

RRWR is bound by Council's purchasing, procurement and asset disposal policies.

5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure for RRWR as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

RRWR's key strategies for the 2017-18 financial year are set out in Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

RRWR will report to Council through whatever forum Council decides from time to time but such will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information to Council on its annual performance:

- information to enable an informed assessment of the operations of RRWR including a comparison with its Annual Performance Plan;

- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- particulars of the impact that any changes to its Annual Performance Plan may have had on RRWR's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. RRWR will provide Council with the necessary information pertaining to waste and recycling services to enable it to comply with this requirement.

Quarterly Reporting

RRWR will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial Performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of RRWR activities to state and/or nationally recognised published standards.

Annual Reporting

RRWR will prepare an annual report within one month after the auditor general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Local Government Regulation 2012*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators:

Item	2017-18 Target
Operating surplus ratio	20.0%
Interest coverage ratio	7.77 times
Asset sustainability ratio	90.0%
Gross revenue	\$19,826,422
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$5,795,749
Competitive neutrality ratio (% of gross revenue)	1.8%
Depreciation ratio	5.3%
Total written down asset value	\$36,569,175
Return on assets	7.6%

Commentary

Operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that RRWR is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which the operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that RRWR is able to cover current interest expense 7.77 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). RRWR in 2017-18 is currently not replacing or renewing existing infrastructure assets as they are being depreciated.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the

funds RRWR has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. RRWR is receiving 1.8% of its operating revenue from Council's general fund i.e. for every dollar of operating revenue earned RRWR receives from Council 1.8 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. RRWR depreciation is 5.3% of its operating revenues i.e. for every dollar of operating revenue earned RRWR requires 5.3 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. RRWR return on assets indicates that it is generating moderate earnings from its investment in capital. RRWR is generating net income of 7.6 cents for every dollar of investment in assets.

The *Local Government Regulation 2012* requires that an annual statement on the operations of the commercial business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information on its annual performance:

- (a) information to enable an informed assessment of the operations of RRWR including a comparison with its Annual Performance Plan;
- (b) particulars of any amendments made to its Annual Performance Plan in the financial year;
- (c) particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- (d) particulars of the impact that any changes to its Annual Performance Plan may have had on RRWR financial position; operating surplus/deficit and prospects.

RRWR will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process and the reporting requirements in respect of the Waste Levy in accordance with the *Waste Reduction and Recycling Act 2011*.

7.2 Customer Service

Customer Service Standards

RRWR is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through:

- customer feedback;
- analysis of services provided by other waste management agencies; and
- general waste collection.

Information on RRWR's customer service standards will be provided through customer service centres and on its web page.

When delivering services such as household waste collection, commercial waste collection, recycling services, waste advisory services and landfill waste disposal services, RRWR recognises that customers are entitled to be guaranteed of a certain level of service.

Specific Customer Service Standards are detailed in Appendix 2.

Customer Contact

RRWR will be responsible for customer contact relating to all waste and recycling matters either directly or via Service Level Agreements with other relevant departments of Council.

Contracts for Service Provision

RRWR will maintain contracts for recycling collection services within Council's collection area in accordance with Council's resolution dated 23 February 2010.

7.3 Risk Management

RRWR will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Policy Compliance

RRWR shall be bound by Council's corporate policies and procedures until such time that RRWR develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.5 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.6 Environment

Responsible management of environmental issues is an essential part of achieving business objectives.

Accordingly, RRWR will conduct activities in ways which will:

- continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- promote the open exchange of environmental information with customers, suppliers and the community to improve environmental awareness and to obtain feedback on environmental performance;
- ensure that environmentally appropriate practice is encouraged and integrated into business practices; and
- promote waste minimisation and energy management within day to day operations.

RRWR is responsible for meeting Council's obligations under the *Environmental Protection Act 1994* relating to waste and recycling. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the relevant State Government bodies on performance aspects covered by any licences.

8. ASSETS

8.1 Asset Management

RRWR will manage assets to minimise the whole of life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- Maintaining detailed asset registers;
- Maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- Detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the COAG reform agenda, RRWR is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 3 provide the long term Operating Statement and Statement of Financial Position for RRWR for the period 2017-18 to 2026/27.

9.2 Capital Structure

RRWR will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All RRWR's financial planning is subject to approval by Council.

9.3 Funding Sources

The following are the funding sources for the waste and recycling capital expenditure program:

Revenue

- Loan borrowings, with repayments made from depreciation and revenue.
- Depreciation funding.
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$2.3 million
Total liability (forecast closing as at 30 June 2018)	\$14.5 million
2017-18 (proposed new loans)	\$1.9 million
Capital Expenditure for 2017-18 is approximately	\$4.7 million

9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating revenue for 2017-18 is estimated to be \$19.8 million (inc CSO's comprising:

Waste and Recycling Utility and Charges	69.4%
Fees and Charges	21.7%
Community Services Obligations and C.N.A's	8.4%
Other sources	0.5%

Operating expenditure including tax and return for 2017-18 is estimated to be \$17.0 million comprising:

Operations Expense	82.3%
Depreciation	6.2%
Loan Interest	4.5%
Income tax and Dividends	7.0%

10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund RRWR's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

RRWR accumulates any unspent depreciation funds for the future capital renewal of waste and recycling assets to either maintain or reinstate their service potential.

10.3 Taxation

RRWR is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - payroll tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses / Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

RRWR's AMP Financial Strategy identifies new capital expenditure for projects over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie RRWR's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where RRWR requires debt financing, Council will raise funds for RRWR. Council will make explicit the terms and conditions of all funds raised for RRWR, having due regard to Council's determination on RRWR's capital structure. RRWR will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

Council will be responsible for setting the price for waste and recycling services on an annual basis. RRWR will be responsible for:

- recommending to Council revenue targets for waste and recycling services;
- recommending price structures and price paths; and
- pro-actively communicating Council's decisions with respect to pricing to customers.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

RRWR will actively work with Council to maximise the realisation of the above principles.

11.3 General Fees and Charges for Miscellaneous Activities

In addition to the primary services of waste and recycling services, RRWR provides a number of other miscellaneous services directly to customers, such as:

- collection and disposal of waste from carnivals and special events including bin delivery, recovery and cleansing; and

- sale of mobile bins.

RRWR is responsible for recommending appropriate general fees and charges for such services to Council.

Where these are monopoly services, the basis for price setting will be full cost recovery. Where the services are provided into a competitive market, prices will be set having regard to the sustainability of the business activity and the market price for the services.

11.4 Revenue Collection

RRWR in conjunction with Council's Finance department is responsible for revenue collection for the provision of waste and recycling services. Billing and debt management is the responsibility of Finance.

11.5 Recovery for Damage to Infrastructure

RRWR will recover compensation for third party damage to waste and recycling infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that RRWR must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13. REVIEW OF PERFORMANCE PLAN

The *Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing RRWR's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of RRWR.

APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSOs) arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation. CSOs are to be funded by the general fund.

RRWR CSOs have been identified in the following areas. RRWR have identified \$1,599,248 as CSOs during the 2017-18 financial year. CSOs have been identified and adopted by Council for 2017-18 in the following areas. These CSOs will be funded by a contribution from Council to RRWR.

Transfer:

Roadside Bins ops (Collection)	\$368,968
Roadside Bins ops (Clean Up)	\$41,756
Roadside Bins Disposal Cost	\$132,859
	\$543,583

Collection:

Boat Ramps Waste Service	\$14,843
	\$14,843

Disposal:

Old Landfills maintenance works	\$164,000
Tyres, Chemicals, Fridge Degassing, Gas Bottles	\$83,511
Charity Waste Policy	\$75,919
Green Waste	\$590,717
	\$914,147

Strategic Management:

Clean Up Australia Day	\$15,818
Waste Education	\$50,122
Waste Audit	\$60,735
	\$126,675

Total (proposed in 2017-18)	\$1,599,248
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OPERATIONAL PLAN 2017-2018

APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards

Performance Indicator	Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within four working days upon application by the owner	98%
Provision of assisted services within ten working days from application by the resident	100%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification	100%

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Financial Performance Targets

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise

OPERATIONAL PLAN 2017-2018



COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

APPENDIX 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for RRWR 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Net rates, levies and charges	13,749	14,299	14,799	15,317	15,853	16,408	16,982	17,577	18,192	18,829
Fees and charges	4,305	4,456	4,612	4,773	4,940	5,113	5,292	5,477	5,669	5,868
Interest received	23	151	174	155	167	242	348	465	580	689
Other income	1,708	1,751	1,794	1,839	1,884	1,931	1,979	2,028	2,079	2,130
Grants, subsidies, contributions and donations	41	42	43	44	45	46	47	47	48	49
Total operating revenue	<u>19,826</u>	<u>20,698</u>	<u>21,422</u>	<u>22,128</u>	<u>22,890</u>	<u>23,741</u>	<u>24,649</u>	<u>25,595</u>	<u>26,569</u>	<u>27,566</u>
Total revenue	<u>19,826</u>	<u>20,698</u>	<u>21,422</u>	<u>22,128</u>	<u>22,890</u>	<u>23,741</u>	<u>24,649</u>	<u>25,595</u>	<u>26,569</u>	<u>27,566</u>
Total income	<u>19,826</u>	<u>20,698</u>	<u>21,422</u>	<u>22,128</u>	<u>22,890</u>	<u>23,741</u>	<u>24,649</u>	<u>25,595</u>	<u>26,569</u>	<u>27,566</u>
Expenses										
Operating expenses										
Employee benefits	3,401	3,503	3,608	3,716	3,828	3,942	4,061	4,183	4,308	4,437
Materials and services	10,610	10,982	11,368	11,767	12,181	12,609	13,052	13,510	13,985	14,476
Finance costs	791	732	582	446	404	355	283	209	111	7
Depreciation and amortisation	1,049	1,074	1,067	1,106	1,118	1,067	1,100	1,143	1,197	1,237
Total operating expenses	<u>15,850</u>	<u>16,291</u>	<u>16,624</u>	<u>17,036</u>	<u>17,530</u>	<u>17,973</u>	<u>18,496</u>	<u>19,045</u>	<u>19,601</u>	<u>20,158</u>
Total expenses	<u>15,850</u>	<u>16,291</u>	<u>16,624</u>	<u>17,036</u>	<u>17,530</u>	<u>17,973</u>	<u>18,496</u>	<u>19,045</u>	<u>19,601</u>	<u>20,158</u>
Net result	<u>3,976</u>	<u>4,403</u>	<u>4,786</u>	<u>5,072</u>	<u>5,326</u>	<u>5,720</u>	<u>6,089</u>	<u>6,470</u>	<u>6,876</u>	<u>7,312</u>
Tax equivalents										
Net result before tax equivalents	3,976	4,403	4,786	5,072	5,326	5,720	6,089	6,470	6,876	7,312
Tax equivalents payable	1,192	1,131	1,235	1,509	1,585	1,700	1,800	1,899	1,998	2,104
Net result after tax equivalents	<u>2,785</u>	<u>3,272</u>	<u>3,551</u>	<u>3,563</u>	<u>3,741</u>	<u>4,020</u>	<u>4,289</u>	<u>4,571</u>	<u>4,878</u>	<u>5,208</u>
Total comprehensive income for the year	<u>3,976</u>	<u>4,403</u>	<u>4,786</u>	<u>5,072</u>	<u>5,326</u>	<u>5,720</u>	<u>6,089</u>	<u>6,470</u>	<u>6,876</u>	<u>7,312</u>
Operating result										
Operating revenue	19,826	20,694	21,411	22,108	22,857	23,692	24,585	25,515	26,476	27,469
Operating expenses	<u>15,850</u>	<u>16,291</u>	<u>16,624</u>	<u>17,036</u>	<u>17,530</u>	<u>17,973</u>	<u>18,496</u>	<u>19,045</u>	<u>19,601</u>	<u>20,158</u>
Operating result	<u>3,976</u>	<u>4,403</u>	<u>4,786</u>	<u>5,072</u>	<u>5,326</u>	<u>5,720</u>	<u>6,089</u>	<u>6,470</u>	<u>6,876</u>	<u>7,312</u>

OPERATIONAL PLAN 2017-2018

Statement of Financial Position for RRWR 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	2,798	4,060	4,520	4,994	5,359	8,612	13,161	17,596	21,899	25,972
Trade and other receivables	1,989	2,066	2,132	2,212	2,290	2,370	2,446	2,538	2,627	2,719
Inventories	67	67	67	67	67	67	67	67	67	67
Total current assets	4,853	6,192	6,719	7,274	7,716	11,049	15,674	20,201	24,592	28,757
Non-current assets										
Property, plant & equipment	36,442	35,638	35,762	39,087	42,182	41,037	39,815	39,301	39,976	41,591
Total non-current assets	36,442	35,638	35,762	39,087	42,182	41,037	39,815	39,301	39,976	41,591
Total assets	41,295	41,830	42,481	46,360	49,898	52,086	55,489	59,502	64,569	70,348
Liabilities										
Current liabilities										
Trade and other payables	2,684	2,776	2,863	2,970	3,072	3,178	3,278	3,400	3,517	3,638
Borrowings	2,333	2,453	2,591	2,902	1,612	587	609	632	655	679
Provisions	1,102	1,117	1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133
Total current liabilities	6,118	6,347	6,588	7,005	5,817	4,898	5,021	5,165	5,306	5,450
Non-current liabilities										
Borrowings	12,161	9,708	7,117	7,219	8,612	8,025	7,416	6,784	6,129	5,450
Provisions	4,522	3,892	3,245	3,245	3,245	3,245	3,245	3,245	3,245	3,245
Total non-current liabilities	16,683	13,600	10,362	10,465	11,857	11,270	10,661	10,029	9,374	8,696
Total liabilities	22,802	19,946	16,950	17,470	17,675	16,168	15,682	15,195	14,680	14,146
Net community assets	18,493	21,884	25,531	28,890	32,223	35,918	39,807	44,307	49,889	56,202
Community equity										
Asset revaluation surplus	2,375	3,241	4,119	5,059	6,089	7,152	8,200	9,244	10,314	11,434
Retained surplus	16,118	18,643	21,411	23,832	26,134	28,765	31,608	35,064	39,575	44,769
Total community equity	18,493	21,884	25,531	28,890	32,223	35,918	39,807	44,307	49,889	56,202



2017-2018 OPERATIONAL PLAN

Corporate Plan 2017-2022 (incorporating 2017-2018 Operational Plan activities)

Meeting Date: 11 July 2017

Attachment No: 2



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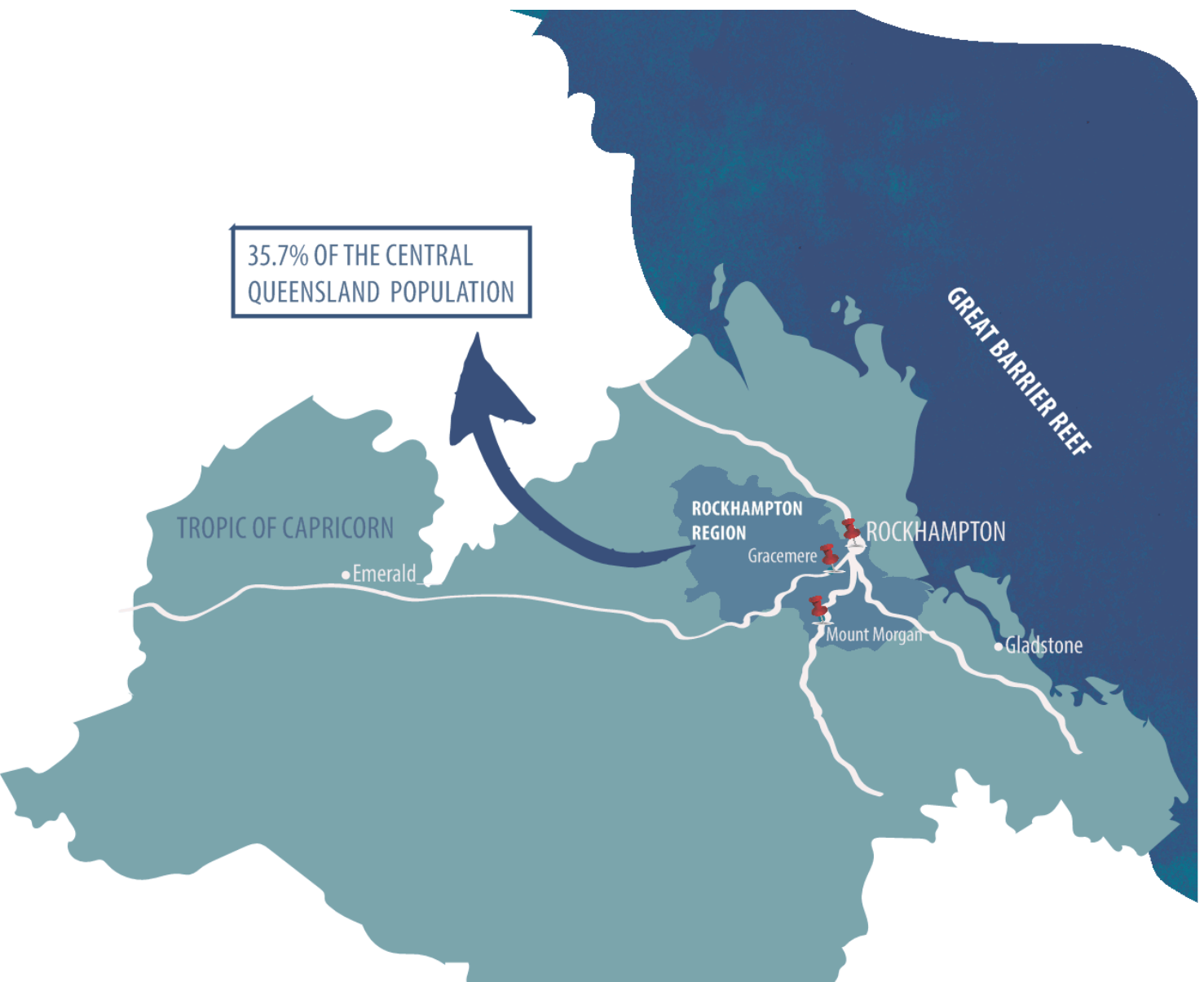
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CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

2

CONNECT WITH THE COMMUNITY | CREATE OPPORTUNITY | SUSTAIN THE PURSUIT OF EXCELLENCE





OUR REGION

THE INDIVIDUAL CHARACTERISTICS OF THE 60 LOCALITIES AND SUBURBS HAVE SHAPED THE UNIQUE CHARACTER OF THE ROCKHAMPTON REGION.

Located in the heart of Central Queensland, the Rockhampton Region lies on the Tropic of Capricorn, bounded by Livingstone Shire in the north, the Pacific Ocean in the east, the Gladstone Regional Council area and Banana Shire in the south and the Central Highlands Regional Council in the west.

The local authority includes three main urban centres being Rockhampton, Gracemere and Mount Morgan and the smaller townships of Bajool, Bouldercombe, Kabra, Marmor, Stanwell, Gogango and Westwood located with a predominately rural landscape.

Rockhampton functions as the major service centre for business and employment, and the smaller townships provide an opportunity for people to live a productive and sustainable rural lifestyle, but with easy access to the services of the larger urban centres. Known for its relaxed lifestyle, outdoor living and natural beauty, the Rockhampton Region's population forecast for 2017 is 87,769 mostly located in the urban areas and is forecast to grow to 113,096 by 2036.

In order to sustain such a population, the Region offers varied employment opportunities, with healthcare and social assistance representing the highest share of jobs. The Rockhampton Region is transforming into a major economic

and lifestyle hub for the broader Central Queensland Region, and makes a vital contribution to the growth of the Central Queensland, Queensland and Australian economies, with approximately \$5.014 billion gross regional product as at 30 June 2015.

Major features of the Region include the Rockhampton Airport, CQUniversity, Stanwell Power Station, Gracemere Saleyards, Dreamtime Cultural Centre, major Stockland shopping centre, Rockhampton Central Business District, Rockhampton Heritage Village, Rockhampton Botanic Gardens, Fitzroy River, national parks, Gracemere Industrial Area and Mount Morgan.

The reliable water supply provided by the Fitzroy River (Australia's second largest catchment) supports current and future economic opportunities and lifestyle. The Fitzroy River is a dominant natural feature for the Region, as it moves from expansive areas of productive pastoral and agricultural land in the west through to the Fitzroy River delta in the east. The diversity of landscapes, lifestyles, economic opportunities and communities contribute to this Region being one of the most diverse in all of Queensland.

The individual characteristics of the 60 localities and suburbs have shaped the unique character of the Rockhampton Region.



THE FITZROY RIVER
CATCHMENT COVERS AN
AREA OF 142,665 SQUARE
KILOMETRES, MAKING IT THE
LARGEST RIVER CATCHMENT
FLOWING TO THE EASTERN
COAST OF AUSTRALIA.



HISTORY

HIGHLY VALUED TRACES OF THE REGION'S RICH HISTORY REMAIN TODAY IN THE MANY PRESERVED BUILDINGS, MONUMENTS AND MEMORIES OF THE COMMUNITY.

Over 40,000 years ago the Rockhampton Region was inhabited by the Darumbal people. The Region provided plentiful wildlife and vegetation around Mount Archer and access to rich soils and water through the wide river "Toonooba", now known as the Fitzroy River.

In the 1850's the first European settlers came to the area and founded the "town by the rocks in the river", Rockhampton whilst exploring the upper reach of the Fitzroy River Basin. The Archer brothers named Mount Sleipner and the Berserker Range, which was later renamed to Mount Archer in their honour.

The late 1800's saw the Region become a great source of mineral wealth with gold mining in Canoona, Bouldercombe, Ridgeland and Mount Morgan. Much later this resource effort was redirected to the coal reserves of the nearby Bowen Basin.

Mining was not the only economic driver however, with the Region establishing its reputation as a high quality beef producer, leading to the development of abattoirs in the Lakes Creek area in the late 1800's. The Region has always been at the cutting edge of breeding programs and research, responsible for innovations in the production of beef as early as the 1930's.

Rockhampton launched itself as a service centre to the agriculture and mining industries, seeing significant investment and development in the Region as a result. The wealth gained from beef and minerals and the strategic location resulted in significant investment in education and health services and arts and cultural facilities across the Region.

As the Region developed, so too did the need for additional infrastructure. The railway west of Rockhampton to Longreach was completed in 1892, the Fitzroy Barrage in 1970, the Fitzroy Bridge in 1954, Neville Hewitt Bridge in 1980, Stanwell Power Station in 1996 and the new Yeppen Floodplain Crossing in 2015. This additional key infrastructure further strengthened Rockhampton's role as the major regional centre in Central Queensland.

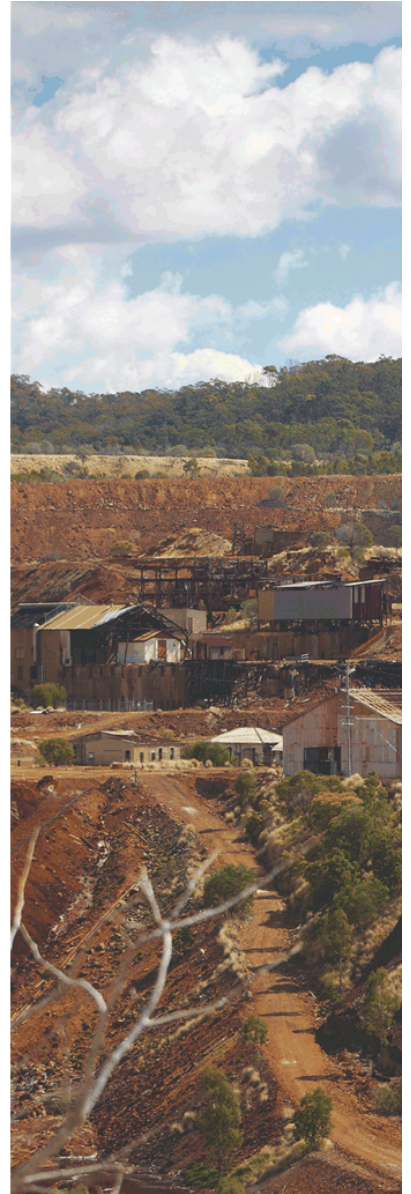
The Region experienced a stagnant population during 1991 and 2001 with zero growth; however since this time there have been moderate growth rates in line with national averages.

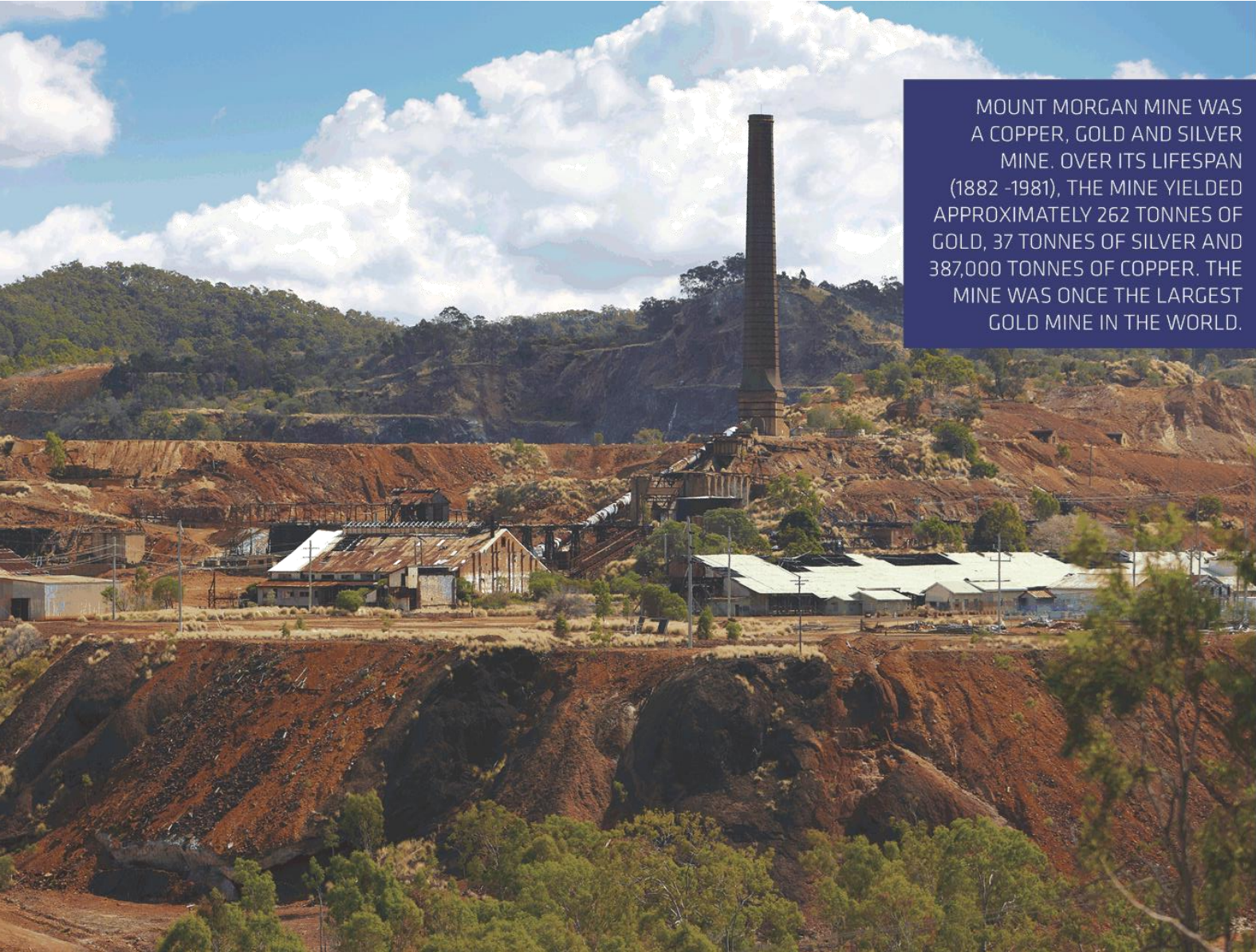
Highly valued traces of the Region's rich history remain today in the many preserved buildings, monuments and memories of the community.

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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CONNECT WITH THE COMMUNITY | CREATE OPPORTUNITY | SUSTAIN THE PURSUIT OF EXCELLENCE





MOUNT MORGAN MINE WAS A COPPER, GOLD AND SILVER MINE. OVER ITS LIFESPAN (1882 -1981), THE MINE YIELDED APPROXIMATELY 262 TONNES OF GOLD, 37 TONNES OF SILVER AND 387,000 TONNES OF COPPER. THE MINE WAS ONCE THE LARGEST GOLD MINE IN THE WORLD.

EVERYONE
CONTRIBUTES
TO MAKING OUR
COMMUNITY, A PLACE
IN WHICH WE WANT TO
LIVE, WORK, LEARN,
PLAY AND INVEST.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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CONNECT WITH THE COMMUNITY | CREATE OPPORTUNITY | SUSTAIN THE PURSUIT OF EXCELLENCE

OUR COUNCIL

VISION | One Great Region

MISSION | To create a Region that our community values and others admire

Everyone contributes to making our community, a place in which we want to live, work, learn, play and invest. As part of the community, Rockhampton Regional Council plays a leadership role in working towards achieving community expectations. Along with individuals or groups within our community, Council leads, facilitates or advocates activities in pursuit of these outcomes.

As well as maintaining an extensive road, water and sewerage network, Council provides facilities and services such as landfills, botanic gardens, zoo, theatres, libraries, art gallery and year round swimming pool facilities. The provision of these regional community facilities are maintained by Council for the enjoyment of our residents as well as those from neighbouring communities and travelling tourists. In 2016-17 Council had an annual budget of \$282 million, including \$97 million of capital works, and employed 862 equivalent full time staff.

Rockhampton is recognised globally as the economic heart of Central Queensland. It is home to a critical mass of residents, high quality services and facilities and a dynamic and prosperous economy driven by entrepreneurial and innovative businesses, strategic investment and international exports.

To drive and foster economic growth three categories of initiatives will be of primary focus;

- Enabling initiatives – investment in activities, infrastructure, facilities and services that catalyse and enable the private sector and the community to grow and prosper;
- Value adding – building upon and adding value to our strengths of the foundational industry to deepen regional economic activity; and
- Diversification – broadening the economic base through promotion, fostering and growth of new industries and business.

VALUES & BEHAVIOURS



ACCOUNTABLE

We are proactive and take personal responsibility.

We are clear on our expectations, if in doubt we seek clarification.

We do what we say we will do and deliver our promises on time.

We hold ourselves and others accountable.

We take personal accountability for our own and others safety.

We trust individuals to do their job.



CUSTOMER FOCUSED

We are timely and responsive to our customers and community.

Our decisions and actions have the customer and community at the front of mind.

We engage with and listen to the customer.

We support each other to achieve the best outcome for the customer.



PEOPLE DEVELOPMENT

Leaders coach, support and listen to their people.

We support and develop our people to ensure they can reach their full potential.

We will seek and provide feedback with the constructive intent.

Development is focused on technical and behavioural capability.

People are valued and treated with respect regardless of position.



ONE TEAM

We work together to find solutions and opportunities.

We openly share knowledge, information and resources in order to deliver the best outcome for the Council.

We talk with each other and seek ways to collaborate.

We understand our shared goals and how each area fits together.

We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others.

Communication and engagement are priorities at all levels.



CONTINUOUS IMPROVEMENT

We take the time to explore better ways to do things.

We listen to and genuinely value ideas from all staff.

We accept mistakes will happen and we ensure we share the learnings.

Continuous improvement is valued as an opportunity not an expense.

We will be open to change, have an open mind and maintain a positive attitude.

MAJOR PROJECTS

The CBD Redevelopment Framework project will provide a road map to reinvigorate the City's heart. The Framework will address everything required to deliver CBD revitalisation, from physical changes to the process for achieving change, including creating a more attractive, comfortable and safe pedestrian environment, economic development initiatives, an arts and cultural precinct, placemaking, space activation, parking, signage, traffic flow and more residential diversity.

The Riverfront Revitalisation will transform the upper and lower bank of Rockhampton's iconic Quay Street into a mixed use space and recreational hub for businesses, locals and visitors. Featuring a fully reconstructed Quay Street, pier structure with restaurant facilities, wet play area, revitalised gardens and amphitheatre, the area will activate the central CBD and become a place for regular events and festivals.

Smart Way Forward will enable the Region to become a Smart Regional Centre, utilising real-time data created by sensors, as well as information and communications technology, to help improve public services, grow employment, obtain the most out of our resources and provide a vibrant city.

Kershaw Gardens restoration and redevelopment will provide a new and improved outdoor space with several playgrounds, picnic shelters, water play area, amenities, seating and BBQs. The project is set to be delivered over the next three years with a combination of Federal, State and Council funding.

Gracemere Pound development will provide a new animal pound facility including an administration block, cat holding and isolation, veterinary services facility and 24 screened kennels. Stage two will include a sealed road network with onsite car parking, another 24 kennel extension and stock control facilities.

Transformational streetscape revitalisation projects will occur in Mount Morgan as well as ongoing upgrades to the town's sewerage system.

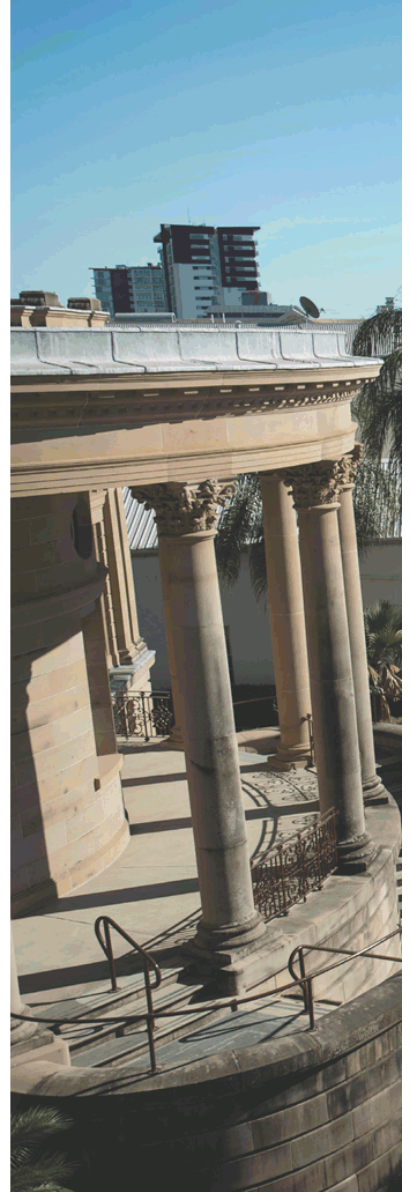
Mount Archer Activation Masterplan is now in the early stages of implementation. The plan has started delivering on projects to improve infrastructure and facilitate the environmental and recreational activities, which will be maximised by the community over coming generations.

The proposed South Rockhampton Flood Levee has been identified as the most cost effective option to mitigate the effects of flooding in Rockhampton. Planning and design work, technical viability and suitable funding arrangements between the three tiers of government is currently being undertaken before a final decision to construct the levee will be made.

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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CONNECT WITH THE COMMUNITY | CREATE OPPORTUNITY | SUSTAIN THE PURSUIT OF EXCELLENCE



THE RIVERFRONT
REVITALISATION WILL
TRANSFORM THE UPPER
AND LOWER BANK OF
ROCKHAMPTON'S ICONIC QUAY
STREET INTO A MIXED USE
SPACE AND RECREATIONAL
HUB FOR BUSINESSES,
LOCALS AND VISITORS.



COUNCIL ADOPTS A
SYSTEMATIC APPROACH
TO MANAGEMENT OF
ROAD MAINTENANCE
REQUIREMENTS,
RECORDING AND
PRIORITISING DEFECTS.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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CONNECT WITH THE COMMUNITY | CREATE OPPORTUNITY | SUSTAIN THE PURSUIT OF EXCELLENCE

WHAT IS A CORPORATE PLAN?

Over the coming years, the Rockhampton Region community is set to continue to grow and evolve, and will face significant changes. Change is inevitable, whether it is a growing and more diverse population, increases or decreases in economic activity, new infrastructure challenges or simply the community's changing expectations. Any one of these could significantly affect the lifestyle of the Region's residents. Council wants to ensure our organisation, and the community, is proactive in planning for the future, creating a Region that is admired for its strength, resilience and ability to embrace and benefit from change.

Rockhampton Regional Council's Corporate Plan sets the strategic direction and priorities for our organisation for the next five financial years. It identifies expectations that the community desires within the Region, and outlines what Council will do to achieve these expectations. The Plan is designed around five themes, each supported by a number of outcomes that Council is committed to achieving.

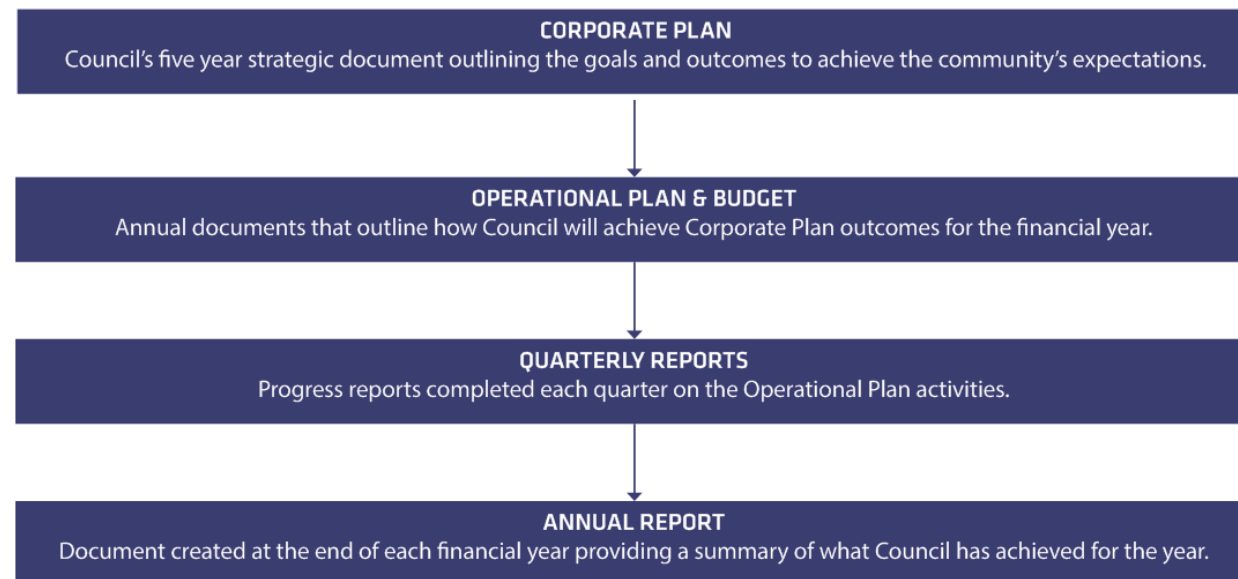
Like all local governments in Queensland, Council is required to adopt a Corporate Plan every five years and pursue the achievement of the strategic objectives within the Plan. Council's Corporate Plan themes have been crafted to align with the State Government's Queensland Plan foundations to demonstrate that we are working together to progress our vision for the future. The Corporate Plan is directly linked to Council's long term strategic documents, including our annual budget and Operational Plan. Reporting on the progress of the outcomes within the Corporate Plan are conducted through the Annual Report and Operational Plan quarterly progress reports.

ROCKHAMPTON REGIONAL COUNCIL IS RESPONSIBLE FOR APPROXIMATELY 840KM OF SEALED URBAN ROADS AND 1138KM OF RURAL UNSEALED ROADS.



OUR CORPORATE PLAN

THE STRATEGIC FRAMEWORK CONSISTS OF A NUMBER OF STRATEGIES, PLANS AND RELATED DOCUMENTS; THAT TOGETHER OUTLINE COUNCIL GOALS AND THE ACTIONS REQUIRED FOR THEIR SUCCESSFUL ACCOMPLISHMENT.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

THE CORPORATE PLAN IS
A HIGH LEVEL DOCUMENT
WHICH FOCUSES ON
STRATEGIC OUTCOMES
RATHER THAN SPECIFIC
ACTIONS.



The Corporate Plan consists of five key themes; Community, Economy, Environment, Service Excellence and Local Government Leader. Each theme has a number of expectations that the community desires for the Region, connected by outcomes that Council will strive towards to satisfy community expectations. The Corporate Plan is a high level document which focuses on strategic outcomes rather than specific actions.

The Operational Plan is an annual document, created in conjunction with the annual budget, which focuses on specific activities and actions that Council will undertake to achieve the Corporate Plan outcomes. Council will report on the progress of these activities and actions through quarterly reports, and an overall summary for the financial year in the Annual Report.

The 2017-2022 Corporate Plan (including the 2017-2018 Operational Plan Activities) has been published to enable the identification of linkages between both documents and to demonstrate how the Corporate Outcomes will be achieved in the 2017-18 financial year. The Operation Plan Activities will be updated in the 2017-2022 Corporate Plan each year.

Below are examples of how specific activities and actions included in the Operational Plan will be linked back to the Corporate Plan outcomes.

EXAMPLE 1

THEME	1. Community
COMMUNITY EXPECTATION	Regional Infrastructure and Facilities
CORPORATE OUTCOME	1.1 Safe, accessible, reliable and sustainable infrastructure and facilities
CORPORATE PLAN PERFORMANCE MEASURES	Community and stakeholder satisfaction with infrastructure, facilities, services and programs
OPERATIONAL PLAN ACTIVITY	1.1.1 Maintain high quality infrastructure
OPERATIONAL PLAN ACTIONS	1.1.1.1 Operate, maintain and repair infrastructure as detailed in the annual maintenance programs

EXAMPLE 2

THEME	1. Community
COMMUNITY EXPECTATION	Regional Infrastructure and Facilities
CORPORATE OUTCOME	1.2 Regional public places that meet our community's needs
CORPORATE PLAN PERFORMANCE MEASURES	Community and stakeholder satisfaction with infrastructure, facilities, services and programs
OPERATIONAL PLAN ACTIVITY	1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community.
OPERATIONAL PLAN ACTIONS	1.2.1.1 Provide venues suitable for community use 1.2.1.2 Manage and maintain major parks, aquatic centres and sports facilities



ROCKHAMPTON IS RECOGNISED GLOBALLY AS THE ECONOMIC HEART OF CENTRAL QUEENSLAND.

IT IS HOME TO A CRITICAL MASS OF RESIDENTS, HIGH QUALITY SERVICES AND FACILITIES AND A DYNAMIC AND PROSPEROUS ECONOMY DRIVEN BY ENTREPRENEURIAL AND INNOVATIVE BUSINESSES, STRATEGIC INVESTMENT AND INTERNATIONAL EXPORTS.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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1. Community

OUR GOAL

A connected community that values a sense of belonging; where residents celebrate their diversity and have modern services available to support a safe, healthy and engaged lifestyle now and into the future.

COMMUNITY EXPECTATION – Regional Infrastructure and Facilities

Corporate Outcome

- 1.1 Safe, accessible, reliable and sustainable infrastructure and facilities

2017-2018 Operational Plan Activities

- 1.1.1 Maintain high quality infrastructure
1.1.2 Provide effective and efficient infrastructure services
1.1.3 Develop plans that support the delivery of trunk infrastructure and service future development
1.1.4 Maintain Council buildings and facilities

Corporate Outcome

- 1.2 Regional public places that meet our community's needs

2017-2018 Operational Plan Activities

- 1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community

COMMUNITY EXPECTATION – Safety

Corporate Outcome

- 1.3 Safe places for our community

2017-2018 Operational Plan Activities

- 1.3.1 Public safety initiatives and emergency services and systems are in place to prevent crime and respond effectively if required

- 1.3.2 Public safety initiatives that enhance public amenity and lifestyle
1.3.3 High risk events are identified and threat specific responses are developed
1.3.4 Maintain a safe work environment for all employees, volunteers and contractors of Council
1.3.5 Identify and implement disaster mitigation strategies to reduce impacts from disasters on the community and assets
1.3.6 Public safety initiatives and emergency response services and systems are in place to respond to a disaster effectively

COMMUNITY EXPECTATION – Active and Healthy Lifestyles

Corporate Outcome

- 1.4 Healthy living and active lifestyles

2017-2018 Operational Plan Activities

- 1.4.1 Healthy living opportunities and community activity programs are available
1.4.2 Ensure strategic place making, planning and regional development initiatives are targeted at understanding, promoting and enhancing sustainable development within the Region
1.4.3 Provide opportunities for volunteers to contribute to the community

COMMUNITY EXPECTATION – An Engaged and Connected Community

Corporate Outcome

- 1.5 Inclusive, connected and informed community

2017-2018 Operational Plan Activities

- 1.5.1 Provide library facilities and programs that are inclusive and promote community development and cohesion
1.5.2 Regional and locality signage
1.5.3 Provide the community with information/input about Council services, policies and decisions

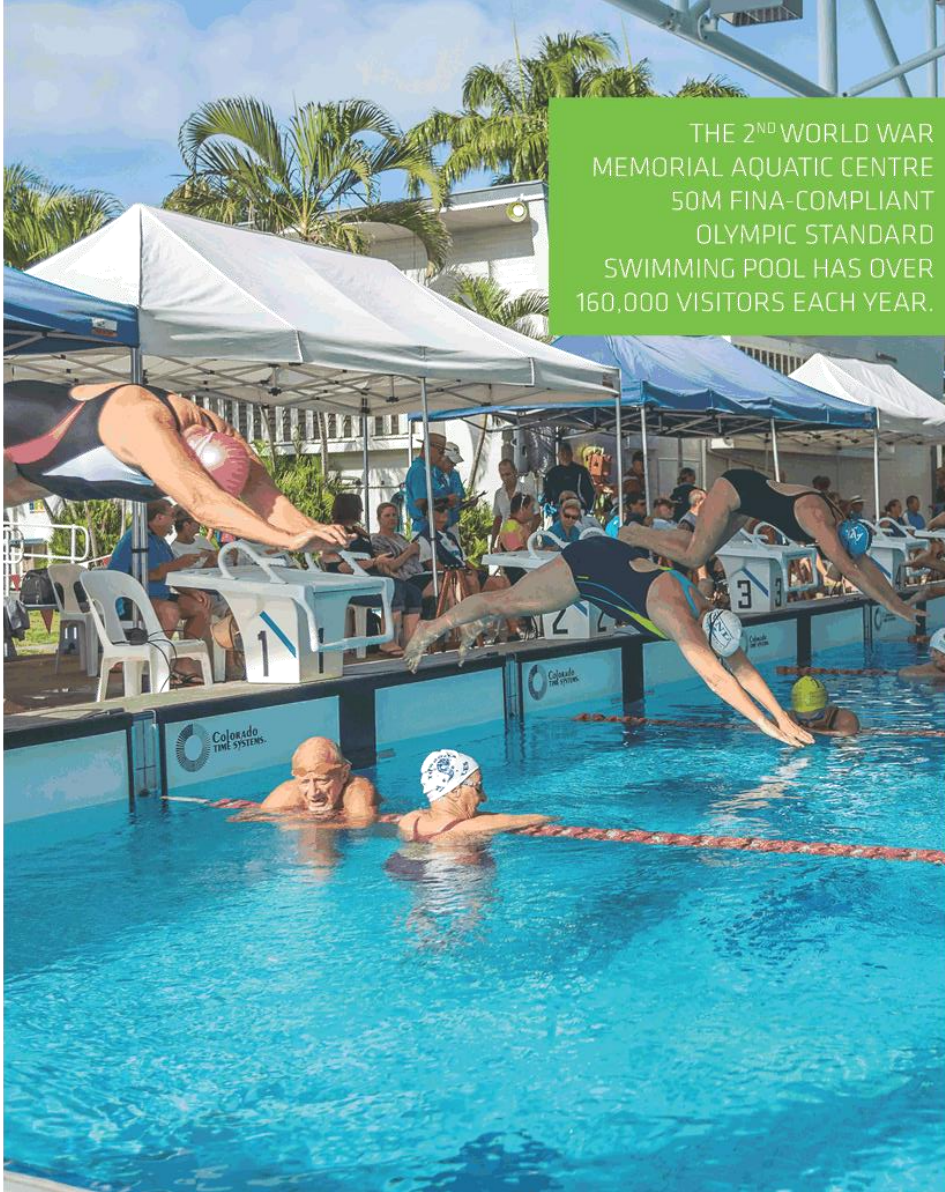
Corporate Outcome

- 1.6 Our sense of place, diverse culture, history and creativity are valued and embraced

2017-2018 Operational Plan Activities

- 1.6.1 Promote awareness programs of strong indigenous history and significant cultural representation
1.6.2 Develop, maintain and promote our Region's history and places of local interest
1.6.3 Develop, nurture and support local and Regional events and celebrations that enhance our community's sense of place and promote our cultural diversity
1.6.4 Provide and support the community's development of and creative participation in the arts
1.6.5 Develop and maintain opportunities that celebrate our local residents

THE 2ND WORLD WAR
MEMORIAL AQUATIC CENTRE
50M FINA-COMPLIANT
OLYMPIC STANDARD
SWIMMING POOL HAS OVER
160,000 VISITORS EACH YEAR.



PERFORMANCE MEASURES

- Community and stakeholder satisfaction with infrastructure, facilities, services and programs
- A diverse range of Council organised and supported events, programs and activities that meet the needs of our community

RELATED STRATEGIES AND PLANS

- Active Transport Plan
- Animal Management Strategy
- Conservation Management Plan
- Customer Service Standards
- Floodplain Management Strategy
- Local Disaster Management Plan
- Local Government Infrastructure Plan
- Mount Archer Activation Strategy
- Natural Hazards Risk Assessment
- Recreational Fishing Strategy
- Rockhampton Region Planning Scheme
- Wayfinding Strategy
- Workplace Health and Safety Management System Plan

2. Economy

OUR GOAL

A thriving regional capital that creates and nurtures diverse opportunities to balance work, play and growth.

COMMUNITY EXPECTATION – Regional Profile and Services

Corporate Outcome

- 2.1 A destination sought for lifestyle, community events and tourism

2017-2018 Operational Plan Activities

- 2.1.1 Promote local tourism
- 2.1.2 Develop and implement Regional strategies encompassing sports, tourism, heritage, arts and culture
- 2.1.3 Implement marketing strategies to position the Rockhampton Region as a place to live, invest and visit
- 2.1.4 Identify opportunities for Airport growth and utilisation

Corporate Outcome

- 2.2 Value add to the strengths of industry to deepen regional economic activity

2017-2018 Operational Plan Activities

- 2.2.1 Stimulate economic growth within the Region
- 2.2.2 Advance education within the Rockhampton Region
- 2.2.3 Support programs that assist people with seeking employment
- 2.2.4 Encourage buying locally throughout the Region

Corporate Outcome

- 2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles

2017-2018 Operational Plan Activities

- 2.3.1 Revitalise the Regional CBD areas, including the riverbank area
- 2.3.2 Develop a CBD Quay Street Cultural Precinct
- 2.3.3 Promote economic activity in centres outside of the CBD

COMMUNITY EXPECTATION – Industry Growth

Corporate Outcome

- 2.4 Infrastructure services are driven to deliver future economic growth

2017-2018 Operational Plan Activities

- 2.4.1 Provision of infrastructure that supports state of the art IT networks to service the community
- 2.4.2 Implement a planning scheme to support growth

Corporate Outcome

- 2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports

2017-2018 Operational Plan Activities

- 2.5.1 Support the growth of export businesses within the Region
- 2.5.2 Promote and create economic partnerships, business advocacy and trade and investment partners
- 2.5.3 Support and encourage new development that attracts and retains skilled workers in the Region
- 2.5.4 Support initiatives that promote demand for local goods and services

- 2.5.5 Support and encourage entrepreneurial and innovative businesses

Corporate Outcome

- 2.6 Promote industry diversification to enhance regional economic resilience

2017-2018 Operational Plan Activities

- 2.6.1 Ensure the Region is cemented as the leading military training hub within Australia
- 2.6.2 Ensure the Region is cemented as the agricultural service hub for Central Queensland
- 2.6.3 Ensure the Region is cemented as the resource sector service hub for Central Queensland

PERFORMANCE MEASURES

- Implementation of the 2016 – 2020 Economic Development Action Plan
- Increase in gross regional product
- Increase in rate base

RELATED STRATEGIES AND PLANS

- Economic Development Action Plan 2020
- Economic Development Strategy 2050
- Smart Hub Operational Plan
- Smart Way Forward Action Plan

ROCKHAMPTON RIVER FESTIVAL IS ONE OF CENTRAL QUEENSLAND'S MAJOR FESTIVALS. EACH YEAR THE RIVER COMES ALIVE THROUGH CULTURE AND SOUND.

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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3. Environment

OUR GOAL

An environmentally balanced and aware community, which preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future generations.

COMMUNITY EXPECTATION – Protect, Enhance and Sustain our Natural Environment

Corporate Outcome

3.1 Contribute to healthy natural ecosystems

2017-2018 Operational Plan Activities

- 3.1.1 Ensure effective management, protection and future sustainability of the Region's wider landscapes, river network, ecosystems, ecological processes and fauna and flora
- 3.1.2 Encourage the sustainable use of water resources
- 3.1.3 Provide effective weed and pest animal and environmental health management programs
- 3.1.4 Increase biodiversity and tree canopy cover in urban/suburban areas across the Region, particularly along major thoroughfares to provide cooler micro-climates and improve use of public space and waterways
- 3.1.5 Develop and implement management practices for improved waterway health
- 3.1.6 Reduce the amount of waste generated in the Region per capita

COMMUNITY EXPECTATION – Minimise the Environmental Footprint

Corporate Outcome

3.2 Sustainable and innovative environmental practices

2017-2018 Operational Plan Activities

- 3.2.1 Develop sustainable alternative energy sources and increased energy efficiency
- 3.2.2 Ensure developments properly respond to the best climate change science and established standards
- 3.2.3 Advocate for and support the development of new energy generation options

Corporate Outcome

3.3 Understand Council's and the community's environmental impacts

2017-2018 Operational Plan Activities

- 3.3.1 Benchmark and monitor data that is relevant to environmental impacts
- 3.3.2 Ensure environmentally sustainable business processes and decision making

PERFORMANCE MEASURES

- Council develop and implement an environmental sustainability strategy
- Increase the effectiveness of environmental programs undertaken by Council
- Develop strong community and stakeholder ownership/partnerships

RELATED STRATEGIES AND PLANS

- Biosecurity Plan
- Rockhampton Region Planning Scheme
- Waste Reduction and Recycling Plan

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

THE ARCHER BROTHERS EXPLORED THE FITZROY AREA IN 1853 AND NAMED THE BERSERKER RANGE AND MOUNT SLEIPNER. MOUNT ARCHER WAS LATER NAMED IN THEIR HONOUR. MOUNT ARCHER IS PART OF THE DARUMBAL TRIBE RAKI-WARRA CLAN'S TRADITIONAL COUNTRY.

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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4. Service Excellence

OUR GOAL

A modern thinking, community outcome focused organisation that effectively balances the community's aspirations with the resources available now and into the future.

COMMUNITY EXPECTATION – A Customer Focused Organisation

Corporate Outcome

4.1 Customer focused services

2017-2018 Operational Plan Activities

4.1.1 Customer focused organisation that ensures Council's service delivery is efficient and representative of the community's needs and views

Corporate Outcome

4.2 Practical and values based compliance frameworks

2017-2018 Operational Plan Activities

4.2.1 Ensure public health, safety and local policies and law are adhered to

4.2.2 Monitor compliance and trigger legislative changes

Corporate Outcome

4.3 Accountable and motivated organisation

2017-2018 Operational Plan Activities

4.3.1 Council's information systems are strategically planned and actively managed to meet Council and community needs

4.3.2 Encourage leaders of today to educate and mentor potential leaders of the future

4.3.3 Employees are proactive, take accountability and are clear on expectations

COMMUNITY EXPECTATION – Regional Planning and Development

Corporate Outcome

4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services

2017-2018 Operational Plan Activities

4.4.1 Engage with health and aged care providers to expand opportunities

4.4.2 Encourage, plan and develop areas for high density living

4.4.3 Promote and support development of inner city living options

4.4.4 Promote conservation and celebration of heritage and character buildings

PERFORMANCE MEASURES

- Community and stakeholder satisfaction with Council
- Compliance with State and Federal benchmarks and standards

RELATED STRATEGIES AND PLANS

- Corporate Systems Consolidation Strategy
- Customer Service Standards
- Economic Development Action Plan 2020
- eServices Strategy
- ICT Strategic Plan 2015/20
- IT Mobility Strategy
- Rockhampton Region Planning Scheme
- Workplace Health and Safety Management System Plan

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

ROCKHAMPTON REGIONAL COUNCIL HAS THREE CUSTOMER SERVICE CENTRES ACROSS THE REGION SERVING OVER 100,000 CUSTOMERS PER YEAR IN PERSON AND OVER THE PHONE.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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5. Local Government Leader

OUR GOAL

Delivering a high performing and progressive organisation that leads by example.

COMMUNITY EXPECTATION – Consistent and Engaging Leadership

Corporate Outcome

5.1 Productive partnerships with all levels of government and relevant stakeholders

2017-2018 Operational Plan Activities

- 5.1.1 Ensure local government is represented on all key decision making or advocacy groups
- 5.1.2 Develop and maintain critical relationships with key stakeholders, government and community agencies

Corporate Outcome

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

2017-2018 Operational Plan Activities

- 5.2.1 Council's decision making, planning and reporting processes provide transparent and accountable governance

COMMUNITY EXPECTATION – Fair and Balanced

Corporate Outcome

5.3 Financially sustainable organisation

2017-2018 Operational Plan Activities

- 5.3.1 Council's resources are allocated in an efficient and effective manner
- 5.3.2 Ensure the efficient and effective management of Council's finances
- 5.3.3 Council's asset management and its asset management plans are monitored and reviewed to ensure appropriate replacements and utilisation of resources are undertaken
- 5.3.4 Commercial business units are reviewed for financial sustainability

Corporate Outcome

5.4 Leading public sector employer

2017-2018 Operational Plan Activities

- 5.4.1 Ensure Councillors are supported to govern the Region efficiently
- 5.4.2 Encourage greater risk taking in the pursuit of innovation, improved processes and the delivery of efficient and effective services
- 5.4.2 Demonstrate progress towards strategic objectives on a regular basis
- 5.4.3 Create an environment where staff are proud of working at Council by the implementation of corporate and staff initiatives

PERFORMANCE MEASURES

- Attainment of leading workplace safety standards
- Sustainable long term financial planning
- Community accessibility to elected officials and the organisation
- Employee satisfaction and engagement in the workplace

RELATED STRATEGIES AND PLANS

- Asset Management Plans
- Enterprise Risk Framework
- Long Term Financial Forecast



QUEENSLAND PLAN

The Queensland Plan is a 30 year vision for the state developed by the State Government to give a clear picture of nine foundations Queenslanders want to focus their attention on for the future. Rockhampton Regional Council has aligned to the Queensland Plan to demonstrate that we are working together to ensure that outcomes for our Region are focused on and achieved.

PRIMARY = ● SECONDARY = ○

ROCKHAMPTON REGIONAL COUNCIL 2022 OUTCOMES	QUEENSLAND PLAN FOUNDATION AREAS								
	EDUCATION	COMMUNITY	REGIONS	ECONOMY	HEALTH & WELLBEING	ENVIRONMENT	PEOPLE	INFRASTRUCTURE	GOVERNANCE
1. COMMUNITY									
1.1 Safe, accessible, reliable and sustainable infrastructure and facilities		○			○	○	○	●	
1.2 Regional public places that meet our community's needs		●			○	○	○		
1.3 Safe places for our community		○		○			●	○	
1.4 Healthy living and active lifestyles	○	○			●	○	○		
1.5 Inclusive, connected and informed community		●					○		
1.6 Our sense of place, diverse culture, history and creativity are valued and embraced		●			○		○		
2. ECONOMY									
2.1 A destination sought for lifestyle, community events and tourism			●	○		○	○		
2.2 Value add to the strengths of industry to deepen regional economic activity			○	●					
2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles			●	○					
2.4 Infrastructure services are driven to deliver future economic growth			○	●		○		○	
2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports		○	○	●					
2.6 Promote industry diversification to enhance regional economic resilience			●	○					
2.7 Promote industry diversification to enhance regional economic resilience			●	○					

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan



ACHIEVING THE NINE FOUNDATIONS QUEENSLANDERS WANT COUNCIL TO FOCUS THEIR ATTENTION ON FOR THE FUTURE.

PRIMARY = ● SECONDARY = ○

ROCKHAMPTON REGIONAL COUNCIL 2022 OUTCOMES	QUEENSLAND PLAN FOUNDATION AREAS								
	EDUCATION	COMMUNITY	REGIONS	ECONOMY	HEALTH & WELLBEING	ENVIRONMENT	PEOPLE	INFRASTRUCTURE	GOVERNANCE
3. ENVIRONMENT									
3.1 Contribute to healthy natural ecosystems					○	●		○	
3.2 Sustainable and innovative environmental practices		○		○		●	○	○	
3.3 Understand Council's and the community's environmental impacts						●	○		
4. SERVICE EXCELLENCE									
4.1 Customer focused services		○							●
4.2 Practical and values based compliance frameworks				○					●
4.3 Accountable and motivated organisation							●		○
4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services			●			○	○	○	
5. LOCAL GOVERNMENT LEADER									
5.1 Productive partnerships with all levels of government and relevant stakeholders		○	○						●
5.2 Strong leadership that provides quality governance to support and service the community	○	○					○		●
5.3 Financially sustainable organisation								○	●
5.4 Leading public sector employer								○	●
5.4 Leading public sector employer								○	●

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan

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COMMERCIAL BUSINESS UNITS

In accordance with section 166 of the *Local Government Regulation 2012*, Council must provide the information on the nature and extent of activities, and the objectives of each of its commercial business units. Updated information on commercial business units are reported in Council's annual reports.

FITZROY RIVER WATER

Nature and Extent of Activities

Fitzroy River Water (FRW) is a commercial business unit of Council and is responsible for operating and maintaining water and sewer assets totally approximately \$862.6 million (replacement value). General functions of these assets include the storage and supply of raw water for urban, commercial and agricultural purposes, treating and distributing potable water for urban and industrial use and the collection, treatment and discharge of treated effluent.

Objectives

FRW will enhance the community's quality of life providing sustainable water, sewerage and environmental services, through innovation, technical expertise, business efficiency, excellence in customer service and commitment to the environment.

The key objectives of FRW are to deliver commercially viable water and sewerage services that satisfy adopted and statutory customer service standards.

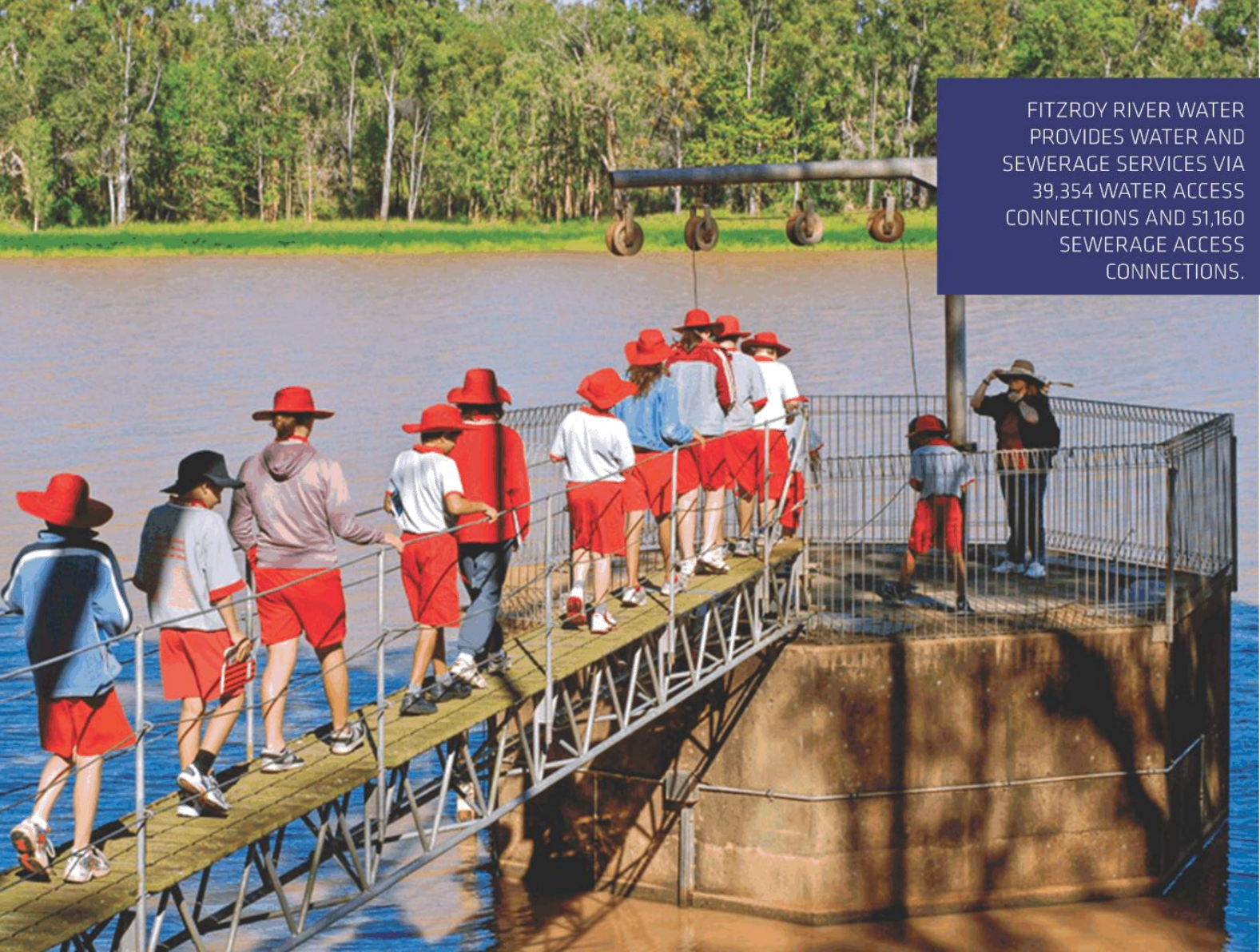
FRW will, in conducting the activities on behalf of the Council:

- Provide high quality safe, reliable and cost effective water and sewerage services;
- Operate in an efficient and financially sustainable manner and provide the Council with an appropriate rate of return;
- Responsibly manage, improve and augment infrastructure;
- Be responsive to customer needs;
- Meet performance targets;
- Optimise costs;
- Protect the environment, encourage water conservation and water recycling; and
- Undertake other commercial activities with a profit motive.

CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan



FITZROY RIVER WATER PROVIDES WATER AND SEWERAGE SERVICES VIA 39,354 WATER ACCESS CONNECTIONS AND 51,160 SEWERAGE ACCESS CONNECTIONS.



ROCKHAMPTON REGIONAL WASTE AND RECYCLING

Nature and Extent of Activities

Rockhampton Regional Waste and Recycling (RRWR) is a commercial business unit of Council and is responsible for the operation and maintenance of waste and recycling assets totaling approximately \$36.1 million (replacement value). General functions of these assets include the provision of waste collection points for the bulk transport of waste to two landfills, and the provision of 'airspace' to receive the Region's waste in an environmentally sound way and associated recycling and reuse support facilities at two landfills.



Objectives

The key objectives of RRWR are to deliver commercially viable waste and recycling services that satisfy adopted customer service standards.

General

- Setting the strategic direction for Council's Waste Management Strategy; and
- Support of public education programs in relation to waste minimisation, reuse and recycling.

Waste

- Operation and management of two landfill sites at Rockhampton (Lakes Creek Road Landfill) and Gracemere (Gracemere Landfill);
- Operation and management of three manned and nine unmanned transfer station facilities/roadside bin stations;
- Collection and disposal of domestic and commercial waste within the Rockhampton Region; and
- Providing waste management services to events and activities.

Recycling

- Management of contracted recycling service providers.



IN OUR REGION AN AVERAGE
OF 31,000 GENERAL WASTE
WHEELIE BINS AND 13,000
RECYCLING WHEELIE BINS ARE
EMPTIED EACH AND EVERY
WEEK.



ROCKHAMPTON AIRPORT

Nature and Extent of Activities

Rockhampton Airport is a commercial business unit of Council and is a major Australian regional airport that services the City of Rockhampton and Central Queensland, with flights to Brisbane, Gold Coast, Gladstone, Mackay, Townsville and Cairns. The Airport is used by both domestic and international airlines using a mix of aircraft such as the B747 to B777 and A340 types. Rockhampton Airport is responsible for the operation and maintenance of Airport assets totalling approximately \$113.7 million (replacement value).

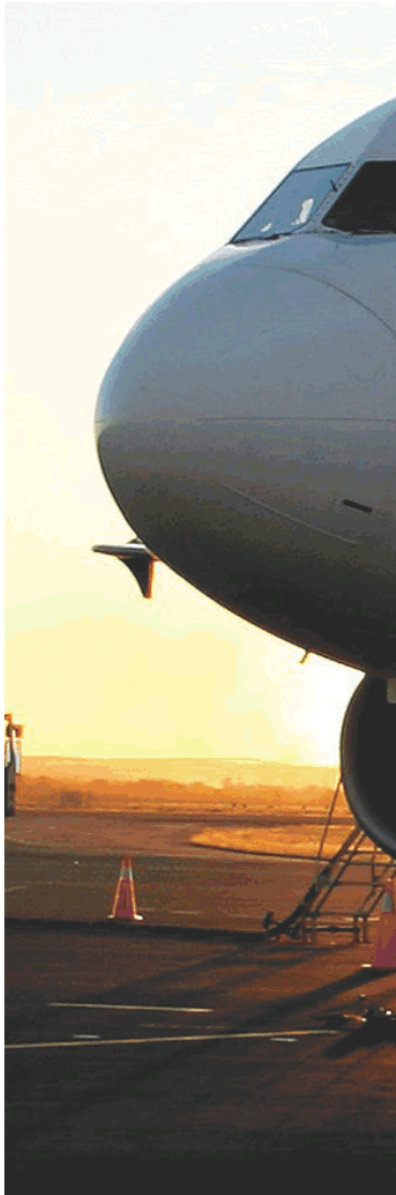


Objectives

The key objectives of the Rockhampton Airport are to safely deliver aeronautical and non-aeronautical services. For aeronautical activities this includes all activities that are vital to airport activity and their removal would render the Airport unable to function in an aeronautical capacity. They include the runways, taxiways and aircraft parking apron areas. For non-aeronautical activities this includes all other activities undertaken by Rockhampton Airport and includes the operation of the terminal building, car park facilities, concessions and related leases and licences, etc. All of those activities are ancillary to the operation of a modern airport.



CORPORATE PLAN 2017-2022
Incorporating 2017-2018 Operational Plan



ROCKHAMPTON AIRPORT (ROK) IS A MAJOR REGIONAL AIRPORT THAT HAS APPROXIMATELY 650,000 PASSENGERS PASSING THROUGH THE TERMINAL EVERY YEAR.





ROCKHAMPTON REGIONAL COUNCIL
PO Box 1860, Rockhampton, QLD 4700
07 4932 9000 | enquiries@rrc.qld.gov.au | www.rrc.qld.gov.au



5.2 ADOPTION OF 2017/2018 BUDGET**File No:** 8785**Attachments:** 1. **Rockhampton Regional Council Budget 2017/2018****Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Alicia Cutler - Manager Finance

SUMMARY

In accordance with Chapter 5, Part 2, Division 3 of the Local Government Regulation 2012, a local government must adopt, for each financial year a budget for its Operations prior to 1 August in the financial year. The budget papers were circulated via memo to all Councillors on 27 June 2017.

OFFICER'S RECOMMENDATION**THAT**

1. Council receive and adopt the 2017/18 Budget including forward estimates in accordance with Section 169 of the *Local Government Regulation 2012* comprising:-
 - a) The Budgeted Income and Expenditure Statement, Budgeted Statement of Financial Position, Budgeted Statement of Cashflows and Budgeted Statement of Changes in Equity for the 2017/18 – 2026/27 financial year
 - b) One Page Budget Summary for the 2017/2018 financial year; and
 - c) The relevant measures of Financial Sustainability for 2017/2018 and the next nine financial years.
 - d) Capital Budget Listing – 2017/18 to 2021/22
 2. Council adopt the Revenue Statement as tabled and more specifically:-
 - a) Pursuant to Section 81 of the *Local Government Regulation 2012*, the categories into which rateable land is categorised and the description of each of those categories for the financial year beginning 1 July 2017 is as set out in Section 3 of the Revenue Statement.
 - b) Pursuant to Section 81 of the *Local Government Regulation 2012*, Council delegates to the CEO the power to identify the rating category to which each parcel of rateable land belongs, as set out in Section 3 of the Revenue Statement.
 - c) Pursuant to Sections 80 and 81 of the *Local Government Regulation 2012*, Council will make and levy a differential general rate on all parcels of rateable land included in each category for the financial year beginning 1 July 2017, as set out in Section 3 of the Revenue Statement.
 - d) Pursuant to Section 77 of the *Local Government Regulation 2012*, Council will make and levy a minimum differential general rate on all parcels of rateable land in the Local Government area for the financial year beginning 1 July 2017 as set out in Section 3 the Revenue Statement.
 - e) Pursuant to Section 116 of the *Local Government Regulation 2012*, Council will limit the percentage increase in the differential general rate. The limitation on increases for the financial year beginning 1 July 2017 shall be as set out in Section 4 of the Revenue Statement.
 - f) Pursuant to Section 94 of the *Local Government Regulation 2012*, Council will make and levy a special charge for the purpose of raising revenue for each Rural Fire Brigade for the financial year beginning 1 July 2017, as set out in Section 5 of the Revenue Statement.
-

- g) Pursuant to Section 103 of the *Local Government Regulation 2012*, Council will make and levy a separate charge on all parcels of rateable land for the purposes of defraying part of the cost of maintenance of the road network for the financial year beginning 1 July 2017, as set out in Section 6 the Revenue Statement.
 - h) Pursuant to Section 103 of the *Local Government Regulation 2012*, Council will make and levy a separate charge on all parcels of rateable land for the purposes of defraying part of the cost of formulating and implementing initiatives for environmental protection, enhancement and conservation for the financial year beginning 1 July 2017, as set out in Section 6 the Revenue Statement.
 - i) Pursuant to Section 99 of the *Local Government Regulation 2012*, Council make and levy Utility Charges for Water, Sewerage and Waste & Recycling for the financial year beginning 1 July 2017, as set out in Section 7 of the Revenue Statement.
 - j) Pursuant to Section 118 of the *Local Government Regulation 2012*, all rates and charges shall be due and payable within 30 days of the issue date of a notice to pay as set out in Section 10 of the Revenue Statement.
 - k) Pursuant to Section 133 of the *Local Government Regulation 2012*, Council will charge interest on overdue rates and charges at an interest rate of 11% per annum, compounded on daily rests, on rates and charges remaining outstanding 30 days after the due date as set out in Section 11 of the Revenue Statement.
 - l) Pursuant to Section 130 of the *Local Government Regulation 2012*, Council will allow a discount of 10% on gross Council rates and charges excluding all special charges, Natural Environment separate charge or water consumption charges, provided payment of the full amount outstanding and overdue rates and interest is paid by the due date as set out in Section 12 of the Revenue Statement.
 - m) Pursuant to Chapter 4, Part 10 of the *Local Government Regulation 2012*, Council allows rating concessions in the manner described in Section 13 of the Revenue Statement.
- 3. Council adopt the Debt Policy in accordance with Section 192 of the *Local Government Regulation 2012*.
 - 4. Council adopt the Long Term Financial Forecast as provided, which includes the Income and Expenditure as well as the value of Assets, Liabilities and Equity for Rockhampton Regional Council, in accordance with Sections 169 & 171 of the *Local Government Regulation 2012*.
 - 5. Council receives the financial position for the 2016/17 financial period as contained in the attached report in accordance with Section 205 of the *Local Government Regulation 2012*.
 - 6. In accordance with Section 169(3)(i) of the *Local Government Regulation 2012*, Council receive the estimated statement for each significant business activities and commercial business units.
 - 7. Council receives the remainder of the documentation as working papers to support the 2017/18 adopted budget including the Capital Budget Listing for 2017/18 to 2021/22 and Budget Report.

COMMENTARY

The attached budget Documentation is fairly self-explanatory and details the range of documents presented for Council approval.

The Budget report commencing on Page 3, describes the budget in plain words and is a good overall summary of the budget.

ADOPTION OF 2017/2018 BUDGET

Rockhampton Regional Council Budget 2017/2018

Meeting Date: 11 July 2017

Attachment No: 1



Rockhampton Regional Council Budget

As proposed by Mayor Margaret Strelow
subject to adoption by Council on 11 July 2017

2017 - 2018



2017/2018 BUDGET

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2017/2018 BUDGET

2017/2018
Budget Report

2017/18 Budget Report

The 2017/18 Budget continues with the theme of the 2016/17 Budget – Council is doing everything possible to stimulate our local economy. The economic challenges confronting the Region and State have continued in the past 12 months but there is good news looking forward. Council is looking to take and make opportunities to boost employment and activity in the region.

- Council will carry out a large Capital Program which will be predominately spent locally. There are many big transformational projects continuing from 2016/17 – such as the Riverbank redevelopment, Kershaw Gardens, Cedric Archer Park and Mount Morgan Streetscape.
- Council continues to focus on Economic Development opportunities.
- Council is implementing its plan to reinvigorate the Central Business District.
- Council is building the South Rockhampton Flood Levee to combat the impacts of Natural Disaster Events.

Council is a key employer in the region and when other Industries are not investing, or even withdrawing, it is timely for Local Government to stimulate the local economy. As opportunities arise, such as the commencement of the Adani Carmichael Mine, Council wants to make sure that our region is well-placed to compete for the business. It is integral that we continue to look and do things 'outside-the-box' so that we can stimulate growth.

Budget Highlights

The 2017/18 budget sees some big ticket capital projects that will stimulate economic activity:

CBD Revitalisation

The 2017/18 Budget sees the allocation of funds for the completion of the Riverbank redevelopment project. An allocation of **\$17.4 million** (\$12.3 million on the lower bank) within the 2017/18 budget year will see the project through to completion. The final completion will incorporate a substantial commercial space for a restaurant, a wet play area, a children's playground and installation of Smart Technology. This budget sees an expansion of the smart parking sensors project to incorporate as much of the CBD parking as possible.

Cultural Precinct

To compliment the built infrastructure along the Riverbank, Council is now embarking on a project to develop a cultural precinct for the CBD adjacent to the iconic Customs House. In preparation for this precinct, Council has negotiated contracts for the purchase of additional properties. This project will:

- Relocate the Art Gallery into the CBD (until the project is fully designed it will not be known if it will be a new building or a retrofit to existing buildings).
- Activate the laneways and provide a market place and linkage between East Street and Quay Street.
- Re-fit the bottom floor of the Customs House for the Rockhampton Smart Hub.
- Consider further stages to activate other areas in the precinct.

Council is starting the South Rockhampton Flood Levee

The 2017/18 budget includes an allocation of **\$10 million** over four years to set aside Council's contribution toward the South Rockhampton Flood Levee project.

Climate experts suggest that the more extreme weather events will become the new normal. Rockhampton has recently been battered by a number of natural disasters:

2011 – Severe Tropical Cyclone Yasi which resulted in a major flood in the Fitzroy River of 9.2m.

2013 – Central and Southern Queensland Low 25 February – 5 March– resulted in a flood in the Fitzroy River of 8.6m.

2015 – Severe Tropical Cyclone Marcia– In this event, there was no flood but severe damage to many Council assets resulted.

2017 – Severe Tropical Cyclone Debbie and associated rainfall 28 March – 6 April– resulted in a flood in the Fitzroy River of 8.9m.

In each of the three flood events, the South Rockhampton, Port Curtis and Depot Hill areas have been severely affected. With each event, Council incurs costs attributable to counter disaster activities, emergent works and asset reconstruction. The 2017/2018 budget sees preparations to build a levee to protect the aforementioned areas. This will have substantial long term benefits for the Rockhampton region by way of urban regeneration as well as reduced future costs of disasters. With each flood event, there is damage to tourism markets which can be avoided. With the new normal of extreme weather events, building resilience through flood mitigation infrastructure makes good business sense.

Preparation works for Bruce Highway upgrade at Parkhurst

Council is undertaking a number of projects to facilitate the future expansion of the Bruce Highway through Parkhurst. The relocation of the water main to the north as well as the upgrade of adjacent side streets will take place during the 2017/18 year. This project represents in excess of **\$8 million** dollars of core infrastructure works ahead of the main highway upgrade.

Increased landfill capacity

During 2016/17 the detailed design to expand the Lakes Creek Landfill site has been completed. This was an integral piece of work that will pave the way for use of the Lakes Creek Landfill site for the next 25 years. The 2017/18 budget allocation includes **\$4.5 million** towards the construction of new landfill cells.

Works for Queensland - \$9.38 million spent locally within an 8 month period.

The Works for Queensland grant was awarded to Rockhampton Regional Council by the State Government with a view to stimulating the local economy. This money will be fully spent by November 2017 and will result in a number of great projects for the region. Without the grant, the community would have had to wait a lot longer for the projects that are being undertaken.

Projects include:

- Contribution towards new hockey fields at Parkhurst. The Works for Queensland Grant is now combined with Council funds and a Get Playing Plus Grant as well as Rockhampton Hockey Association's own financial contribution to relocate its main sporting facility to Parkhurst.
- North Rockhampton Boat Ramp Car Park that will help promote the Fitzroy River as a fishing destination.
- Mount Morgan Streetscape works.
- Water slides at North Rockhampton Pool and Gracemere's Cedric Archer Park.
- Development of walkways at the top of Mount Archer.
- Showground building improvements to support Beef Australia 2018.
- Many building works across the region (that will assist many community groups with improved facilities).

Local Preference Policy for contractors – Council funds directly benefiting the region

In the last year Council has made a change to its purchasing policy that puts greater emphasis on local businesses. During the last 12 month period, 77% (\$59.6 million) of Council's goods and services expenditure was acquired from local businesses. If we isolate the view into the area of Hire of Construction Plant and Equipment, Trade Services and Roadmaking Materials, 96% (\$23.7 million) has been spent on local businesses and locally supplied materials.

This is a great result and with a Capital program budgeted at historically high levels of **\$118 million** for 2017/2018, the local community will benefit.

Economic development stimulus activity continues to receive priority

Council has continued to allocate resources in the area of economic development to ensure that we have a stake in any opportunities that might present themselves. Key areas from the Economic Development Plan are being addressed:

- Support is offered to local businesses to integrate into the supply chain for the resources sector. Council has submitted a strong bid to become a FIFO hub for the Carmichael mine and if this proves successful, a significant uplift of activity in this area will occur.
- Support for the re-establishment of mining activity at Mount Morgan is ongoing.
- Council is pursuing options to increase the Fitzroy River Barrage storage volumes which could then improve the opportunities for agri-business and irrigated small cropping opportunities.
- Capitalising on our current status as the hub for Health Care and Social Assistance Services, Council staff will be working with education and training providers to develop skills to service the sector better. Council will also look to improve air access to and from Western areas.
- As part of the CBD revitalisation, we will look to attract new tertiary education investment within the CBD. This will fit extremely well with the existing Smart Hub support and its relocation to the Customs House.
- The Airport precinct has many opportunities that are being pursued such as the development of a military aviation precinct and working with Australian Defence Force, State and Commonwealth Government Agencies and business to maximise supply chain benefits and working with Airlines to develop new routes and seat capacity.
- Council is also continuing to support the major events that will showcase the potential of the region. Funding has been provided for the following key events:
 - Beef 2018
 - Rockhampton River Festival
 - Golden Mount Festival
 - Rockhampton Swap
 - Rockhampton Agricultural Show
 - Challenge the Mountain
 - Capricorn Food & Wine Festival
 - Christmas Fair
 - Many other events that are funded through Council's Sponsorship program

Key Financial Information

Councils Operational Budget

The development of Council's budget commences with a review of Council's Long Term Financial Plan and the current cost indicators that are affecting our businesses. The Long Term Financial Plan has already set key parameters such as the amount of operating surplus, the amount of new loans, the amount of the Rate Revenue increase supplied. In January of each year, these are updated for current expectations of growth and prices and then issued to each operational area (approximately 73 areas across Council) to build their budget. Council then reviews the areas of additional requests based upon needs and affordability to arrive at an Operational budget. This then feeds into the next forward financial planning exercise. Every budget is required to have a 10 year forecast so the future financial position is always being monitored and planned.

The final budgeted operating result is a **Surplus Position of \$513,324**, that is the Operating Revenues are greater than Expenses for the year. Council had initially planned for a larger surplus in the 2017/18 year however due to the reduced revenue of fees and charges, this could not be achieved. The fees and charges reduction is a direct result of declining economic activity in the region. Council is forecasting small operating surpluses for future years.

Rating

Rates and charges represent 73% of our total Operating Income. As Fees and Charges have declined with economic activity, this percentage share has become greater. The setting of this year's rates and charges has been complex with the implementation of a new Land Valuation for the region that takes effect on 1 July 2017.

The new land valuation sees the whole region drop in value by 8.7%, with some parts of the region increasing and some parts of the region decreasing by 30%. The General Rates and Charges have been set to produce an overall 4% increase in revenue, however the impact of the new land valuation on General Rates for each suburb and property could vary greatly.

As a tool to minimise the impact to the largest number of properties, Council has changed the residential rating categories. Trends within the valuation data suggested that the higher value properties have maintained their values, whilst the lower valued properties have reduced by the greatest amount. By changing the categories, Council is aiming to get the least impact on the bottom line of the rates notice as possible.

Stating the obvious, but the assumption *"that properties have received a reduction in valuation will also receive a decrease in their Rates Bill"* is flawed. Council costs have not decreased by 8.7%, the valuation change will have some impact on the share of the rate bill, but the overall revenue needs for Council have increased (due to increasing costs).

The Typical Residential Ratepayer (based on the Average Valuation) is as follows:

Average Residential Ratepayer				
	16/17	17/18	Difference \$	Difference %
Valuation	\$118,762	\$107,707	-\$11,054.29	-9.3%
General Rate	\$1,000.45	\$999.53	-\$0.92	-0.1%
Water Access	\$364.00	\$378.56	\$14.56	4.0%
Sewerage	\$589.10	\$612.66	\$23.56	4.0%
Waste/Rec.	\$396.80	\$412.67	\$15.87	4.0%
Road Levy	\$450.00	\$450.00	\$-	0.0%
Env. Levy	\$50.00	\$50.00	\$-	0.0%
Gross	\$2,850.35	\$2,903.42	\$53.07	1.9%
Discount	-\$280.03	-\$285.34	-\$5.31	1.9%
Nett	\$2,570.31	\$2,618.08	\$47.77	1.9%

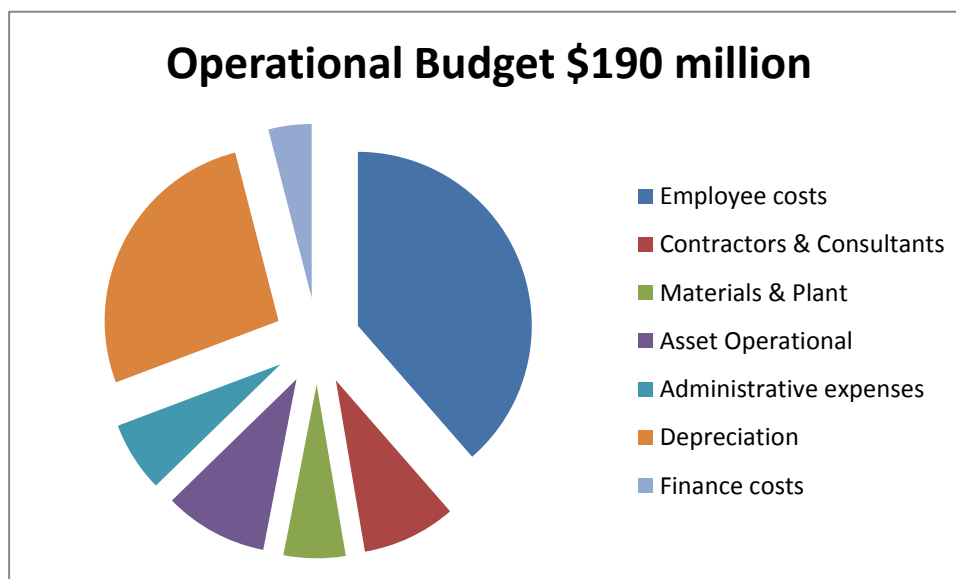
It is important to note that the overall revenue movement that was targeted was 4% and that the many variations in valuation movement could produce very different results to the above.

Fees and Charges

Fees and Charges make up 13% of Councils total revenue. These fees are reviewed and updated annually as part of the budget process. The schedule of fees and charges was adopted by Council on the 23 May 2017.

Operational Expenses

Council's Operational Expenses have been closely monitored throughout the budget preparation period, with a performance target set to maintain existing levels of expenditure or reduce. Total operational expenses in their main groups are shown below:



Capital Funding Explained

As indicated through the body of the report, Council has a larger than normal Capital Program that has resulted from the timing of a number of big projects coinciding. In an ideal financial world, the Capital Program of Council does not vary greatly from year to year, but in reality this does not happen. The timing of large investments such as the Airport runway overlay, the Landfill expansion and Riverbank redevelopment are all independent and based upon the completion of planning work, risks involved, activity in the area and so on. The Financial Plan needs to be flexible to accommodate the funding peaks.

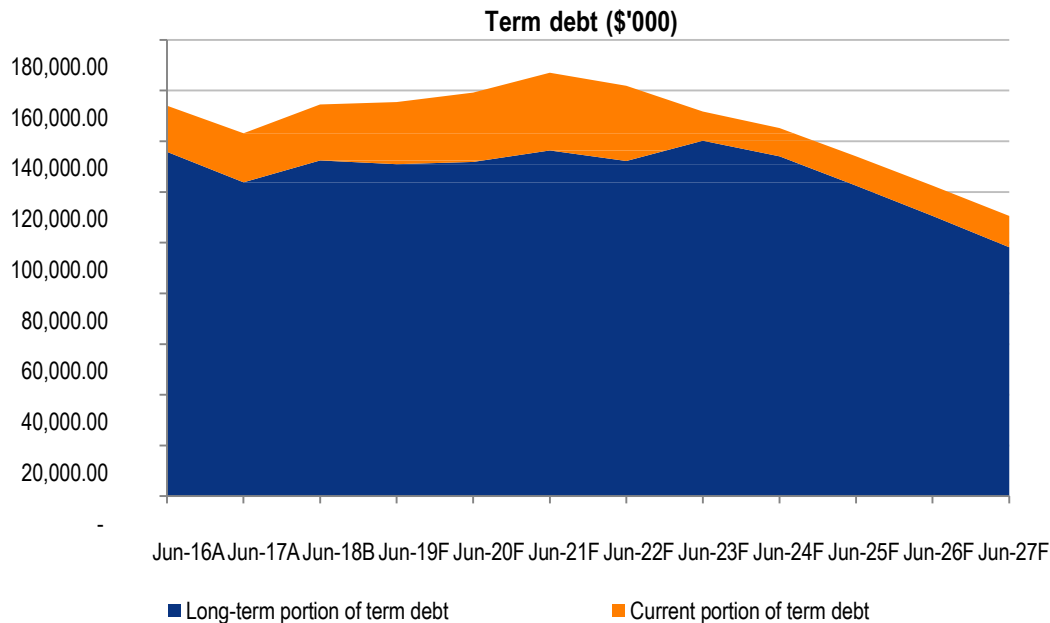
In the 2017/18 year, the \$118,039,150 Capital program is funded by:

Grants & Subsidies - Rockhampton Regional has been fortunate to attract this stimulus and will continue to look at opportunities to partner with other levels of Government on its major projects.	\$30,900,183
Developer Contributions – This is the expected levels of Infrastructure Contributions from developments throughout the financial year	\$2,554,854
Increase in Loans – These debt levels have been provided in the financial plan and represent funds that were not required in the 2016/2017 year (A budgeted decrease in Loans in 16/17 is expected)	\$11,349,817
Reduction of Cash Holdings – Council utilises a mixture of cash and loans to fund Capital Program peaks	\$20,365,414
Depreciation funding – This is annual funding for Capital from Rate Revenue.	\$52,868,882

Strategy for Debt

In early 2016, Council committed to a faster repayment plan for its existing debt at that time with a view to making savings in interest expense. The weighted average interest rate on Council's existing debt at that stage was 5.75% when compared with new loans that were less than 4%. It was estimated that by reducing the loan term from 20 years to 8 years at that stage, the saving in interest was \$8.4million over the loan term. The downside of this approach was a higher short term commitment to loan repayments and a reduced debt service cover ratio. Debt Service Cover is one of the Key Financial Ratios that monitors Council's required loan repayments as a portion of Cash Flows. As the repayments increase, the ratio decreases. As a guide, the Debt Service Ratio should be not less than 2 times. Council does not meet the benchmark indicator in one forecast financial year (2021/22) as a direct result of this accelerated loan repayment strategy. This indicator should be read in conjunction with the Interest Coverage Ratio, which is improving in the forecast period.

The following graph shows the proportion of loan principal that is being paid each year. As the current portion of term debt becomes higher, the debt service ratio becomes less.



Outstanding Loans

Council has maintained its discipline in regards to reliance on debt despite the large capital program that has been proposed for 2017/18.

Since June 2013, debt levels have been reducing. The latest revision of Council's Financial Plan has debt increasing over the period to 2020/21 to accommodate the building of the South Rockhampton Levee Bank, and then steadily decreasing.

Year Ended	\$'000	Comments
30-Jun-13	160,603	
30-Jun-14	157,903	A reduction of \$2.7 million
30-Jun-15	156,180	A reduction of \$1.7 million
30-Jun-16	154,032	A reduction of \$2.1 million
30-Jun-17	143,180	A reduction of \$10.85 million. Initial Budget was for no movement in loans. Due to the timing of projects the funds were not required in 2016/17 and so have been deferred to 2017/18.
30-Jun-18	154,529	An increase of \$11.35 million. The majority of this amount has transferred from the 2016/17 year

Cumulatively, a reduction of \$17.4 million in loan balances has been achieved over the four financial years to June 2017. Loans are typically drawn at the end of the Financial Year so that a review of budget financing can be achieved. If loan financing is not required by year end due to the change in timing of projects or alternative funding sources become available, proposed loan drawings may be reduced or deferred to a future financial year.

KPI's

With each budget and any budget amendment, the following key Financial Ratios are reported. An explanation of what is impacting on the indicators is provided also:

Ratio	Definition	Benchmark	2017/18 Draft Budget 2017/18 Year	2017/18 Draft Budget Forecast Period
Operating margin	Operating results / operating revenue	Between 0% and 10%	0.3%	1.9% Average
<i>Small operating surpluses are forecast for the 10 year period. As growth is very conservative and the base year has seen a large reduction to Fees and Charges revenue, this is a conservative position.</i>				
Own source operating revenue	(Net rates, levies and charges + total fees and charges) / total operating revenue	Greater than 60%	85.5%	87.0% Average
<i>Council continues to utilise rate revenue as its main source of income. If economic growth improves, this percentage will decline a little as fees and Charges revenue is expected to increase with economic activity.</i>				
EBITDA interest cover	Operating results before interest and depreciation (EBITDA) / interest expense	Greater than 4 times	8.2 times	Average 12.9 times
<i>A strong result on this indicator as Interest Expense is forecast to decrease.</i>				
Total debt service cover	Net operating cash flow + interest expense / interest expense + prior year current interest bearing liabilities	Greater than 2 times	2.2 times	Average 3.2 times
<i>See commentary provided under heading of 'Strategy for Debt'.</i>				
Cash expense cover	Current year's cash and cash equivalents balance / (total recurrent expenses – depreciation and amortisation – finance costs charged by QTC – interest paid on overdraft) *12	Greater than 3 months	6 months	Average 4.6 months
<i>Council is utilising its cash holdings in the early part of the 10 year Plan to decrease the reliance upon debt.</i>				
Current ratio	Current year's total current assets / current year's total current liabilities (Department of Local Government guidelines are between 1 and 4 times)	Greater than 1 times	1.6 times	Average 1.6 times
<i>This ratio is monitored and maintained well above the target.</i>				
Capital expenditure ratio	Annual capital expenditure / annual depreciation	Greater than 1.1 times	2.2 times	Average 1.3 times
<i>A healthy position on Capital that is the result of a large Capital program in Year 1.</i>				
Net Financial Assets/Liabilities ratio	(Total Liabilities - Current Assets) / Total Operating Revenue (%)	Less than 60%	56.42%	48.6% Average
<i>As Council utilises its Cash Holding in the early years, this ratio pushes the ideal threshold. In the outer years, it substantially improves.</i>				
Asset Sustainability Ratio	Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense (%)	Greater than 90%	103.90%	80.8% Average
<i>This ratio is not as healthy as the Capital Expenditure Ratio, due to the spend on upgraded and new assets. The new assets are considered important to reinvigorate the CBD.</i>				

Conclusion

This report has provided the major budget highlights as well as key financial information. More detailed information can be found in Council's Financial Plan.



2017/2018 BUDGET

2017/2018
Budget & Forward
Projections

ROCKHAMPTON REGIONAL COUNCIL

Statement of Comprehensive Income

		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Income											
Revenue											
	Operating revenue										
	Net rates, levies and charges	138,867	145,806	151,608	156,913	162,403	168,085	173,966	180,053	186,353	192,873
	Fees and charges	24,434	25,196	25,983	26,794	27,630	28,493	29,383	30,301	31,247	32,224
	Rental income	3,030	3,090	3,152	3,215	3,280	3,345	3,412	3,480	3,550	3,621
	Interest received	2,291	1,360	1,231	1,260	1,453	1,406	1,502	1,593	1,617	1,704
	Sales revenue	6,860	7,031	7,207	7,387	7,572	7,761	7,955	8,154	8,358	8,567
	Other income	4,085	4,166	4,250	4,335	4,421	4,510	4,600	4,692	4,786	4,882
	Grants, subsidies, contributions and donations	11,347	11,065	11,287	11,512	11,743	11,978	12,217	12,461	12,711	12,965
	Total operating revenue	190,912	197,717	204,718	211,416	218,502	225,578	233,035	240,735	248,621	256,835
	Capital revenue										
	Grants, subsidies, contributions and donations	32,305	6,527	8,688	7,107	7,285	7,467	7,654	7,845	8,041	8,242
	Total revenue	223,217	204,244	213,406	218,523	225,787	233,045	240,689	248,580	256,663	265,077
	Capital income										
	Total income	223,799	204,244	213,406	218,523	225,787	233,045	240,689	248,580	256,663	265,077
Expenses											
	Operating expenses										
	Employee benefits	75,800	78,065	80,398	82,802	85,275	87,824	90,448	93,153	95,938	98,807
	Materials and services	53,282	55,798	58,165	60,356	62,621	64,828	67,563	69,479	71,928	74,463
	Finance costs	7,942	7,783	7,352	6,949	6,645	5,895	5,590	5,370	4,990	4,598
	Depreciation and amortisation	52,869	54,416	56,210	58,018	59,969	61,710	63,377	65,150	67,041	68,271
	Other expenses	506	524	542	561	581	602	623	645	668	691
	Total operating expenses	190,399	196,585	202,668	208,686	215,091	220,858	227,601	233,797	240,565	246,829
	Capital expenses										
	Total expenses	190,399	196,585	202,668	208,686	215,091	220,858	227,601	233,797	240,565	246,829
	Net result	33,400	7,659	10,738	9,837	10,696	12,187	13,088	14,783	16,098	18,248
Operating result											
	Operating revenue	190,912	197,717	204,718	211,416	218,502	225,578	233,035	240,735	248,621	256,835
	Operating expenses	190,399	196,585	202,668	208,686	215,091	220,858	227,601	233,797	240,565	246,829
	Operating result	513	1,132	2,050	2,729	3,411	4,720	5,434	6,938	8,056	10,006

Statement of Financial Position											
		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Assets											
	Current assets										
	Cash and cash equivalents	64,844	51,026	56,433	59,570	62,165	53,459	55,928	55,863	57,276	62,116
	Trade and other receivables	20,671	21,519	22,239	23,031	23,786	24,567	25,304	26,207	27,069	27,960
	Inventories	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151
	Other current assets	2,260	2,260	2,260	2,260	2,260	2,260	2,260	2,260	2,260	2,260
	Total current assets	89,925	76,955	83,082	87,012	90,362	82,436	85,643	86,481	88,756	94,472
	Non-current assets										
	Property, plant & equipment	2,640,492	2,728,141	2,804,876	2,890,739	2,968,741	3,057,702	3,143,444	3,231,915	3,323,346	3,416,717
	Other non-current assets	8	8	8	8	8	8	8	8	8	8
	Total non-current assets	2,640,501	2,728,150	2,804,885	2,890,747	2,968,749	3,057,711	3,143,452	3,231,924	3,323,354	3,416,725
	Total assets	2,730,426	2,805,105	2,887,967	2,977,759	3,059,111	3,140,147	3,229,095	3,318,405	3,412,111	3,511,197
Liabilities											
	Current liabilities										
	Trade and other payables	20,172	20,961	21,681	22,489	23,262	24,030	24,855	25,645	26,492	27,368
	Borrowings	22,095	24,491	27,357	30,704	29,689	11,518	11,174	11,545	11,948	12,355
	Provisions	11,859	11,874	11,890	11,890	11,890	11,890	11,890	11,890	11,890	11,890
	Other current liabilities	543	543	543	543	543	543	543	543	543	543
	Total current liabilities	54,669	57,869	61,471	65,626	65,384	47,982	48,462	49,623	50,874	52,157
	Non-current liabilities										
	Borrowings	132,435	130,979	131,862	136,362	132,211	140,223	134,056	122,511	110,563	98,208
	Provisions	8,136	7,837	6,922	6,650	7,011	7,383	7,765	8,160	8,567	8,987
	Other non-current liabilities	2,407	2,407	2,407	2,407	2,407	2,407	2,407	2,407	2,407	2,407
	Total non-current liabilities	142,978	141,223	141,191	145,418	141,629	150,012	144,227	133,077	121,536	109,601
	Total liabilities	197,647	199,092	202,662	211,044	207,013	197,994	192,690	182,700	172,410	161,758
	Net community assets	2,532,779	2,606,013	2,685,305	2,766,715	2,852,099	2,942,153	3,036,406	3,135,705	3,239,701	3,349,439
Community equity											
	Asset revaluation surplus	1,116,335	1,181,911	1,250,465	1,322,038	1,396,725	1,474,593	1,555,758	1,640,273	1,728,172	1,819,662
	Retained surplus	1,416,443	1,424,102	1,434,840	1,444,677	1,455,373	1,467,560	1,480,648	1,495,431	1,511,529	1,529,777
	Total community equity	2,532,779	2,606,013	2,685,305	2,766,715	2,852,099	2,942,153	3,036,406	3,135,705	3,239,701	3,349,439

Statement of Cash Flows											
		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities											
	Receipts from customers	172,791	181,329	188,354	194,673	201,304	208,102	215,196	222,336	229,917	237,690
	Payments to suppliers and employees	(129,510)	(133,712)	(138,498)	(143,022)	(147,815)	(152,595)	(157,918)	(162,592)	(167,789)	(173,186)
	Interest received	2,291	1,360	1,231	1,260	1,453	1,406	1,502	1,593	1,617	1,704
	Rental income	2,816	3,084	3,146	3,207	3,272	3,338	3,406	3,472	3,542	3,613
	Non-capital grants and contributions	12,630	11,096	11,266	11,484	11,717	11,952	12,194	12,431	12,683	12,937
	Borrowing costs	(7,433)	(7,338)	(6,899)	(6,487)	(6,173)	(5,413)	(5,099)	(4,869)	(4,480)	(4,077)
	Payment of provision	(2,170)	(615)	(1,240)	(625)	-	-	-	-	-	-
	Net cash inflow from operating activities	51,416	55,204	57,361	60,491	63,758	66,790	69,280	72,370	75,491	80,079
Cash flows from investing activities											
	Payments for property, plant and equipment	(115,869)	(76,489)	(64,391)	(72,808)	(63,783)	(73,304)	(68,454)	(69,606)	(71,074)	(72,034)
	Proceeds from sale of property, plant and equipment	1,150	-	-	500	500	500	500	500	500	500
	Grants, subsidies, contributions and donations	32,305	6,527	8,688	7,107	7,285	7,467	7,654	7,845	8,041	8,242
	Net cash inflow from investing activities	(82,414)	(69,962)	(55,703)	(65,200)	(55,998)	(65,337)	(60,300)	(61,261)	(62,533)	(63,292)
Cash flows from financing activities											
	Proceeds from borrowings	30,571	23,000	28,197	35,150	25,500	19,500	5,000	-	-	-
	Repayment of borrowings	(19,221)	(22,060)	(24,448)	(27,304)	(30,665)	(29,660)	(11,511)	(11,174)	(11,545)	(11,948)
	Net cash inflow from financing activities	11,350	940	3,749	7,846	(5,165)	(10,160)	(6,511)	(11,174)	(11,545)	(11,948)
Total cash flows											
	Net increase in cash and cash equivalent held	(19,648)	(13,818)	5,407	3,137	2,595	(8,706)	2,469	(65)	1,413	4,840
	Opening cash and cash equivalents	84,492	64,844	51,026	56,433	59,570	62,165	53,459	55,928	55,863	57,276
	Closing cash and cash equivalents	64,844	51,026	56,433	59,570	62,165	53,459	55,928	55,863	57,276	62,116

Statement of Changes in Equity											
		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset revaluation surplus											
	Opening balance	1,054,275	1,116,335	1,181,911	1,250,465	1,322,038	1,396,725	1,474,593	1,555,758	1,640,273	1,728,172
	Increase in asset revaluation surplus	62,060	65,575	68,554	71,573	74,687	77,868	81,165	84,516	87,898	91,490
	Closing balance	1,116,335	1,181,911	1,250,465	1,322,038	1,396,725	1,474,593	1,555,758	1,640,273	1,728,172	1,819,662
Retained surplus											
	Opening balance	1,383,043	1,415,930	1,423,042	1,433,202	1,442,429	1,452,486	1,463,998	1,476,377	1,490,416	1,505,732
	Net result	32,887	7,112	10,161	9,227	10,057	11,512	12,380	14,039	15,316	17,427
	Closing balance	1,415,930	1,423,042	1,433,202	1,442,429	1,452,486	1,463,998	1,476,377	1,490,416	1,505,732	1,523,158
Total											
	Opening balance	2,437,318	2,532,266	2,604,952	2,683,667	2,764,467	2,849,211	2,938,591	3,032,135	3,130,689	3,233,903
	Net result	32,887	7,112	10,161	9,227	10,057	11,512	12,380	14,039	15,316	17,427
	Increase in asset revaluation surplus	62,060	65,575	68,554	71,573	74,687	77,868	81,165	84,516	87,898	91,490
	Closing balance	2,532,266	2,604,952	2,683,667	2,764,467	2,849,211	2,938,591	3,032,135	3,130,689	3,233,903	3,342,820

Measures of Financial Sustainability & Required Disclosure											
Forecast											
	30/06/2018	30/06/2019	30/06/2020	30/06/2021	30/06/2022	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027	
1 Operating Surplus Ratio - Target Benchmark between 0% and 10%											
(Net Operating Surplus / Total Operating Revenue) (%)	0.3%	0.6%	1.0%	1.3%	1.6%	2.1%	2.3%	2.9%	3.2%	3.9%	
2 Net Financial Asset / Liability Ratio - Target Benchmark not greater than 60%											
((Total Liabilities - Current Assets) / Total Operating Revenue) (%)	56.4%	61.8%	58.4%	58.7%	53.4%	51.2%	45.9%	40.0%	33.6%	26.2%	
3 Asset Sustainability Ratio - Target Benchmark greater than 90%											
(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) (%)	103.9%	89.7%	70.1%	77.3%	69.7%	81.6%	82.4%	80.6%	81.2%	72.8%	
4 Interest Cover Ratio - Target benchmark between 0% and 5%											
(Net Interest Expense / Total Operating Revenue) (%)	2.7%	3.0%	2.8%	2.5%	2.2%	1.8%	1.5%	1.4%	1.2%	0.9%	
5 Debt Service Cover Ratio - Target benchmark greater than 2 times											
((Net Operating Cash Flows + Interest Expense) / (Interest Expense + Prior Year Current Interest Bearing Liabilities))	2.2	2.1	2.0	2.0	1.9	2.1	4.5	4.8	5.0	5.3	

Rockhampton Regional Council

One Page Budget Summary for 2017/2018

	<div> <div>Corporate Services</div> <div>Regional Services</div> </div>											
	Total 17/18 Adopted Budget	Resourcing 17/18 Adopted Budget	Office of CEO 17/18 Adopted Budget	Community Services 17/18 Adopted Budget	Corporate Services 17/18 Adopted Budget	Regional Development & Aviation 17/18 Adopted Budget	Regional Services 17/18 Adopted Budget	Airport 17/18 Adopted Budget	Other Regional Development & Aviation 17/18 Adopted Budget	Fitzroy River Water 17/18 Adopted Budget	Waste and Recycling Services 17/18 Adopted Budget	Other Regional Services 17/18 Adopted Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATIONS												
Operating Revenue												
Rates and Utility Charges	(152,235,616)	(74,064,158)	0	0	0	0	(78,171,458)	0	0	(62,837,633)	(15,333,825)	0
Less Rebates and Discounts	13,368,477	7,255,487	0	0	0	0	6,112,990	0	0	4,550,583	1,562,408	0
Fees and Charges	(24,433,952)	0	0	(6,974,084)	(221,024)	(11,617,828)	(5,621,017)	(11,571,236)	(46,592)	(1,290,744)	(4,305,197)	(25,076)
Interest Received	(2,290,920)	(1,995,920)	0	0	0	(55,000)	(240,000)	(55,000)	0	(240,000)	0	0
Grants Subsidies and Contributions	(11,345,807)	(6,387,765)	0	(4,506,691)	(293,500)	(40,520)	(117,330)	0	(40,520)	0	(41,330)	(76,000)
Other Revenue	(7,114,488)	(10,434)	(26,237)	(1,596,833)	(902,890)	(4,185,474)	(392,620)	(4,119,629)	(65,845)	(285,795)	(51,110)	(55,715)
Sales Contract and Recoverable Works	(6,859,879)	0	0	0	0	0	(6,859,879)	0	0	(4,151,760)	0	(2,708,119)
Total Operating Revenue	(190,912,185)	(75,202,790)	(26,237)	(13,077,608)	(1,417,414)	(15,898,822)	(85,289,314)	(15,745,865)	(152,957)	(64,255,350)	(18,169,054)	(2,864,910)
Operating Expense												
Finance Costs	7,942,283	4,466,283	0	6,000	400,000	0	3,070,000	0	0	2,300,000	770,000	0
Depreciation	52,868,882	0	3,569	8,388,200	5,253,950	2,947,490	36,275,674	2,947,490	0	13,701,381	1,051,039	21,523,254
Employee Costs	75,800,127	170,467	3,081,161	27,424,183	17,881,635	5,560,866	21,681,815	2,792,722	2,768,144	6,781,490	3,381,464	11,518,861
Materials and Services	61,792,169	120,287	699,260	19,568,029	13,413,809	7,407,813	20,582,972	5,178,591	2,229,222	7,032,201	6,177,030	7,373,740
Internal Transfers	(5,256,999)	0	173,570	3,559,215	(17,376,028)	304,865	8,081,379	288,266	16,598	994,080	3,071,753	4,015,546
Code of Competitive Conduct Adjustments	0	(24,026,426)	0	(196,843)	0	3,483,759	20,739,510	3,483,759	0	21,069,706	(330,196)	0
Corporate Overheads	(2,747,600)	(6,275,198)	0	49,163	0	1,055,038	2,423,396	1,055,038	0	4,531,308	1,251,830	(3,359,742)
Total Operating Expense	190,398,861	(25,544,586)	3,957,560	58,797,946	19,573,366	20,759,829	112,854,746	15,745,865	5,013,964	56,410,167	15,372,920	41,071,659
Net Operating (Profit)/Deficit	(513,324)	(100,747,576)	3,931,323	45,720,338	18,155,952	4,861,007	27,565,432	0	4,861,007	(7,845,183)	(2,796,134)	38,206,749
CAPITAL												
Capital Funding												
Existing or Operational Funds (Used) / Banked	(20,365,414)	14,348,885	(257,056)	(7,469,539)	(4,808,258)	(927,710)	(21,251,735)	(927,710)	0	(4,202,316)	(2,782,297)	(14,267,122)
Grants, Subsidies and Sales/Disposals	(30,900,183)	(1,000,000)	0	(4,793,744)	(1,410,000)	0	(23,696,439)	0	0	(5,050,000)	0	(18,646,439)
Developer Contributions	(2,554,854)	0	0	(4,654)	0	0	(2,550,200)	0	0	(1,550,200)	0	(1,000,000)
Depreciation	(52,868,882)	0	(3,569)	(8,388,200)	(5,253,950)	(2,947,490)	(36,275,674)	(2,947,490)	0	(13,701,381)	(1,051,039)	(21,523,254)
New Loans 2017-2018	(30,570,757)	(26,698,828)	0	0	0	0	(3,871,929)	0	0	0	(3,871,929)	0
Total Capital Funding	(137,260,090)	(13,349,943)	(260,625)	(20,656,137)	(11,472,208)	(3,875,200)	(87,645,977)	(3,875,200)	0	(24,503,897)	(7,705,265)	(55,436,815)
Capital Expenditure												
Capital Expenditure	118,039,150	2,081,350	260,625	20,656,137	11,472,208	3,875,200	79,693,630	3,875,200	0	18,552,037	5,704,778	55,436,815
Debt Redemption	19,220,940	11,268,593	0	0	0	0	7,952,347	0	0	5,951,860	2,000,487	0
Total Capital Expenditure	137,260,090	13,349,943	260,625	20,656,137	11,472,208	3,875,200	87,645,977	3,875,200	0	24,503,897	7,705,265	55,436,815
Net Decrease/(Increase) of Accumulated Budget Funding	19,852,090	(115,096,261)	4,188,379	53,189,877	22,964,211	5,788,717	48,817,168	927,710	4,861,007	(3,642,867)	(13,836)	52,473,871
DEBT												
Opening Balance (1/7/2017)	143,180,000	85,852,560	0	0	0	0	57,327,440	0	0	42,608,820	14,718,620	0
New Loans	30,570,757	26,698,828	0	0	0	0	3,871,929	0	0	0	3,871,929	0
Payments	(19,220,940)	(11,268,593)	0	0	0	0	(7,952,347)	0	0	(5,951,860)	(2,000,487)	0
Closing Balance	154,529,817	101,282,795	0	0	0	0	53,247,022	0	0	36,656,960	16,590,062	0



2017/2018 BUDGET

Revenue Statement

REVENUE STATEMENT 2017/2018

OVERVIEW

The purpose of this revenue statement is:

- to provide an explanatory statement outlining and explaining the revenue raising measures adopted in the budget, and
- to comply in all respects with legislative requirements.

APPLICABILITY

This revenue statement applies to the financial year from 1 July 2017 to 30 June 2018. It is approved in conjunction with the Budget as presented to Council on 06 July 2017.

It is not intended that this revenue statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence should clarification be required.

GUIDELINE

Pursuant to the provisions of the *Local Government Act 2009* and the *Local Government Regulation 2012* the following explanation of revenue raising measures adopted in the 2017/2018 Budget are provided.

1. RATES AND CHARGES (LGA s94)

For the financial year beginning 1 July 2017, Rockhampton Regional Council will make and levy rates and charges. Rates and Charges will include:-

- A. Differential General Rates,
- B. Special Rates and Charges,
- C. Separate Charges, and
- D. Utility Charges for Water, Sewerage and Waste Management.

The statement deals with the principles used by Council in fixing rates and charges and if applicable, how the Council will apply user pays principles to utility and general charges.

2. GENERAL RATES RATIONALE

Council accepts that the basis for levying general rates in Queensland is land valuations. Ideally, the general rate would be determined by dividing the total income needed from general rates by the rateable valuation of lands. However there is considerable diversity in the Region in terms of land use and location (such as between the urban and rural areas), land values, access to, and actual and potential demands for services and facilities.

Council is committed to spreading the general rates burden equitably among broad classes of ratepayer. This does not mean the general rate is levied on a “user pays system”. Instead, Council has designed the general rating system taking into account the following factors:

- the relative rateable value of lands and the general rates that would be payable if only one general rate were levied;
- the use of the land as it relates to actual and potential demand for Council services;
- location of the land as it relates to actual and potential demand for Council services; and
- the impact of rateable valuations on the level of general rates to be paid. Council is of the opinion that a common rating policy and structure should be embraced for the whole region.

3. GENERAL RATES – CATEGORIES AND DESCRIPTIONS **(LGR Part 5 Division 1)**

Council adopts differential general rating for the following reasons:

- Council is committed to spreading the general rates burden equitably;
- the use of a single general rate would not result in an equitable distribution of the rates burden among ratepayers;
- certain land uses and locations of lands require and/or impose greater demands on Council services relative to other land uses and locations; and
- valuation relativities between commercial/industrial, rural, urban, productive and residential uses, do not reflect the intensity of land use nor the actual or potential demands on Council services and facilities.

Land rating categories are defined by separating the town and rural locations of the Council area and then differentiating properties based on the use to which the land is being put. Where it is considered appropriate, relative valuations are used to define land rating categories in order to reduce the variation in general rate charges between consecutive years and limit increases to a reasonable level across all land uses.

The Council, for the purpose of making and levying differential general rates, has resolved to categorise all rateable land in its area into twenty two (22) categories and sub categories specified hereunder in the schedule. The Council delegates to the CEO the power to identify the rating category to which each parcel of rateable land belongs. In undertaking this task the CEO will be guided by the descriptions of each category.

The terms LV, 'Land Valuation', 'SV' and 'Site Valuation' refer to the Land Valuation and Site Valuation assigned by the Queensland Department of Natural Resources and Mines for the applicable year of valuation.

The term "principal place of residence" is a single dwelling house or dwelling unit that is the permanent place of residence at which at least one owner of the land predominantly resides.

In establishing principal place of residence Council may consider but not be limited to, the owner's declared address for electoral roll, driver's licence or any other form of evidence deemed acceptable to Council.

GENERAL RATING CATEGORIES 2017-18

No.	Category	Description	Identifiers (Land Use Codes)
1	Commercial/ light industry	Land used, or intended to be used, in whole or in part, for commercial or light industrial purposes, other than land included in categories 2(a), 2(b), 2(c), 3 and 22.	1,4,6,7, 10 to 49 (excl. 31, 35, 37, 40 and lands in any other category).
2 (a)	Major shopping centres with a floor area 0 – 10,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area up to 10,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rate-able valuation >\$2,500,001
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 m ²	Land used, or intended to be used, as a shopping centre with a gross floor area between 10,001m ² and 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rate-able valuation >\$2,500,001
2 (c)	Major shopping centres with a floor area >50,001m ²	Land used, or intended to be used, as a shopping centre with a gross floor area greater than 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rate-able valuation >\$2,500,001

3	Heavy and noxious industry	Land used, or intended to be used, for:- (a) a fuel dump; (b) fuel storage; (c) an oil refinery; (d) heavy industry; (e) general industry; (f) noxious industry which emanates noise, odour or dust, including an abattoir.	31, 35, 37
4	Power Generation	Land used, or capable of being used, for the generation of greater than 400 megawatts of electricity.	37
5	Extractive	Land used, or intended to be used, in whole or in part, for:- (a) the extraction of minerals or other substances from the ground; and (b) any purpose associated or connected with the extraction of minerals and other substances from the ground.	40
6	Agriculture, farming and other rural	Land used, or intended to be used, for non-residential rural, agricultural or farming purposes.	60 to 89 and 93 to 94 (excl. 72 excl. lands in any other category).
8A	Residential Other	Land used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; and (b) two or more self-contained dwellings (including flats) and (c) with a value of less than \$110, 001	2, 3, 5, 6, 8 & 9
8B	Residential Other	Land used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; and (b) two or more self-contained dwellings (including flats) and (c) with a value of more than \$110,000	2, 3, 5, 6, 8 & 9

9	Residential 1	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of less than \$105,001.	1, 2, 4, 5, 6 and 94 with a rate-able valuation <\$105,001 (excl. lands in any other category).
10	Residential 2	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$105,001 and \$170,000.	1, 2, 4, 5, 6 and 94 with a rate-able valuation >\$105,000 but <\$170,001 (excl. lands in any other category).
11	Residential 3	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$170,001 and \$250,000.	1, 2, 4, 5, 6 and 94 with a rate-able valuation >\$170,000 but <\$250,001 (excl. lands in any other category).
12	Residential 4	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value between \$250,001 and \$500,000	1, 2, 4, 5, 6 and 94 with a rate-able valuation >\$250,000 but <\$500,001 (excl. lands in any other category).
13	Residential 5	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value more than \$500,001	1, 2, 4, 5, 6 and 94 with a rate-able valuation >\$500,000 (excl. lands in any other category).
21	Strata (residential)	Land, which is a lot in a community title scheme or residential group title, used as the owner's principal place of residence.	Land use codes 8 and 9 (excl. lands in any other category).
22	Strata (commercial/ industrial)	Land, which is a lot in a community title scheme or building unit, which is used, or intended to be used, for commercial or industrial purposes.	Land use codes 8 and 9
24	Vacant urban/rural land >\$430,000	Vacant land intended for use for development purposes with a value of more than \$430,000.	Land use code 1 and 4 with a rate-able valuation >\$430,000
25	Developer concession	Land, which qualifies for a discounted valuation pursuant to section 50 of the <i>Land Valuation Act</i> .	Land use code 72

26	Special uses	Land, used, or intended to be used, for non-commercial purposes such as social and community welfare, defence or education purposes.	Land use codes 21, 50 – 59, 92, 96 – 100
27 (a)	Other \$0 - \$60,000	Land, with a value of \$60,000 or less, which is not otherwise categorized.	Land use codes 1, 4, 90, 91 and 95
27 (b)	Other - >\$60,001	Land, with a value of more than \$60,001, which is not otherwise categorized.	Land use codes 1, 4, 90, 91 and 95

General Rates and Minimum General Rates

For the 2017/18 financial year differential general rates and minimum general rates will be levied pursuant to section 94 of the *Local Government Act 2009*, on the differential general rate categories as follows-

Category No.	Category	General Rate (cents in the Dollar of Rateable Value)	Minimum General Rate (\$)
1	Commercial/light Industry	1.7486	1,280
2 (a)	Major shopping centres with a floor area 0 – 10,000 sqm	2.1660	17,590
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 sqm	2.8886	200,880
2 (c)	Major shopping centres with a floor area >50,001 sqm	5.9456	1,517,800
3	Heavy and noxious industry	2.5500	2,670
4	Power Generation	4.8600	2,670
5	Extractive	6.8400	2,180
6	Agriculture, farming and other rural	1.1637	1,280
8A	Residential Other, \$ 0 - \$110,000	1.1873	850
8B	Residential Other, >\$110,001	1.0760	1,306
9	Residential 1, \$ 0 - \$105,000	1.0370	640
10	Residential 2, \$105,001 - \$170,000	0.9280	1,090
11	Residential 3, \$170,001 - \$250,000	0.8850	1,580

12	Residential 4, \$250,001 - \$500,000	0.8100	2,220
13	Residential 5, > \$500,001	0.7300	4,050
21	Strata (residential)	1.0698	640
22	Strata (commercial/industrial)	1.9074	1,280
24	Vacant urban land >\$430,000	1.7247	1,280
25	Developer concession	1.0214	0
26	Special uses	1.2444	2,080
27 (a)	Other \$0 - \$60,000	1.4400	550
27 (b)	Other >\$60,001	2.1241	1,280

4. LIMITATION ON RATE INCREASE – LGR Part 9. Division 3

For the 2017/18 financial year Council will not be resolving to limit any increases in rates and charges.

5. SPECIAL RATES/CHARGES (LGA s94)

Rural Fire Services Levies

Council will, pursuant to section 128A of the *Fire and Emergency Services Act 1990* and section 94 of the *Local Government Act 2009*, make and levy special charges for the provision of rural fire fighting services to certain parts of the Region. The charges shall be levied on all land which specially benefits from the provision of rural fighting services.

For 2017/18, the Council shall make a special charge, in the following amounts, for each of the following Rural Fire Brigades.

Rural Fire Brigade	Levy 2017/18	Rural Fire Brigade	Levy 2017/18
Alton Downs	\$80.00	Garnant	-
Archer Ulam	\$50.00	Gogango	\$25.00
Aricia	-	Gracemere	\$20.00
Bajool	\$25.00	Kalapa	\$20.00
Bouldercombe	\$50.00	Marmor	\$25.00
Calioran	-	Mornish	-
Calliungal	\$50.00	Stanwell	\$25.00
Dalma	\$20.00	South Ulam	-
Faraday	-	Westwood	\$50.00

The rateable land to which each of the special charges will apply is land within the areas separately described on a map titled:-

- | | |
|---------------------------------------|-------------------------------------|
| • 'Rural Fire Brigade – Alton Downs' | • 'Rural Fire Brigade – Garmant' |
| • 'Rural Fire Brigade – Archer Ulam' | • 'Rural Fire Brigade – Gogango' |
| • 'Rural Fire Brigade – Aricia' | • 'Rural Fire Brigade – Gracemere' |
| • 'Rural Fire Brigade – Bajool' | • 'Rural Fire Brigade – Kalapa' |
| • 'Rural Fire Brigade – Bouldercombe' | • 'Rural Fire Brigade – Marmor' |
| • 'Rural Fire Brigade – Calioran' | • 'Rural Fire Brigade – Mornish' |
| • 'Rural Fire Brigade – Calliungal' | • 'Rural Fire Brigade – Stanwell' |
| • 'Rural Fire Brigade – Dalma' | • 'Rural Fire Brigade – South Ulam' |
| • 'Rural Fire Brigade – Faraday' | • 'Rural Fire Brigade – Westwood' |

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the Local Government Regulation 2012, will not apply to these charges.

Overall Plans

The Overall Plan for each of the special charges is as follows:-

1. The service, facility or activity for which each special charge is levied is to fund the provision of fire prevention and firefighting services, facilities and activities by the rural fire brigades identified in the special charge table in the defined benefit areas.
2. The time for implementing the overall plan is one (1) year ending 30 June 2018. However, provision of fire-fighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2018.
4. The estimated cost of implementing the overall plan (being the cost of planned works and replacement of capital items for 2017/18) is approximately \$125,110.
5. The special charge is intended to raise all funds necessary to carry out the overall plan.

The occupier of the land to be levied with the special charge has specifically benefited, or will specifically benefit, from the implementation of the overall plan, comprising fire-fighting services, because rural fire brigades are charged with fire-fighting and fire prevention under the *Fire & Emergency Services Act 1990* and whose services could not be provided or maintained without the imposition of the special charge.

6. SEPARATE CHARGES (LGA s94)

Council will make and levy separate rates pursuant to section 94 of the *Local Government Act 2009* to defray the expense it incurs in providing identified services or facilities or engaging in identified activities for the benefit of its local governed area. The charges are calculated on the basis of the estimated cost to Council of providing these services. Revenue raised from these charges will only be used to fund either all or part of the costs associated with the activities.

Council considers that the benefit of each service, facility or activity is shared equally by all parcels of rate-able land, regardless of their value.

Road Network Separate Charge

Council will make and levy a separate charge to defray part of the cost of maintaining the road network within the region. Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Road Network Separate Charge will be \$450.00 per annum per rateable assessment throughout the region.

Natural Environment Separate Charge

Council will make and levy a separate charge to defray part of the cost of formulating and implementing initiatives for environmental protection, enhancement and conservation, including the many and varied initiatives that contribute to these outcomes.

Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Natural Environment Separate Charge will be \$50.00 per annum per rateable assessment throughout the region.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to the Natural Environment Separate Charge.

7. UTILITY CHARGES (LGA s94)

Council will make and levy utility service charges, pursuant to section 94 of the *Local Government Act 2009*, for the financial year beginning 1 July 2017 on the basis of an equitable distribution of the burden on those who utilise, or stand to benefit from, the provision of the utility services.

WATER

Water charges will be set to recover all of the costs associated with the provision of water services by Council in the financial year.

Subject to any express provision to the contrary Council will charge all land connected to its water supply, or capable of connection to the supply, a two-part tariff for the period 1 July 2017 to 30 June 2018, comprising:-

- a graduated single tier access charge for land connected to Council's water supply, or capable of connection to the supply; and
- a multi-tiered consumption charge for residential users and a single tier charge for non-residential users.

There are three (3) water supply areas: Gracemere, Mount Morgan and Rockhampton.

The following additional policy is adopted in relation to access charges:

- (a) The access charge for an individual residential community title lot will be the sum payable for a 20mm water meter connection, regardless of the true size of the connection to the lot itself or to the development of which it forms part.
- (b) The access charge for premises that contain residential flats will be the sum payable for a 20mm water meter connection multiplied by the number of flats upon the premises, regardless of the true size of the connection to the premises.
- (c) To prevent doubt, a management lot in a staged residential community titles scheme is not a residential community title lot.
- (d) The access charge for an individual commercial community title lot will be:
 - i. If the size of the water meter at the boundary of the scheme land (i.e. the meter to which the property services to individual scheme lots connect) is not greater than 50mm, then the access charge per lot shall be the sum payable for a 20mm water meter connection.
 - ii. If the size of the water meter at the boundary of the scheme land is greater than 50mm, the standard non-residential access charges according to the meter size will apply.

The following additional policy is adopted in relation to consumption charges:

- (a) Where water is supplied to premises that comprise a residential flats development, the consumption volume allowed in each tier will be multiplied by the number of flats upon the premises.
- (b) Where water is supplied to a lot which forms part of a community titles scheme, and the supply to each individual lot and the common property is not separately metered, Council will levy the consumption charges for the water supplied to the premises (the scheme) in a manner permitted by section 196 of the *Body Corporate and Community Management Act 1997*, namely:
 - i. Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the contribution schedule lot entitlement of the owner's lot to the aggregate of contribution schedule lot entitlements recorded in the community management statement for the community titles scheme; or
 - ii. For a community titles scheme in which there is only a single schedule of lot entitlements rather than a contributions schedule and an interest schedule (i.e. a scheme that continues to be governed by the Building Units and Group Titles Act rather than by the *Body Corporate and Community Management Act 1997*), Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the lot entitlement of the owner's lot to the aggregate of lot entitlements recorded in the building units plan or the group title plan of which the lot is part; or
 - iii. Alternatively to levying the consumption charges on the basis of lot entitlement, Council may exercise its discretion to enter with the body corporate for a community titles scheme to which the *Body Corporate and Community Management Act* applies an

arrangement under which the body corporate accepts liability for the full consumption charge payable upon the supplied volume recorded on the water meter at the boundary of the scheme land, in which case Council will levy the body corporate for the full amount of the consumption charge and will make no separate levies against lots in the scheme.

- (c) Where water is supplied to a lot or common property which forms part of a community titles scheme where the supply to each individual lot and the common property is separately metered to the common property of a community titles scheme, Council will levy each lot for its metered consumption and the body corporate for the water supplied to the common property.
- (d) Where more than one dwelling house is situated upon a single parcel of land (that is to say, the land the subject of a single valuation), Council will charge a separate two-part tariff for each dwelling house as if each were located upon a different, individually-valued parcel.
- (e) Where a dwelling house is situated partly upon one parcel of land and partly upon another, Council will charge a single two-part tariff for supply to the building, and will levy the tariff against the parcel upon which the dominant portion of the house is situated. The dominant portion will be the portion of the house that has the greater floor area.
- (f) The following provisions apply to premises serviced by a designated fire service:
 - i. Council will charge a separate two-part tariff for the service, in addition to the tariff/s it charges for any other water service connection/s to the land.
 - ii. The access charge for the service will be determined upon the basis that the service connects to a 20mm water meter.
 - iii. Standard consumption charges will apply unless Council resolves to discount the charge pursuant to this resolution.
 - iv. The consumption charge will be, for a quarter for which the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, use of the service to fight a fire, either the standard consumption charge or that sum discounted by a percentage Council determines as appropriate.
 - v. If the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, that the service was used during a quarter to fight a fire, and Council determines after the end of that quarter that a discounted consumption charge was appropriate for the quarter, Council may credit against the next quarterly consumption charge the difference between the charge paid and the discounted charge determined as appropriate.
 - vi. To prevent doubt, Council may determine that a 100% discount is or was appropriate.
- (g) For non-licensed premises (i.e. premises for which there exists no liquor license) occupied or used by approved sporting bodies, or approved non-profit charitable organisations, Council will provide a concession in accordance with its

concession policy for access to Council's water supply, and water consumed from that supply will be charged at Residential rates.

- (h) Council will apply section 102 of the *Local Government Regulation 2012* to the reading of water meters so that if a meter is due to be read on a particular day (e.g. the last day of a quarter) to enable Council to calculate a consumption charge to be levied, the meter will be deemed read on that particular day if it is read within 2 weeks before the day or 2 weeks after the day.
- (i) The commencing water meter reading for a quarterly consumption charge cycle (i.e. a quarter plus or minus 2 weeks at the beginning and the end of the quarter) is the reading last recorded in a quarterly charge cycle, or, in the case of a new meter connection, the reading recorded on the day of connection.
- (j) The minimum value of a debt required to raise a charge will be \$5.00. If the total charge on an Assessment is less than this amount, then the charges will not be raised and consequently a bill will not be issued. This charge is not raised at all and is effectively written off which will prevent the raising of small balances where the cost of administration, printing, postage and collection is greater than the revenue returned.
- (k) For the purposes of making and levying water charges the following definitions apply:-
 - i. An approved sporting body is an association of persons, incorporated or not, and whether an individual association or a member of a class of association, that Council accepts or approves by resolution as a body that benefits the community by organising and conducting a sporting activity or sporting activities and whose constitution prevents the distribution of its income and assets to its members.
 - ii. An approved charitable organisation is an organisation incorporated or not, that Council accepts or approves by resolution as a charitable organisation, and whose constitution prevents the distribution of its income and assets to its members.
 - iii. A community title lot is a lot in a community titles scheme.
 - iv. A community titles scheme is a community titles scheme created under the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act 1997* (e.g. a development created under the *Integrated Resort Development Act 1987*).
 - v. A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.
 - vi. A designated fire service is a water supply service to premises, specifically dedicated for use in fighting fires.

- vii. A flat is a self-contained residential unit or module that is not a community title lot; but (to prevent doubt) the expression does not include a bedroom in a boarding house.

Gracemere Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Gracemere Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2017 to the 30 June 2018 and will generally be levied on a half yearly basis.

Meter Size	Annual Charge
20mm	\$404.00
25mm	\$630.00
32mm	\$1,032.00
40mm	\$1,612.00
50mm	\$2,519.00
Special 60mm	\$3,675.00
65mm	\$4,257.00
75mm	\$5,667.00
80mm	\$6,448.00
100mm	\$10,074.00
150mm	\$22,666.00
200mm	\$40,299.00
Vacant Land	\$404.00

The access charge for unoccupied land that is capable of connection to Council's water supply will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Gracemere Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2017 to the 30 June 2018 and billing will generally be in arrears on a quarterly basis.

Gracemere Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.78/kl

Gracemere Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.77/kl
> 75kl <=150kl per quarter	\$1.20/kl
>150kl per quarter	\$2.38/kl

Mt Morgan Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Mount Morgan Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2017 to the 30 June 2018 and will generally be levied on a half yearly basis.

Meter Size	Annual Charge
20mm	\$416.00
25mm	\$650.00
32mm	\$1,064.00
40mm	\$1,662.00
50mm	\$2,596.00
65mm	\$4,387.00
75mm	\$5,840.00
80mm	\$6,645.00
100mm	\$10,381.00
150mm	\$23,359.00
200mm	\$41,527.00
Vacant Land	\$416.00

The access charge for unoccupied land that is capable of connection to Council's water supply, will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Mount Morgan Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2017 to the 30 June 2018 and billing will generally be in arrears on a quarterly basis.

Mount Morgan Water Supply Scheme – Non Residential Consumption Charges

Tier	Charge per Kilolitre
All consumption	\$1.78/kl

Mount Morgan Water Supply Scheme – Residential Consumption Charges

Tier (Per Meter)	Charge per Kilolitre
<=75kl per quarter	\$0.77/kl
> 75kl <=150kl per quarter	\$1.20/kl
>150kl per quarter	\$2.38/kl

Rockhampton Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Rockhampton Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2017 to the 30 June 2018 and will generally be levied on a half yearly basis.

Meter Size	Annual Charge
20mm	\$379.00
25mm	\$592.00
32mm	\$969.00
40mm	\$1,514.00
50mm	\$2,365.00
65mm	\$3,997.00
75mm	\$5,322.00
80mm	\$6,055.00
100mm	\$9,460.00
150mm	\$21,284.00
200mm	\$37,838.00
Vacant Land	\$379.00

The access charge for unoccupied land that is capable of connection to Council's water supply, will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Rockhampton Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2017 to the 30 June 2018 and billing will generally be in arrears on a quarterly basis.

Rockhampton Water Supply Scheme – Non Residential Water Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.78/kl

Rockhampton Water Supply Scheme – Residential Water Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.77/kl
> 75kl <=150kl per quarter	\$1.20/kl
>150kl per quarter	\$2.38/kl

SEWERAGE

For the financial year beginning 1 July 2017 Council will make and levy a sewerage charge in respect of land within the Declared Sewerage Areas of Rockhampton Region to which the Council provides or is prepared to provide sewerage services, including areas to which such services are extended from time to time during the course of the financial year.

A sewerage charge will also be levied on non-rateable land where the owner of the land requests that Council provide sewerage services.

In accordance with the Requirement to Connect to Sewerage Infrastructure Policy that was adopted by Council on 7 October 2014, the sewerage access charges in relation to Stage 2 of the Mount Morgan Sewerage Scheme are only charged upon connection to the system.

The sewerage charge will be set to recover all of the costs associated with the provision of sewerage reticulation services provided by Council in the financial year.

For occupied land, charges for 2017/18 will be made and levied on the following basis:-

- i. Generally, a sewerage charge will be levied in respect of each water closet pedestal or urinal installed.
- ii. However, for a single dwelling, residential unit, stables property or a property subject to a residential differential rate, only the first water closet pedestal will attract the normal sewerage pedestal charge.
 - The term single dwelling is to be given its ordinary meaning as a residential property used for ordinary domestic purposes and includes home office situations such as for example, where desk or computer work may be done, phone calls made or answered from within the premises for business purposes but where there are no more than 1 (one) non-resident employee on the premises and no significant external indicia to distinguish the premises from any other domestic residence;
 - The term single dwelling does not include premises where a distinct externally visible business activity has been established.
- iii. In the case of multiple dwellings on a single title or assessment (e.g. flats), the sewerage charge is calculated by multiplying the number of flats by the charge for the first water closet pedestal.
- iv. In the case of Retirement Villages or Aged/Nursing Homes incorporating independent living accommodation, the sewerage charge will be levied on the first pedestal only in each independent living unit/cottage. Sewerage charges will be levied on a per pedestal/urinal basis for pedestals/urinals installed elsewhere at the Aged/Nursing Homes properties.
- v. For all other premises, the sewerage charge is calculated on the number of pedestals together with the number of urinals multiplied by the charge for the first water closet pedestal. For the purpose of this paragraph, each 1200mm of a continuous style urinal or part thereof will count as one urinal.
- vi. Sewerage Charges do not apply to Public Amenities Blocks on leased Council land that are locked and controlled by the Clubs.

Where there is more than one dwelling house on a land parcel, charges shall apply as if each house were on a separate land parcel. Where there is more than one commercial or industrial building upon a land parcel, charges will apply as if each building were on a separate land parcel.

Where a building is used for more purposes than one, charges will be levied by reference to the dominant use of the building, determined by Council.

For properties within the differential general rating category '6' Agriculture, farming and Other Rural, the sewerage utility charge is levied on the same basis as residential properties, even though to be eligible the properties must be classified as commercial use properties.

For the purpose of these charges:

- (a) A community titles lot is taken to be:
 - i. A single dwelling if it is used wholly or predominantly as a place of residence; and
 - ii. A non-dwelling property in any other case.
- (b) A community title lot is a lot in a community titles scheme;
- (c) A community titles scheme is a community titles scheme created under or by virtue of the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act* (e.g. a development created under the *Integrated Resort Development Act 1987*);
- (d) A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.

The sewerage charges will be those shown in the following tables:-

<u>Sewered Premises</u>	<u>Basis</u>	<u>Number of Charges</u>
Private Dwelling/Residential Unit or Stables or property subject to rural differential rate.	Each Residence (regardless of number of pedestals)	1 Charge
Flats	Each Flat	1 Charge
Aged/Nursing Home Plus Aged/Nursing other fixtures	Each Unit/Cottage Each	1 Charge
	Pedestal/Urinal	1 Charge
Other Premises	Each Pedestal / 1200mm of Urinal or part thereof	1 Charge
Vacant Land	Each rate-able property	1 Vacant Land Charge

For those properties in the Declared Sewerage Areas, charges as per the above schedule for 2017/18 will be:

Declared Sewered Area	Amount of Charge	Amount of Vacant Land Charge
Gracemere	\$801.00	\$761.00
Mount Morgan	\$740.00	\$703.00
Rockhampton	\$613.00	\$583.00

WASTE & RECYCLING

For the financial year beginning 1 July 2017, Council will make and levy the following utility charges for:

<u>Schedule of Waste Collection and Recycling Charges</u>	
<u>Service</u>	<u>Annual Charge</u>
Domestic Services	
Combined General Waste/Recycling Service	\$413.00
Additional General Waste Service – same day service as nominated service day	\$334.00
Additional Recycling Service – same day service as nominated service day	\$196.00
Commercial Services	
General Waste Service	\$336.00
Recycling Service	\$222.00

Services to be provided

Domestic Waste and Recycling Services

The service comprises of the following services as described:

Combined Domestic General Waste Collection and Recycling Service.

This service is on the basis that the combined general waste collection and recycling service provided is available to properties within a Declared Waste and Recycling Collection Areas.

The combined domestic general waste collection and recycling charge, Council levies against a Domestic Premise will be the single sum shown in the Schedule of Waste Collection and Recycling Charges, covering for the full financial year the combined cost of:

- providing an MGB (Mobile Garbage Bin) to hold domestic general waste; and
- emptying the domestic MGB once per week and removing the contents from the premises; and
- providing an MGB to hold recyclables; and

- emptying the recyclables MGB fortnightly, and removing the contents from the premises once per fortnight.

Domestic Premises – General

Council will levy the charge on each parcel of residential land, including a lot in a community title scheme, whether occupied or not, within the Waste Collection Areas, charges and regardless of whether ratepayers choose to use the domestic general waste collection and/or recycling services Council makes available.

Where a service is supplied to a residence on a property within differential rating category 6 – Agriculture, farming and other rural, the domestic waste charge shall apply. For newly constructed structures, the charge will apply from the earlier of plumbing or building approval or delivery of refuse bins.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure.

The number of charges levied to a domestic property shall be the number of bins the Chief Executive Officer or his delegate considers necessary; or the number of bins the ratepayer requests, whichever is greater. Additional bin collections from domestic properties will only be made available on the same day as the minimum service.

Commercial Waste and Recycling Services

The service comprises of the following services as described:

Commercial Premises in a Declared Waste and Recycling Collection Area

This service is on the basis that the general waste and recycling collection service it provides are available to commercial properties within the Declared Waste and Recycling Collection Areas.

A General Waste Collection and **or** Commercial Recycling Collection levy shall be charged per bin per collection (called a Service) as per the Schedule of Waste Collection and Recycling Charges, covering for the full financial year the combined cost of:

- providing the number of MGB's that the Chief Executive Officer or his delegate considers necessary or the number of bins the ratepayer requests, whichever is greater; and
- emptying each bin and removing the contents from the premises on the number of occasions each week that the Chief Executive Officer or his delegate considers necessary; or on the number of occasions the ratepayer requests, whichever is greater;
- where an MGB is provided to hold recyclables; and
- emptying and removing the contents from the premises of that bin once per fortnight.

Commercial Premises - General

Council will levy a waste collection and recycling collection levy against commercial premises for the removal of commercial waste and recycling, unless the Chief Executive Officer or his delegate is satisfied that an approved commercial operator removes commercial waste and recycling from the premises, and will do so, at least once weekly for commercial waste and or once fortnightly for recycling.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure. Charges for the collection of Commercial Waste will be based on volume and frequency of collection. Charges will be made for additional collections from commercial properties.

8. COST RECOVERY FEES (LGA s97)

The principles of Full Cost Pricing are applied in calculating all cost recovery fees of the Council where applicable, but the fees will not exceed the cost to Council of providing the service or taking the action for which each fee is charged.

Cost Recovery Fees are listed in Fees and Charges which was last adopted at Council's Meeting held on 23 May 2017.

9. BUSINESS ACTIVITY FEES

Council has the power to conduct business activities and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

Business activity fees include but are not confined to the following: rents, plant hire, private works and hire of facilities.

10. TIME FOR PAYMENT (LGR s118)

Rates and utility charges referred to in this policy shall generally be levied half yearly with the exception of water consumption which will be levied at quarterly intervals on a rolling basis. Such rates and utility charges shall be payable by the due date detailed on the rate notice.

All rates and charges will be due and payable within 30 days of the issue of a notice to pay.

As a guide a separate rates notice will be issued in the first six months of the financial year (July – December), and in the second half of the financial year (January – June). These notices will cover the billing periods 1 July 2017 to 31 December 2017 (usually issued July or August), and 1 January 2018 to 30 June 2018 (usually issued January or February), respectively. Each notice includes one half of the annual rates and charges levied.

11. INTEREST (LGR s133)

All rates and charges remaining outstanding 30 days after the due date will be deemed to be overdue rates and will thereafter bear interest at the rate of eleven percent (11%) per annum, compounding on daily rests in accordance with the *Local Government Regulation 2012*, calculated on the balance of overdue rates and charges.

12. DISCOUNT (LGR s130)

Discount at the rate of ten (10) percent will be allowed on gross Council rates and charges, excluding any charge specifically excluded from discount entitlement, provided payment of the full amount outstanding, including any overdue rates and interest to the date of payment, less any discount entitlement, is paid by the due date on original notice of the levy.

The discount shall not apply to special charges, Natural Environment separate charge or water consumption charges.

13. RATE CONCESSIONS (LGR s121)

Council approves concessions each year prior to its budget meeting, in the form of the Rate Concession Policy. This was adopted by Council on the 22 June 2016. The main areas of concessions are as follows:

Pensioner Subsidy

For Pensioner Ratepayers of their principal place of residence Council will offer a subsidy (upon the same terms and conditions as the Queensland Government Pensioner Rate Subsidy Scheme of 20% (to a maximum of \$250) on all rates levied in respect of the property the person owns and occupies, excluding special rates/charges and rural and state fire levies/charges.

For Pensioner Ratepayers of their principal place of residence a person in receipt of a Widow/ers Allowance will be entitled to a subsidy of 20% (to a maximum of \$250) on all rates levied in respect of the property the person owns and occupies, excluding special rates/charges and rural and state fire levies/charges.

In both cases, the concession is offered on the basis that the ratepayers are pensioners (as defined by the *Local Government Regulation 2012*).

Permit to Occupy – Separate Charges

Council will grant a concession of all Separate Charges on those assessments that only contain a permit to occupy for pump sites provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which the Separate Charges have been levied.

The concession is offered on the basis that the payment of the additional separate charge will cause the ratepayer hardship.

Permit to Occupy – General Rates

Council will grant a concession of up to \$600.00 in General Rates for properties on those assessments that only contain a permit to occupy for pump sites provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which General Rates have been levied.

The concession is offered on the basis that the payment of general rates will cause the ratepayer hardship.

Sporting Clubs and Associations

Council will grant varied levels of concessions to charitable and other Non-Profit and Charitable Community Groups, including not-for-profit Sporting Bodies, in accordance with the provisions of the Rates Concession Policy.

The concessions are offered on the basis that the ratepayers are entities whose objects do not include the making of a profit.

CBD Commercial Properties with Mixed Residential Use

The purpose of the concession is to reduce vacancies in the CBD by providing an incentive for commercial property owners within the defined CBD area to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

The basis for this concession is stimulation of economic development within the defined CBD area.

Council Owned/Trustee Land

Council will grant a concession on General Rates and Separate Charges for vacant land that is owned or held as Trustee by Council if it is leased to another person and the land is not used for any business, commercial or industrial purpose. The level of concession is in accordance with Council's Rates Concession Policy.

The concessions are offered on the basis that the payment of general and separate rates will cause the ratepayer/lessee hardship.

Multi-Residential Unit Developments

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

This may apply where it has been deemed impractical for Council to provide services to a multi-residential unit development consisting of six or more units within a plan.

Caravan Parks

Council may grant a concession of general rates for those assessments potentially impacted by the opening of free camping sites. Council recognises the importance of the tourism drive market and the extra value that Caravan Parks offer.

An amount of \$20/annum will be provided per eligible site. This concession is by application and must be accompanied by evidence, to Council's satisfaction, of the number of applicable van or tent sites at the caravan park.

14. AUTHORITY

It is a requirement of the *Local Government Act 2009* that for each financial year Council adopt, by resolution, a Revenue Statement.



2017/2018 BUDGET

Debt (Borrowings) Policy

DEBT (BORROWINGS) POLICY

(STATUTORY POLICY)

1. Scope:

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital projects.

2. Purpose:

To provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3. Related Documents:

Primary

Local Government Act 2009

Local Government Regulation 2012

Secondary

Statutory Bodies Financial Arrangements Act 1982

4. Definitions:

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation

5. Policy Statement:

As a general principle, Council recognises that loan borrowings for capital works are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council will restrict all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget. Under no circumstances should Council borrow funds for recurrent expenditure.

The basis for determination of the utilisation of loan funds will be as follows:

- Where a capital project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.

- Other specific capital projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- The term of any loan should not exceed the expected life of the asset being funded.

5.1 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund major capital and infrastructure works. Repayments are usually spread over a period of 15 to 20 years as the capital works financed by the debt all have long useful lives. The Debt (Borrowings) Policy includes the following information:

5.1.1 New borrowings for the current and the next nine financial years; and

5.1.2 Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

**Table 1
10 Year Borrowing and Repayment Schedule**

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
Existing Loans	N/A	N/A	6-15
2017/18	30,570,757	19,220,940	15-20
2018/19	23,000,000	22,059,610	15-20
2019/20	28,197,000	24,447,920	15-20
2020/21	35,150,000	27,303,550	15-20
2021/22	25,500,000	30,665,180	15-20
2022/23	19,500,000	29,659,590	15-20
2023/24	5,000,000	11,510,750	15-20
2024/25	-	11,174,460	15-20
2025/26	-	11,545,050	
2026/27	-	11,948,030	

5.2 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so that exposure to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment will result in a gain to Council, consideration will be given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for 2017/18 is as follows:

Table 2
Budget Interest and Redemption by Fund/Function for the Year to 30 June 2018

	A	B	C	D	E
					(A – C + D = E)
FUNCTION DESCRIPTION	ESTBOOK DEBT BALANCE 01/07/2017	QTC ADMIN & INTEREST	QTC REDEMPTION	NEW ADVANCES	ESTBOOK DEBT BALANCE 30/06/2018
Water and Sewerage	42,608,820	2,160,340	5,951,860	-	36,656,960
Waste and Recycling	14,718,620	795,110	2,000,487	3,871,929	16,590,062
Other/ General Functions	85,852,560	4,477,340	11,268,593	26,698,828	101,282,795
TOTAL ALL FUNDS	143,180,000	7,432,790	19,220,940	30,570,757	154,529,817

6. Review Timelines:

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

1. As required by legislation - this policy is to be reviewed no later than 30 June 2018 in conjunction with the budget;
2. The related information is amended or replaced; or
3. Other circumstances as determined from time to time by the Council.

7. Responsibilities:

8. Sponsor	9. Chief Executive Officer
10. Business	11. Deputy Chief Executive Officer
12. Policy Owner	13. Finance Manager
14. Policy Quality	15. Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER



2017/2018 BUDGET

Financial Position
2016/2017

Financial Position 2016/2017

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

- Income Statement (Actuals and Budget for the period 1st July 2016 to 31 May 2017).
- Key Indicators Graphs.

Council should note in reading this report that normally after the completion of eleven months of the financial year, operational results should be approximately 91.7% of budget. All percentages for both operating and capital budgets are measured against the March revised budget (which was adopted by Council on 13th June, 2017).

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

Total Operating Revenue is reported at 94% of revised budget. Key components of this result are:

- Fees and Charges are slightly behind revised budget at 85%. A key area that is below budget expectations is Waste and Recycling due to a reduction in commercial tonnage waste fees.
- Private and Recoverable Works revenue is behind budget at 78%. This is offset by a reduction in related operational expenditure.
- Grants and Subsidies are behind revised budget expectations at 78%. Council has received notification that half of the Federal Assistance Grant for 2017/2018 will be received in 2016/2017; as such \$3,623,000 was added to the March revised budget. This additional grant funding will be received in June.
- All other revenue items are in proximity to the revised budget

Total Operating Expenditure is at 90% of the revised budget with committals, or 85% of budget without committals. Key components of this result are:

- Employee costs are below budget at 86%. This is partly due to the circumstance that transactions for employee benefit accruals are only done comprehensively at financial year- end.
- Contractors and Consultants expenditure is ahead of budget at 104%. This is solely due to committed expenditure, as actual expenditure is 76% of budget.
- Materials and Plant is at 86% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is at 71% of budget.
- Administration Expenses are behind budget expectations at 88% of revised budget, and 76% when committals are excluded. There are a number of software licences, commissions and advertising costs for Council that will be paid in June which will see this area finish the year closer to budget.
- Other Expenses is behind budget expectations at 70% mainly due to the ongoing rollout of the Community sponsorship program.
- All other expenses items are in proximity to the revised budget.

All Operating items are progressing within budget, with the shortfall in fees and charges being also matched by under-expenditures.

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

Total Capital Income is at 75% of revised budget. The Works for Queensland funding which was received in March was added to the March revised budget. Claims for Riverbank redevelopment and Smart Technologies with the State and Federal Government have been lodged with receipt of funding expected in June.

Total Capital Expenditure is at 129% of the revised budget with committals. However there are a number of projects where the committals figure includes orders for works across both the 2016/17 and 2017/18 financial years which is driving this variance. These projects include the Riverbank redevelopment and Kershaw Gardens restoration. Capital expenditure excluding committals is currently sitting at 82% of the March Revised Budget. During May \$10.1M was spent on capital projects. It is expected that there will be uncompleted works in the vicinity of \$10 million that will then impact on the 17/18 program.

Total Investments are approximately \$106.9M as at 31 May 2017.

Total Loans are \$142.1M as at 31 May 2017.

Conclusion

Total operational revenue is ahead of budget at 94% mostly due to the second levy of General Rates and Utility Charges for the year. Operational expenditure is in line with budget at 90% when committed expenditure is included. The financial impacts of Tropical Cyclone Debbie have seen \$2.9M added to operational expenditure in the March revised budget of which \$2.5M has been spent to date.

Capital Revenue is at 75% of revised budget. Capital Expenditure excluding committals is currently sitting at 82% of the revised budget and is anticipated to not reach the levels predicted in the March Revised Budget.



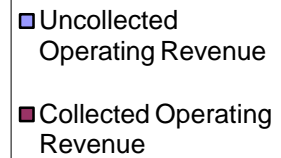
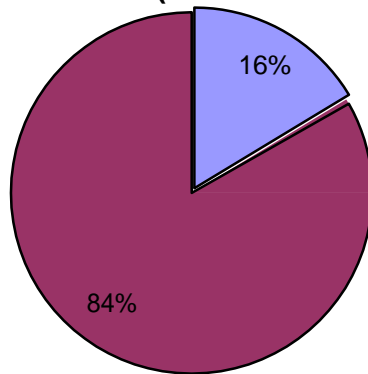
Income Statement

For Period July 2016 to May 2017

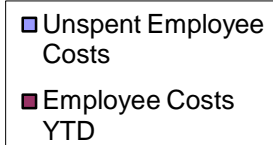
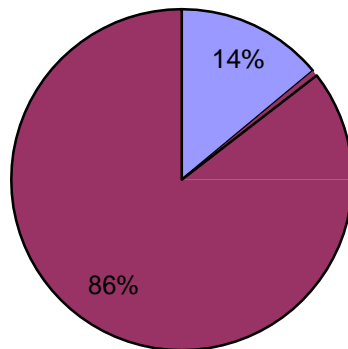
91.7% of Year Gone

	Adopted Budget	March Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
	\$	\$	\$	\$	\$	
OPERATING						
Revenues						
Net rates and utility charges	(133,058,706)	(132,415,844)	(130,110,042)	0	(130,110,042)	98%
Fees and Charges	(25,644,218)	(23,480,063)	(20,010,536)	909	(20,009,627)	85%
Private and recoverable works	(6,387,977)	(6,101,325)	(4,728,544)	0	(4,728,544)	78%
Rent/Lease Revenue	(3,050,752)	(3,018,652)	(2,784,677)	0	(2,784,677)	92%
Grants Subsidies & Contributions	(10,559,423)	(15,738,799)	(12,245,414)	0	(12,245,414)	78%
Interest revenue	(3,018,000)	(3,018,000)	(2,889,847)	0	(2,889,847)	96%
Other Income	(4,797,801)	(4,365,416)	(3,953,980)	470	(3,953,510)	91%
Total Revenues	(186,516,876)	(188,138,099)	(176,723,041)	1,380	(176,721,662)	94%
Expenses						
Employee Costs	76,845,984	73,758,605	63,450,989	230,613	63,681,602	86%
Contractors & Consultants	17,324,546	17,061,933	12,924,792	4,897,342	17,822,134	104%
Materials & Plant	10,700,883	12,380,311	8,751,889	1,878,366	10,630,255	86%
Asset Operational	18,663,845	18,283,420	16,225,170	1,276,373	17,501,543	96%
Administrative Expenses	12,435,624	12,867,088	9,814,930	1,547,914	11,362,844	88%
Depreciation	47,164,385	51,329,011	47,051,793	0	47,051,793	92%
Finance costs	8,684,407	8,684,407	7,868,409	0	7,868,409	91%
Other Expenses	1,381,963	1,315,783	914,198	5,283	919,481	70%
Total Expenses	193,201,636	195,680,558	167,002,170	9,835,891	176,838,061	90%
Transfer / Overhead Allocation						
Transfer/Overhead Allocation	(7,734,627)	(8,274,055)	(7,977,442)	4,059	(7,973,383)	96%
Total Transfer / Overhead Allocation	(7,734,627)	(8,274,055)	(7,977,442)	4,059	(7,973,383)	96%
TOTAL OPERATING POSITION (SURPLUS)/DEFICIT	(1,049,867)	(731,595)	(17,698,313)	9,841,330	(7,856,983)	1074%
CAPITAL						
	Adopted Budget	March Revised (Inc Carry Forward)	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
Total Developers Contributions Received	(3,925,700)	(2,108,054)	(1,492,203)	0	(1,492,203)	71%
Total Capital Grants and Subsidies Received	(30,026,786)	(42,210,460)	(31,674,477)	0	(31,674,477)	75%
Total Proceeds from Sale of Assets	0	(6,818)	(6,818)	0	(6,818)	100%
Total Capital Income	(33,952,486)	(44,325,332)	(33,173,498)	0	(33,173,498)	75%
Total Capital Expenditure	88,730,329	103,019,987	84,076,304	49,002,416	133,078,720	129%
Net Capital Position	54,777,843	58,694,655	50,902,807	49,002,416	99,905,223	170%
TOTAL INVESTMENTS			106,918,435			
TOTAL BORROWINGS			142,050,420			

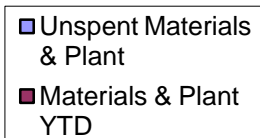
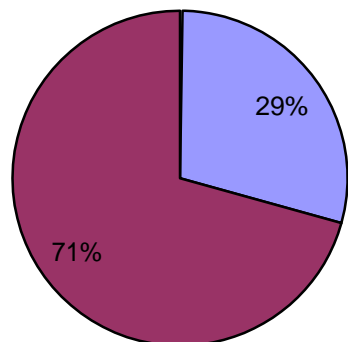
**Operating Revenue
(Excluding Net Rates and Utility Charges)
(91.7% of Year Gone)**



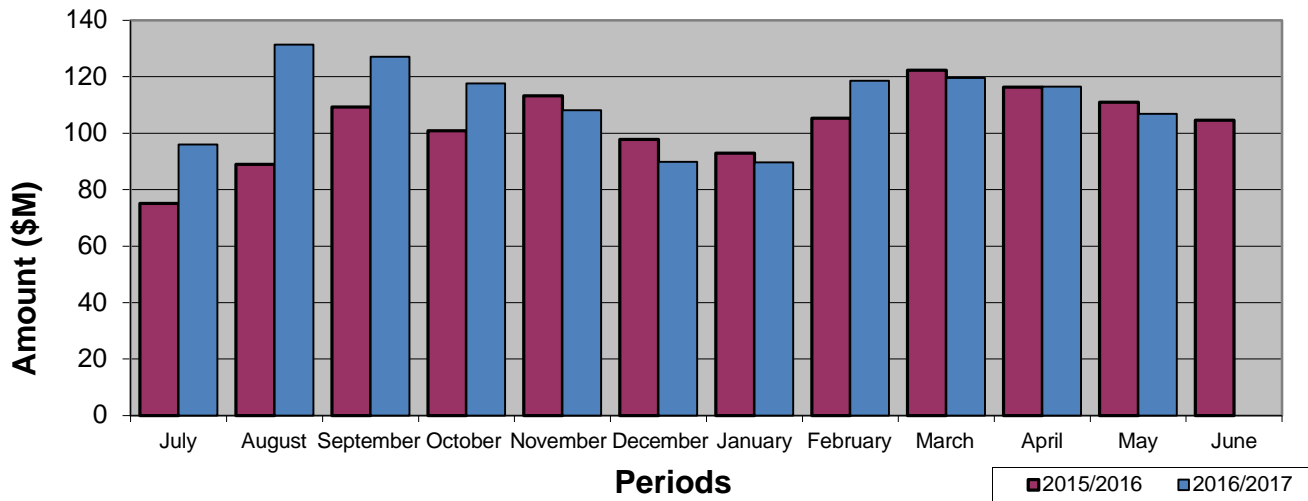
**Operating Employee Costs
(91.7% of Year Gone)**



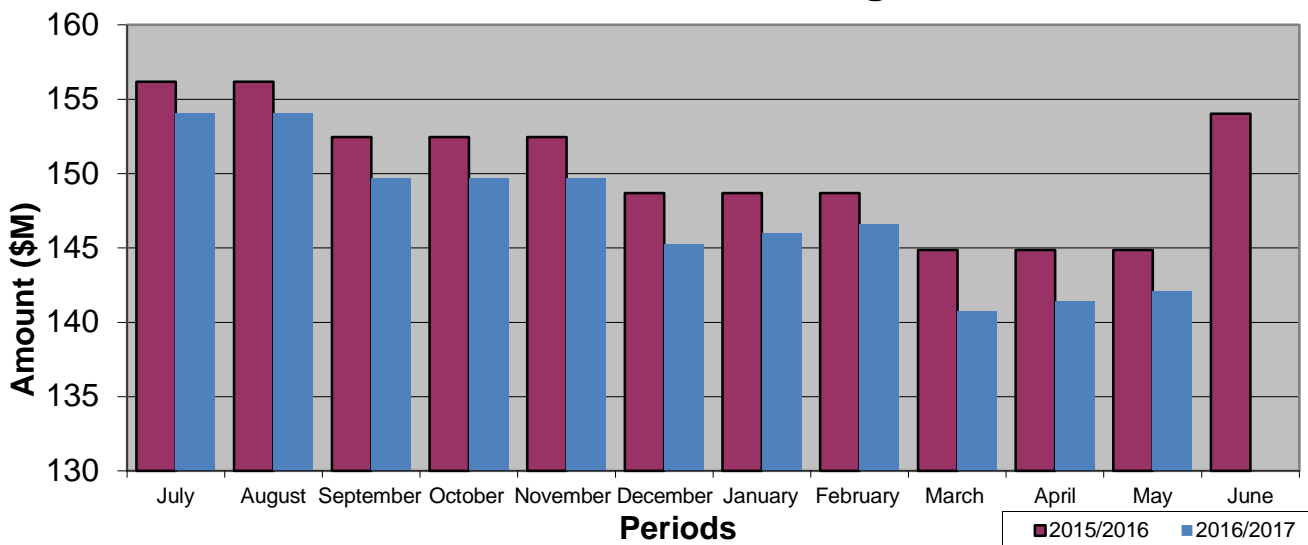
**Operating Materials & Plant
(91.7% of Year Gone)**



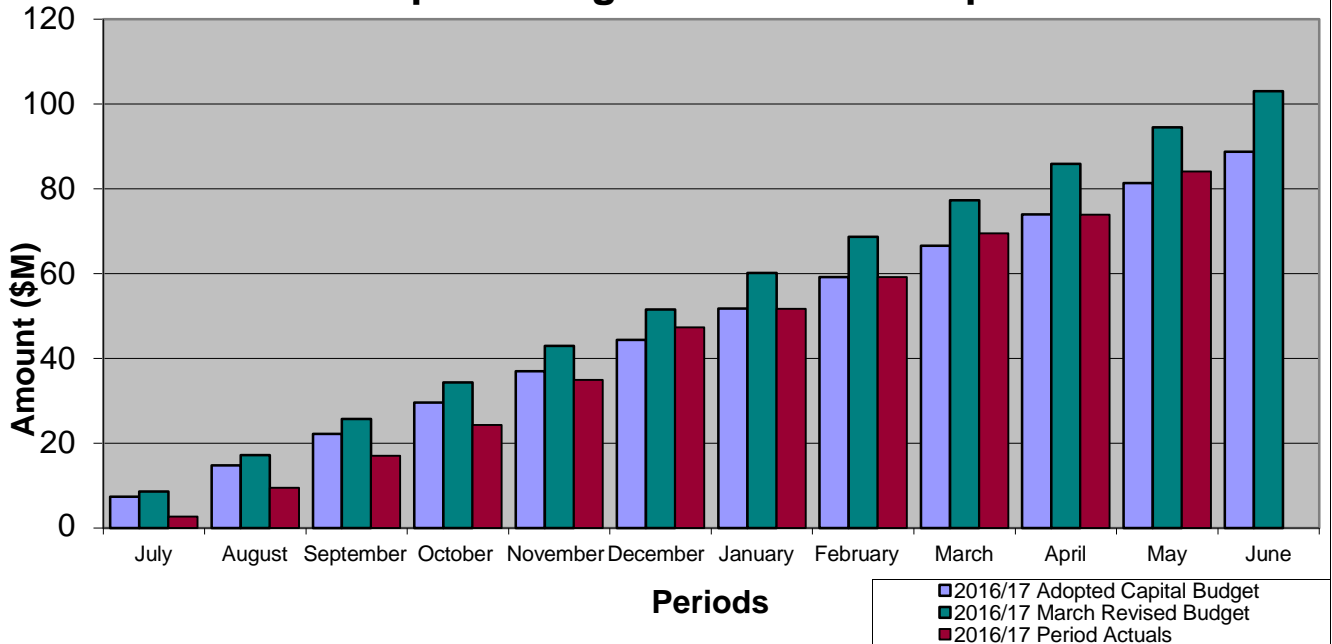
Total Investments



Total Borrowings



2016/2017 Capital Budgets and Actual Expenditure





2017/2018 BUDGET

Estimated Activity Statement for Business Activities

SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council

Statement of Significant Business Activities to Which the Code of Competitive Conduct Applies 2017-2018 Financial Year

Budget Report	Airport \$	Water & Sewerage \$	Refuse Collection \$
Revenues for services provided to the Council	\$0	\$0	\$210,000
Revenues for services provided to external clients	\$15,745,865	\$64,255,350	\$18,169,054
Community Service Obligations	\$239,603	\$400,703	\$1,599,248
Total Revenue	\$15,985,468	\$64,656,053	\$19,978,302
Less: Expenditure	-\$13,360,670	-\$44,451,992	-\$17,182,168
Less: Return on Equity	-\$2,624,798	-\$12,358,878	\$0
Surplus/(Deficit)	\$0	\$7,845,183	\$2,796,134
<u>List of Community Service Obligations (CSO)</u>	-		
Royal Flying Doctors Service & Capricorn Rescue Helicopter Service	\$239,603		
Combined Lines and Manholes (Operational and Capital Portions)		\$304,367	
Remissions to Community & Sporting Bodies		\$96,336	
Clean-up Australia			\$15,818
Roadside Bin Operations Collection			\$368,968
Roadside Bin Operations Clean Up			\$41,756
Roadside Bin Disposal Costs			\$132,859
Boat Ramp Services			\$14,843
Old Landfill Maintenance Works			\$164,000
Tyres, Oils & Chemicals			\$83,511
Charity Waste Policy			\$75,919
Green Waste			\$590,717
Waste Education			\$50,122
Waste Audit			\$60,735
Total	\$239,603	\$400,703	\$1,599,248

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council Statement of Other Business Activities to Which the Code of Competitive Conduct Applies 2017-2018 Financial Year

Budget Report	Building Certification \$
Revenues for services provided to the Council	\$0
Revenues for services provided to external clients	\$76,800
Community Service Obligations	\$198,174
Total Revenue	\$274,974
Less: Expenditure	-\$274,974
Less: Return on Equity	\$0
Surplus/(Deficit)	\$0
<u>List of Community Service Obligations (CSO)</u>	
To assist the business offer services at an affordable price for the customer where a Private Certifiers do not accommodate the market on the basis that any external revenue in this area assists Council to offset its compliance costs that would be greater if the Private Certification services was not offered	\$198,174
Total	\$198,174

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.



2017/2018 BUDGET

Supporting Information

ROCKHAMPTON REGIONAL COUNCIL CAPITAL BUDGET 2017/18- Summary by Cost Centre

	Expenses							Revenue			
Grand Total	103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	381,703,450	44,325,332	33,455,037	6,367,865	8,269,537
Cost Centre	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	5 Year Total Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
Community Services	15,307,401	20,656,137	10,764,600	4,897,800	4,412,800	3,045,100	43,776,437	5,100,328	4,798,398	9,654	4,654
CP450 - FACILITIES MANAGEMENT	4,744,774	4,219,964	4,143,700	3,451,400	2,999,000	2,034,000	16,848,064	564,163	357,726	0	0
CP520 - ARTS & HERITAGE	81,464	113,582	20,400	30,400	30,400	20,400	215,182	5,942	0	5,000	0
CP525 - Rockhampton Art Gallery Gift Fund	80,000	0	0	0	0	0	0	0	0	0	0
CP530 - LIBRARIES	50,000	165,000	10,200	15,300	27,500	35,700	253,700	0	0	0	0
CP540 - COMMUNITY PROGRAMS	39,988	176,342	65,800	30,600	91,800	70,900	435,442	0	0	0	0
CP550 - VENUES & EVENTS	201,260	238,500	55,000	60,000	170,000	42,000	565,500	0	0	0	0
CP560 - PARKS PLANNING & COLLECTIONS	7,044,155	10,005,599	969,500	1,310,100	1,094,100	842,100	14,221,399	4,525,569	4,436,018	0	0
CP561 - PARKS DEVELOPER CONTRIBUTIONS	0	0	0	0	0	0	0	4,654	4,654	4,654	4,654
CP563 - 2015 PARKS DISASTER EVENT	3,065,760	5,737,150	5,500,000	0	0	0	11,237,150	0	0	0	0
Corporate Services	9,351,356	11,472,208	6,180,000	6,160,400	6,716,400	6,140,400	36,669,408	866,818	1,410,000	0	0
CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1,431,206	1,250,000	1,520,000	944,000	1,250,000	1,100,000	6,064,000	0	0	0	0
CP235 - SMART HUB	1,474,256	3,498,744	0	0	0	0	3,498,744	860,000	1,410,000	0	0
CP440 - FLEET	4,852,200	6,682,000	4,660,000	5,196,000	5,446,000	5,020,000	27,004,000	0	0	0	0
CP630 - LAND & PROPERTY	1,593,694	41,464	0	20,400	20,400	20,400	102,664	6,818	0	0	0
Office of CEO	160,625	260,625	300,000	200,000	0	0	760,625	0	0	0	0
CP110 - CEO	160,625	260,625	300,000	200,000	0	0	760,625	0	0	0	0
Regional Development & Aviation	1,822,853	3,875,200	8,320,400	1,221,400	4,247,700	780,300	18,445,000	0	0	0	0
CP640 - AERO	962,889	3,180,200	8,020,400	112,200	1,769,800	357,000	13,439,600	0	0	0	0
CP650 - NON AERO	859,964	695,000	300,000	1,109,200	2,477,900	423,300	5,005,400	0	0	0	0
Regional Services	76,127,636	80,693,630	48,659,200	49,488,700	52,312,600	47,316,500	278,470,630	38,358,186	27,246,639	6,358,211	8,264,883
CP412 - MARCH 2017 RURAL DISASTER RECONSTRUCTION	0	1,225,509	0	0	0	0	1,225,509	0	1,423,602	0	0
CP413 - MARCH 2017 URBAN DISASTER RECONSTRUCTION	0	314,763	0	0	0	0	314,763	0	358,796	0	0
CP414 - JULY 2016 RURAL DISASTER RECONSTRUCTION	0	790,600	0	0	0	0	790,600	177,872	415,035	0	0
CP415 - JULY 2016 URBAN DISASTER RECONSTRUCTION	350,000	189,264	0	0	0	0	189,264	43,569	101,662	0	0
CP416 - 2015 RURAL DISASTER RECONSTRUCTION	3,243,000	809,418	0	0	0	0	809,418	2,620,156	676,200	0	0
CP417 - 2015 URBAN DISASTER RECONSTRUCTION	12,459,748	0	0	0	0	0	0	8,604,735	0	0	0
CP420 - REVENUE CIVIL OPERATIONS	0	0	0	0	0	0	0	9,510,728	5,857,311	3,808,011	2,661,483
CP422 - RURAL OPERATIONS WEST	4,994,674	6,917,762	5,758,700	5,460,000	5,762,400	5,721,100	29,619,962	0	0	0	0
CP427 - CENTRAL URBAN OPERATIONS	18,612,803	19,051,525	16,529,200	20,614,200	17,822,200	17,123,900	91,141,025	900,000	600,000	0	0
CP428 - WEST URBAN OPERATIONS	1,417,252	2,441,781	2,045,700	2,185,700	2,440,700	2,455,700	11,569,581	0	0	0	0
CP430 - ENGINEERING SERVICES	1,147,000	153,000	153,000	153,000	238,000	153,000	850,000	150,000	0	0	0
CP431 - ENGINEERING SERVICES REVENUE	0	0	0	0	0	0	0	553,200	1,000,000	1,000,000	2,053,200
CP460 - Riverbank redevelopment projects	12,171,718	17,464,773	0	0	0	0	17,464,773	11,158,895	7,213,833	0	0
CP470 - CBD CULTURAL PRECINCT	571,580	4,578,420	4,000,000	5,700,000	2,500,000	0	16,778,420	0	2,000,000	0	2,000,000
CP480 - Infrastructure Strategic Planning	0	2,500,000	2,000,000	3,250,000	3,250,000	0	11,000,000	0	1,000,000	0	0
CP620 - WASTE	3,863,100	5,704,778	1,040,000	1,920,000	4,720,000	4,720,000	18,104,778	0	0	0	0
CP710 - 2015 FRW DISASTER EVENT	421,000	0	0	0	0	0	0	0	0	0	0
CP761 - NETWORK WATER-MT MORGAN	448,133	503,307	503,300	503,600	504,000	504,300	2,518,507	0	0	0	0
CP762 - NETWORK WATER-ROCKHAMPTON	5,176,833	7,289,507	2,952,300	2,957,800	3,473,100	5,442,000	22,114,707	0	0	0	0
CP764 - PROCESS WATER-MT MORGAN	637,000	70,000	0	0	0	0	70,000	0	0	0	0
CP765 - PROCESS WATER-ROCKHAMPTON	3,490,000	2,414,000	4,047,700	2,692,000	2,684,700	855,000	12,693,400	0	0	0	0
CP781 - NETWORK SEWERAGE-MT MORGAN	1,003,303	1,096,697	700,000	700,000	0	0	2,496,697	0	0	0	0
CP782 - NETWORK SEWERAGE-ROC-GCE	1,986,717	1,659,770	2,390,000	1,632,000	4,588,800	3,382,700	13,653,270	0	0	0	0
CP784 - PROCESS SEWERAGE-MT MORGAN	179,000	0	510,000	0	0	0	510,000	0	0	0	0
CP785 - PROCESS SEWERAGE-ROC-GCE	3,877,882	5,348,356	6,008,900	1,700,000	4,328,700	6,938,400	24,324,356	0	0	0	0
CP790 - FITZROY RIVER WATER GENERAL ADMIN	76,892	170,400	20,400	20,400	0	20,400	231,600	4,639,031	6,600,200	1,550,200	1,550,200
Whole of Council	250,116	1,081,350	1,000,000	500,000	500,000	500,000	3,581,350	0	0	0	0
CP910 - WHOLE OF COUNCIL	250,116	1,081,350	1,000,000	500,000	500,000	500,000	3,581,350	0	0	0	0
Grand Total	103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	381,703,450	44,325,332	33,455,037	6,367,865	8,269,537

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
28	CP450-FACILITIES MANAGEMENT	1064983	[R] DF Customs House Stables Reroof	16,500	0	0	0	0	0	0	0	0	0
29	CP450-FACILITIES MANAGEMENT	1064984	[R] DF Dooley Street-Admin lift upgrade	47,000	0	0	0	0	0	0	0	0	0
30	CP450-FACILITIES MANAGEMENT	1064985	[R] DF Gmere Admin-Aircon replacement	124,971	0	0	0	0	0	0	0	0	0
31	CP450-FACILITIES MANAGEMENT	1064986	[R] DF Gmere Admin Buildg-Replace Carpet	57,000	0	0	0	0	0	0	0	0	0
32	CP450-FACILITIES MANAGEMENT	1064987	[R] DF Gmere Community Hall-Reseal timber floor	13,813	0	0	0	0	0	0	0	0	0
33	CP450-FACILITIES MANAGEMENT	1064988	[R] Heritage Village Shearing shed - Fans Install	27,000	0	0	0	0	0	0	0	0	0
34	CP450-FACILITIES MANAGEMENT	1064989	[U] Heritage Village Wool Shed -Stormwater issues	35,000	0	0	0	0	0	0	0	0	0
35	CP450-FACILITIES MANAGEMENT	1064990	[R] DF Mt Morgan Swim Pool Grandstand East	55,000	0	0	0	0	0	0	0	0	0
36	CP450-FACILITIES MANAGEMENT	1064991	[R] DF Newman Oval-Mt Morgan-Amenities and Changerooms	29,436	0	0	0	0	0	0	0	0	0
37	CP450-FACILITIES MANAGEMENT	1064992	[U] Pilbeam Theatre-Control changes AirCon control loop and chiller staging	12,000	0	0	0	0	0	0	0	0	0
38	CP450-FACILITIES MANAGEMENT	1064993	[R] Rton Regional Library-Roof	35,000	0	0	0	0	0	0	0	0	0
39	CP450-FACILITIES MANAGEMENT	1064994	[R] Rton Regional Library-Plant room	42,000	0	0	0	0	0	0	0	0	0
40	CP450-FACILITIES MANAGEMENT	1064995	[R] DF Robert Archer Grandstand-Works	140,940	164,002	0	0	0	0	0	0	0	0
41	CP450-FACILITIES MANAGEMENT	1064996	[R] DF Robert Archer Pavilion-Grandstand-Drainage Upgrade	20,000	0	0	0	0	0	0	0	0	0
42	CP450-FACILITIES MANAGEMENT	1064997	[R] DF City Hall Aircon-Records Area	49,000	0	0	0	0	0	0	0	0	0
43	CP450-FACILITIES MANAGEMENT	1064998	[R] DF Schotia Place- Reroof curved roof - repair internal ceiling	160,000	0	0	0	0	0	0	0	0	0
44	CP450-FACILITIES MANAGEMENT	1064999	[R] DF Rton School of Arts-Reroof	54,000	0	0	0	0	0	0	0	0	0
45	CP450-FACILITIES MANAGEMENT	1065000	[U] Dooley St Wash Down Facility-Compliance Upgrade	100,000	0	0	0	0	0	0	0	0	0
46	CP450-FACILITIES MANAGEMENT	1065001	[R] DF City Childcare Centre-Drainage Issues	35,000	0	0	0	0	0	0	0	0	0
47	CP450-FACILITIES MANAGEMENT	1065002	[R] DF Mt M School of Arts-Replace structual members	55,000	0	0	0	0	0	0	0	0	0
48	CP450-FACILITIES MANAGEMENT	1065003	[N] Gracemere Admin-New Solar System	110,000	0	0	0	0	0	0	0	0	0
49	CP450-FACILITIES MANAGEMENT	1065004	[N] Southside Pool-Install shade structure sand filters	22,000	0	0	0	0	0	0	0	0	0
50	CP450-FACILITIES MANAGEMENT	1065005	[R] Def Mt Morgan Council Office	55,000	0	0	0	0	0	0	0	0	0
51	CP450-FACILITIES MANAGEMENT	1065006	[U] City Hall Precinct-Pilot program energy efficient lighting	164,821	0	0	0	0	0	0	0	0	0
52	CP450-FACILITIES MANAGEMENT	1065007	[R] DF Showgrounds Robert Schwarten Pavilion-Modernisation of Grease trap	35,000	0	0	0	0	0	0	0	0	0
53	CP450-FACILITIES MANAGEMENT	1071735	[N] Schotia Place Air Conditioning W4Q	0	250,000	0	0	0	0	0	0	0	0
54	CP450-FACILITIES MANAGEMENT	1071737	[S] Rockhampton Showgrounds - New toilet block	0	206,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
55	CP450-FACILITIES MANAGEMENT	1071738	[N] Walter Pierce Fan Installation W4Q	0	28,000	0	0	0	0	0	0	0	0
56	CP450-FACILITIES MANAGEMENT	1071739	[R] McCamley defects W4Q	0	31,689	0	0	0	0	0	0	0	0
57	CP450-FACILITIES MANAGEMENT	1071740	[R] Showgrounds Gazebo repaint W4Q	0	11,000	0	0	0	0	0	0	0	0
58	CP450-FACILITIES MANAGEMENT	1071741	[R] Mt Morgan Boyd Park Toilets W4Q	0	100,000	0	0	0	0	0	0	0	0
59	CP450-FACILITIES MANAGEMENT	1071743	[R] Childcare Centre Paint W4Q	18,250	0	0	0	0	0	0	0	0	0
60	CP450-FACILITIES MANAGEMENT	1076509	[R] Southside Memorial Pool - Softfall Replacement	0	230,000	0	0	0	0	0	0	0	0
61	CP450-FACILITIES MANAGEMENT	1076515	[R] Rockhampton Showgrounds replace Kennel Display	0	40,000	0	0	0	0	0	0	0	0
62	CP450-FACILITIES MANAGEMENT	1076533	[N] North Rockhampton Library - Air Conditioner Structure	0	15,000	0	0	0	0	0	0	0	0
63	CP450-FACILITIES MANAGEMENT	1076534	[R] Access Road renewal program - priorities provided by Civil Operations	0	310,000	300,000	270,000	110,000	60,000	0	0	0	0
64	CP450-FACILITIES MANAGEMENT	1076535	[R] CCTV Renewal Program	0	50,000	100,000	100,000	50,000	0	0	0	0	0
65	CP450-FACILITIES MANAGEMENT	1076536	[R] Gracemere Admin/Library - Internal Repaint	0	70,000	0	0	0	0	0	0	0	0
66	CP450-FACILITIES MANAGEMENT	1076537	[R] Mt Morgan Library - Reroof	0	46,000	0	0	0	0	0	0	0	0
67	CP450-FACILITIES MANAGEMENT	1076538	[R] Mt Morgan Showgrounds Power Head Replacement	0	76,000	0	0	0	0	0	0	0	0
68	CP450-FACILITIES MANAGEMENT	1076539	[R] Mt Morgan SOA - Reroof	0	150,000	0	0	0	0	0	0	0	0
69	CP450-FACILITIES MANAGEMENT	1076541	[R] Pool Plant Renewal Program	0	50,000	50,000	50,000	50,000	50,000	0	0	0	0
70	CP450-FACILITIES MANAGEMENT	1076543	[R] Air-conditioner Replacement Program	0	100,000	100,000	100,000	100,000	100,000	0	0	0	0
71	CP450-FACILITIES MANAGEMENT	1076544	[R] Carpet Renewal Program	0	136,000	100,000	100,000	150,000	0	0	0	0	0
72	CP450-FACILITIES MANAGEMENT	1076545	[R] Mt Morgan Depot Renewal	0	60,000	500,000	0	0	0	0	0	0	0
73	CP450-FACILITIES MANAGEMENT	1076546	[N] Music Bowl - Demolish roof	0	50,000	100,000	0	0	0	0	0	0	0
74	CP450-FACILITIES MANAGEMENT	1076550	[R] Southside Memorial Pool - Re-grout joints and tiling of 50m pool	0	80,000	0	0	0	0	0	0	0	0
75	CP450-FACILITIES MANAGEMENT	1076556	[R/D] Athelstane bowls club - Office & amenities	0	30,000	0	0	0	0	0	0	0	0
76	CP450-FACILITIES MANAGEMENT	1076557	[R/D] Athelstane Bowls Club Renewal from defects	0	50,000	0	0	0	0	0	0	0	0
77	CP450-FACILITIES MANAGEMENT	1076558	[R/D] Rockhampton Showgrounds - Stud cattle Pavilion replacement	0	400,000	200,000	0	0	0	0	0	0	0
78	CP450-FACILITIES MANAGEMENT	1076559	[U] Agricultural Hall Showgrounds	0	53,000	0	0	0	0	0	0	0	0
79	CP450-FACILITIES MANAGEMENT	1076572	[R] Renew Mt Morgan Chambers Roof	0	25,000	0	0	0	0	0	0	0	0
80	CP450-FACILITIES MANAGEMENT	1076576	[R] Showgrounds Poultry Pavilion/Kele - Various Defects	0	30,000	0	0	0	0	0	0	0	0
81	CP450-FACILITIES MANAGEMENT	1076587	[R] Mt Morgan Green Shed (Youth Centre)	0	30,000	0	0	0	0	0	0	0	0

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Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
82	CP450-FACILITIES MANAGEMENT	1076588	[U] Mt Morgan Pool Changerooms- Installation of privacy walls	0	15,000	0	0	0	0	0	0	0	0
83	CP450-FACILITIES MANAGEMENT	1076593	[N] Access Road - Meals on Wheels (Janet Pajolas Park)	0	85,000	0	0	0	0	0	0	0	0
84	CP450-FACILITIES MANAGEMENT	1076603	[R] Depot Master Planning	0	30,000	0	0	0	0	0	0	0	0
85	CP450-FACILITIES MANAGEMENT	1076621	[R] Walter Reid Centre - replace lift	0	300,000	200,000	0	0	0	0	0	0	0
86	CP450-FACILITIES MANAGEMENT		[R/D] 72 Glenmore Road - St John Building	0	0	0	50,000	0	0	0	0	0	0
87	CP450-FACILITIES MANAGEMENT		[R/D] Botanic Gardens Ann street Residence	0	0	0	30,000	0	0	0	0	0	0
88	CP450-FACILITIES MANAGEMENT		[R/D] Customs House - Internal Painting	0	0	0	0	130,000	0	0	0	0	0
89	CP450-FACILITIES MANAGEMENT		[R/D] Demolish Showgrounds Managers Residence	0	0	45,000	0	0	0	0	0	0	0
90	CP450-FACILITIES MANAGEMENT		[R/D] Elfin House Defects - roof replacement	0	0	80,000	0	0	0	0	0	0	0
91	CP450-FACILITIES MANAGEMENT		[R/D] Mt Morgan - 32 Hall St - Old council chambers	0	0	0	45,000	0	0	0	0	0	0
92	CP450-FACILITIES MANAGEMENT		[R/D] Mt Morgan SOA	0	0	128,600	0	0	0	0	0	0	0
93	CP450-FACILITIES MANAGEMENT		[R/D] Mt Morgan Squash courts	0	0	0	17,000	0	0	0	0	0	0
94	CP450-FACILITIES MANAGEMENT		[R/D] Park Avenue CWA Hall	0	0	47,000	0	0	0	0	0	0	0
95	CP450-FACILITIES MANAGEMENT		[R/D] Queens Park Toilet Block - Repainting	0	0	0	38,000	0	0	0	0	0	0
96	CP450-FACILITIES MANAGEMENT		[R/D] Rockhampton Showgrounds Robert Schwarten Pavillion	0	0	145,000	0	0	0	0	0	0	0
97	CP450-FACILITIES MANAGEMENT		[R/D] Showgrounds Agricultural pavillion & Kele pavillion drainage issues	0	0	25,000	0	0	0	0	0	0	0
98	CP450-FACILITIES MANAGEMENT		[R] 128 Western Street - Amenities Block	0	0	16,500	0	0	0	0	0	0	0
99	CP450-FACILITIES MANAGEMENT		[R] AMP Building Component Expiry Demand for next seven years + expiry from 20/21 to 23/24. 24/25 not available	0	0	0	0	500,000	1,500,000	0	0	0	0
100	CP450-FACILITIES MANAGEMENT		[R] Archer Park Railway Station - design/specification and renewal	0	0	0	704,000	0	0	0	0	0	0
101	CP450-FACILITIES MANAGEMENT		[R] Berserker Lodge - 19 Lamach Street Reroof	0	0	0	25,000	0	0	0	0	0	0
102	CP450-FACILITIES MANAGEMENT		[R] City Hall Defects	0	0	40,000	0	0	0	0	0	0	0
103	CP450-FACILITIES MANAGEMENT		[R] Cricket Grounds Grandstand and Changerooms	0	0	65,000	0	0	0	0	0	0	0
104	CP450-FACILITIES MANAGEMENT		[R] Gracemere Childcare - Replacement of non-compliant fence	0	0	35,000	0	0	0	0	0	0	0
105	CP450-FACILITIES MANAGEMENT		[R] Gracemere SES - External repaint	0	0	0	16,500	0	0	0	0	0	0
106	CP450-FACILITIES MANAGEMENT		[R] Japanese Gardens shelter renewal	0	0	45,000	0	0	0	0	0	0	0
107	CP450-FACILITIES MANAGEMENT		[R] Leanne Hinchcliffe Park Bouldercombe Onsite Treatment replacement	0	0	0	35,500	0	0	0	0	0	0

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108	CP450-FACILITIES MANAGEMENT		[R] Mount Morgan Rail complex - external façade repairs/repaint /reroof sections	0	0	80,000	0	500,000	0	0	0	0	0
109	CP450-FACILITIES MANAGEMENT		[R] Mt Morgan Council Office - Reroof	0	0	55,000	0	0	0	0	0	0	0
110	CP450-FACILITIES MANAGEMENT		[R] Mt Morgan Railway Station - Good Shed Defects	0	0	0	12,000	0	0	0	0	0	0
111	CP450-FACILITIES MANAGEMENT		[R] Mt Morgan Railway Station - Kitchen - vinyl floor replacement	0	0	11,000	0	0	0	0	0	0	0
112	CP450-FACILITIES MANAGEMENT		[R] Mt Morgan Showgrounds Amenities - Demountable defects	0	0	18,000	0	0	0	0	0	0	0
113	CP450-FACILITIES MANAGEMENT		[R] Pilbeam Theatre understage dressing rooms - renewal	0	0	40,000	0	0	0	0	0	0	0
114	CP450-FACILITIES MANAGEMENT		[R] Renew translucent sheeting over Fleet Workshop - Dooley St	0	0	0	22,000	0	0	0	0	0	0
115	CP450-FACILITIES MANAGEMENT		[R] Rockhampton Square Dance Hall	0	0	0	80,000	0	0	0	0	0	0
116	CP450-FACILITIES MANAGEMENT		[R] Schotia Place - Reseal timber floor	0	0	27,500	0	0	0	0	0	0	0
117	CP450-FACILITIES MANAGEMENT		[R] Showgrounds - Replace three large portable grandstands	0	0	215,000	0	0	0	0	0	0	0
118	CP450-FACILITIES MANAGEMENT		[R] Showgrounds - Robert Schwarten Pavilion - Seamless Floors	0	0	0	48,000	0	0	0	0	0	0
119	CP450-FACILITIES MANAGEMENT		[R] Showgrounds Exhibition Pavilion - Repaint roof & replace roof	0	0	0	45,900	0	0	0	0	0	0
120	CP450-FACILITIES MANAGEMENT		[R] Showgrounds Exhibition Pavilion - Various Defects	0	0	0	35,000	0	0	0	0	0	0
121	CP450-FACILITIES MANAGEMENT		[R] Showgrounds Peoples Bar - External Repaint	0	0	27,000	0	0	0	0	0	0	0
122	CP450-FACILITIES MANAGEMENT		[R] Showgrounds Robert Schwarten Pavilion	0	0	178,500	0	0	0	0	0	0	0
123	CP450-FACILITIES MANAGEMENT		[R] Showgrounds Robert Schwarten Pavilion - Replacement of skylight roof panels	0	0	0	32,000	0	0	0	0	0	0
124	CP450-FACILITIES MANAGEMENT		[R] Sound Shell - Amenities Block	0	0	0	0	26,000	0	0	0	0	0
125	CP450-FACILITIES MANAGEMENT		[R] Sound Shell - Kiosk Entry and gates	0	0	0	0	13,000	0	0	0	0	0
126	CP450-FACILITIES MANAGEMENT		[R] Victoria Park Cricket Clubhouse	0	0	35,000	0	0	0	0	0	0	0
127	CP450-FACILITIES MANAGEMENT		[R]Saleyards park amenities/ Kiosk and changerooms	0	0	0	20,000	0	0	0	0	0	0
128	CP450-FACILITIES MANAGEMENT		[S] Regional Library - Replacement of internal sliding security door	0	0	0	20,000	0	0	0	0	0	0
129	CP450-FACILITIES MANAGEMENT		[U] Botanic Gardens - Awning to silver shed	0	0	0	25,500	0	0	0	0	0	0
130	CP450-FACILITIES MANAGEMENT		[U] Energy Efficiency Program	0	0	70,000	70,000	70,000	0	0	0	0	0
131	CP450-FACILITIES MANAGEMENT		[U] Pilbeam Theatre - Investigation into design of new Aircon plant	0	0	60,000	0	0	0	0	0	0	0
132	CP450-FACILITIES MANAGEMENT		[U] Pilbeam Theatre - Plan - Façade and Roof Renewal	0	0	75,000	1,000,000	1,000,000	0	0	0	0	0
133	CP450-FACILITIES MANAGEMENT		Mount Morgan Pool - replace filters and plant room.	0	0	250,000	0	0	0	0	0	0	0
134	CP450-FACILITIES MANAGEMENT		R/D] Dooley St - Rocky Recycle Shed	0	0	0	0	0	24,000	0	0	0	0

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135	CP450-FACILITIES MANAGEMENT	1076092	[R] Showgrounds - Peoples Bar Redevelopment W4Q	0	0	0	0	0	0	120,000	80,000	0	0
136	CP450-FACILITIES MANAGEMENT	0987995	[R] Mt. Morgan Welfare House refurbishment W4Q	0	0	0	0	0	0	91,800	61,200	0	0
137	CP450-FACILITIES MANAGEMENT	1064998	Ergon Energy Community Fund - Schotia Place Lighting Modernisation Project	0	0	0	0	0	0	0	4,950	0	0
138	CP450-FACILITIES MANAGEMENT	1071735	[N] Schotia Place Air Conditioning W4Q	0	0	0	0	0	0	150,000	100,000	0	0
139	CP450-FACILITIES MANAGEMENT	1071738	[N] Walter Pierce Fan Installation W4Q	0	0	0	0	0	0	16,800	11,200	0	0
140	CP450-FACILITIES MANAGEMENT	1071739	[R] McCamley defects W4Q	0	0	0	0	0	0	19,013	12,676	0	0
141	CP450-FACILITIES MANAGEMENT	1071740	[R] Showgrounds Gazebo repaint W4Q	0	0	0	0	0	0	6,600	4,400	0	0
142	CP450-FACILITIES MANAGEMENT	1071741	[R] Mt Morgan Boyd Park Toilets W4Q	0	0	0	0	0	0	60,000	40,000	0	0
143	CP450-FACILITIES MANAGEMENT	1071742	[R] North Rockhampton Library W4Q	0	0	0	0	0	0	54,000	36,000	0	0
144	CP450-FACILITIES MANAGEMENT	1071743	[R] Childcare Centre Paint W4Q	0	0	0	0	0	0	10,950	7,300	0	0
145	CP450-FACILITIES MANAGEMENT	1076515	[R] Rockhampton Showgrounds replace Kennel Display	0	0	0	0	0	0	35,000	0	0	0
146	CP450 - FACILITIES MANAGEMENT Total			4,744,774	4,219,964	4,143,700	3,451,400	2,999,000	2,034,000	564,163	357,726	0	0
147	CP520 - ARTS & HERITAGE	0943098	Theatre radio talkback system	25,000	0	0	0	0	0	0	0	0	0
148	CP520 - ARTS & HERITAGE	0946189	[N] Artwork acquisitions Art Gallery	20,400	20,400	20,400	20,400	20,400	20,400	0	0	0	0
149	CP520 - ARTS & HERITAGE	0988068	[R] Replace audio equipment Shearing Shed	0	0	0	10,000	0	0	0	0	0	0
150	CP520 - ARTS & HERITAGE	0988069	[R] Replace CombiOven Shearing Shed Kitchen	27,405	0	0	0	0	0	0	0	0	0
151	CP520 - ARTS & HERITAGE	1045837	[N] Artwork acquisitions 50th Anniversary 2017 Art Gallery	0	88,182	0	0	0	0	0	0	0	0
152	CP520 - ARTS & HERITAGE	1068710	[N] Heritage Village Boardwalk and Viewing Platform	8,659	0	0	0	0	0	0	0	0	0
153	CP520 - ARTS & HERITAGE	1076542	[N] Acquisition of Art from Baton Award	0	5,000	0	0	0	0	0	0	0	0
154	CP520 - ARTS & HERITAGE		Replace AV equipment 3D movie MMRM	0	0	0	0	10,000	0	0	0	0	0
155	CP520 - ARTS & HERITAGE	1068710	[N] Heritage Village Boardwalk and Viewing Platform	0	0	0	0	0	0	5,942	0	0	0
156	CP520 - ARTS & HERITAGE		Acquisition of Art from Baton Award	0	0	0	0	0	0	0	0	5,000	0
157	CP520 - ARTS & HERITAGE Total			81,464	113,582	20,400	30,400	30,400	20,400	5,942	0	5,000	0
158	CP525 - Rockhampton Art Gallery Gift Fund	1053293	Rockhampton Art Gallery Gift Fund - Contributions Suspense	80,000	0	0	0	0	0	0	0	0	0
159	CP525 - Rockhampton Art Gallery Gift Fund Total			80,000	0	0	0	0	0	0	0	0	0
160	CP530 - LIBRARIES	0983858	[R] Rockhampton Regional Library Renewal Program	0	0	0	15,300	0	15,300	0	0	0	0
161	CP530 - LIBRARIES	0984156	[U] Adaptive technologies - Libraries to assist with disabilities	0	0	0	0	15,300	0	0	0	0	0
162	CP530 - LIBRARIES	0984160	[N] RFID System Upgrade	0	0	0	0	0	20,400	0	0	0	0
163	CP530 - LIBRARIES	0984201	[R] Upgrade Library management software	0	0	10,200	0	0	0	0	0	0	0
164	CP530 - LIBRARIES	0988102	[U] Technology Centre equipment replacement	0	0	0	0	12,200	0	0	0	0	0
165	CP530 - LIBRARIES	1065009	[N] Gracemere Library Ranger St	50,000	165,000	0	0	0	0	0	0	0	0
166	CP530 - LIBRARIES Total			50,000	165,000	10,200	15,300	27,500	35,700	0	0	0	0
167	CP540 - COMMUNITY PROGRAMS	0983863	[R] City Occassional Child Care Centre	0	0	10,200	0	0	15,300	0	0	0	0
168	CP540 - COMMUNITY PROGRAMS	0984152	[N] Access and Equity Upgrade Projects	23,781	43,100	30,600	30,600	30,600	30,600	0	0	0	0
169	CP540 - COMMUNITY PROGRAMS	0984196	[N] Storage Facility for CCD Unit	3,000	21,742	0	0	0	0	0	0	0	0
170	CP540 - COMMUNITY PROGRAMS	0984197	[R] Gracemere Community Hall Fencing and Landscaping	0	0	0	0	40,800	0	0	0	0	0

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171	CP540 - COMMUNITY PROGRAMS	1033788	[U] Community Centres furniture and fittings renewal program	616	0	0	0	0	0	0	0	0	0
172	CP540 - COMMUNITY PROGRAMS	1047097	[U] Renewal of CCTV cameras	12,591	21,500	25,000	0	20,400	25,000	0	0	0	0
173	CP540 - COMMUNITY PROGRAMS	1071742	[R] North Rockhampton Library W4Q	0	90,000	0	0	0	0	0	0	0	0
174	CP540 - COMMUNITY PROGRAMS Total			39,988	176,342	65,800	30,600	91,800	70,900	0	0	0	0
175	CP550 - VENUES & EVENTS	0984138	[U] Pilbeam Theatre - Upgrade Sound System (Monitors)	0	0	0	0	25,000	0	0	0	0	0
176	CP550 - VENUES & EVENTS	0984183	[U] Events Perfect Venues Management System	27,230	0	0	0	0	0	0	0	0	0
177	CP550 - VENUES & EVENTS	0987824	[N] Media Server for Pilbeam Theatre	0	0	0	0	25,000	0	0	0	0	0
178	CP550 - VENUES & EVENTS	0988074	[R] Replace AV Equipment and Screen	0	0	30,000	0	30,000	0	0	0	0	0
179	CP550 - VENUES & EVENTS	0988077	[R] Replace Theatre Main Sound Console	0	45,000	0	0	0	0	0	0	0	0
180	CP550 - VENUES & EVENTS	0988079	[R] Pilbeam Theatre Cyc Theatre Lanterns	0	0	0	0	0	42,000	0	0	0	0
181	CP550 - VENUES & EVENTS	0988081	[R] Pilbeam Theatre Stage Lighting Equipment	58,960	0	0	60,000	0	0	0	0	0	0
182	CP550 - VENUES & EVENTS	0988083	[R] Replace WRCC Digital Projector	0	0	0	0	10,000	0	0	0	0	0
183	CP550 - VENUES & EVENTS	1047098	[N] Add 5 new flylines to Pilbeam Theatre	25,000	0	0	0	50,000	0	0	0	0	0
184	CP550 - VENUES & EVENTS	1047100	[R] Replace grounds Public Address system at Rockhampton Showgrounds	3,076	0	0	0	0	0	0	0	0	0
185	CP550 - VENUES & EVENTS	1047101	[R] Replace Pilbeam Theatre Stage Lighting Moving Fixtures	0	40,000	0	0	0	0	0	0	0	0
186	CP550 - VENUES & EVENTS	1047102	[R] Replace Theatre Masking / Curtains / Drapes	36,994	0	0	0	0	0	0	0	0	0
187	CP550 - VENUES & EVENTS	1065010	[R] Pilbeam Theatre Replace Stage Lighting Dimmers	30,000	30,000	0	0	0	0	0	0	0	0
188	CP550 - VENUES & EVENTS	1065011	[N] Pilbeam Theatre Technical System Strategic Planning Report	20,000	0	0	0	0	0	0	0	0	0
189	CP550 - VENUES & EVENTS	1076606	[N] Heritage Village - Install 2 water chillers	0	13,500	0	0	0	0	0	0	0	0
190	CP550 - VENUES & EVENTS	1076612	[R] Replace 48 Channels of Radio Microphones	0	110,000	0	0	0	0	0	0	0	0
191	CP550 - VENUES & EVENTS		Replace and Upgrade Theatre / Art Gallery external furniture	0	0	25,000	0	0	0	0	0	0	0
192	CP550 - VENUES & EVENTS		Replace Foyer Furniture	0	0	0	0	30,000	0	0	0	0	0
193	CP550 - VENUES & EVENTS Total			201,260	238,500	55,000	60,000	170,000	42,000	0	0	0	0
194	CP560 - PARKS PLANNING & COLLECTIONS	1071731	[N] Cedric Archer Park Water Play W4Q	0	1,397,464	0	0	0	0	0	0	0	0
195	CP560 - PARKS PLANNING & COLLECTIONS	0580850	[N] Playground Shade Construction Program	108,765	0	0	0	0	0	0	0	0	0
196	CP560 - PARKS PLANNING & COLLECTIONS	0975994	[N] Enhancement Program for (New) Local Parks	60,000	0	0	0	0	0	0	0	0	0
197	CP560 - PARKS PLANNING & COLLECTIONS	0984064	[R] Irrigation Renewal Program	300,000	102,000	102,000	102,000	110,000	102,000	0	0	0	0
198	CP560 - PARKS PLANNING & COLLECTIONS	0984065	[R] Playground - Equipment Renewal Program	103,185	105,000	51,000	51,000	51,000	51,000	0	0	0	0
199	CP560 - PARKS PLANNING & COLLECTIONS	0984072	[R] Access Poads and Carparks Renewal Program	0	0	120,000	120,000	120,000	102,000	0	0	0	0
200	CP560 - PARKS PLANNING & COLLECTIONS	0984076	[R] Tables - Picnic Renewal Program	60,000	10,200	10,200	10,200	10,200	10,200	0	0	0	0
201	CP560 - PARKS PLANNING & COLLECTIONS	0984078	[R] Fencing/Gates/Bollards Renewal Program	119,400	10,200	15,000	20,400	20,400	20,400	0	0	0	0
202	CP560 - PARKS PLANNING & COLLECTIONS	0984079	[R] Pathways Renewal Program	64,500	50,000	75,000	25,500	25,500	25,500	0	0	0	0
203	CP560 - PARKS PLANNING & COLLECTIONS	0984225	[N] Cedric Archer Reserve -Development of town sport and recreation precinct	1,553,599	0	0	0	0	0	0	0	0	0
204	CP560 - PARKS PLANNING & COLLECTIONS	0984279	[N] Cemetery extension - Mt Morgan Cemetery	0	0	15,000	0	0	0	0	0	0	0

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230	CP560 - PARKS PLANNING & COLLECTIONS	1070711	[R] Victoria Park - Rugby League - renew field lighting	115,000	0	0	0	0	0	0	0	0	0
231	CP560 - PARKS PLANNING & COLLECTIONS	1071730	[N] 42ndBattlionMemorial Pool Water Play W4Q	0	1,385,536	0	0	0	0	0	0	0	0
232	CP560 - PARKS PLANNING & COLLECTIONS	1071733	[R] Fraser Park Canopy Walk Mt Archer W4Q	0	300,000	0	0	0	0	0	0	0	0
233	CP560 - PARKS PLANNING & COLLECTIONS	1071734	W4Q Botanic Gardens - zoo pathways, disability access and replace shade over BBQs and playground enhancements.	0	300,000	0	0	0	0	0	0	0	0
234	CP560 - PARKS PLANNING & COLLECTIONS	1076400	[N] Major Project Seed Funding - approved for RHA (Hockey)	400,000	150,000	0	0	0	0	0	0	0	0
235	CP560 - PARKS PLANNING & COLLECTIONS	1076547	[N] NPSR - Get Playing Plus - Hockey	0	946,594	0	0	0	0	0	0	0	0
236	CP560 - PARKS PLANNING & COLLECTIONS	1076548	[R] Replace Soft Shades with Hard Shade Covers	0	50,000	50,000	50,000	50,000	50,000	0	0	0	0
237	CP560 - PARKS PLANNING & COLLECTIONS		[N] Memorial gardens - New Ashes Garden and pedestrian crossing (creek)	0	0	0	0	80,000	0	0	0	0	0
238	CP560 - PARKS PLANNING & COLLECTIONS		[R] Memorial Gardens - Renew creek lining	0	0	0	0	146,000	0	0	0	0	0
239	CP560 - PARKS PLANNING & COLLECTIONS	1071731	[N] Cedric Archer Park Water Play W4Q	0	0	0	0	0	0	922,500	474,964	0	0
240	CP560 - PARKS PLANNING & COLLECTIONS	0984305	W4Q - Hockey	0	0	0	0	0	0	1,485,225	990,150	0	0
241	CP560 - PARKS PLANNING & COLLECTIONS	1020927	[R] Purchase replacement Rowing Course - July 2016 Rain even	0	0	0	0	0	0	0	150,000	0	0
242	CP560 - PARKS PLANNING & COLLECTIONS	1043282	[U] Redevelopment of 42nd Battalion Memorial Pool	0	0	0	0	0	0	333,432	0	0	0
243	CP560 - PARKS PLANNING & COLLECTIONS	1064840	[N] Mount Archer Activation Plan Implementation	0	0	0	0	0	0	50,000	200,000	0	0
244	CP560 - PARKS PLANNING & COLLECTIONS	1065017	[U] Mt Morgan streetscape-Morgan St median improvements w4Q	0	0	0	0	0	0	636,412	802,274	0	0
245	CP560 - PARKS PLANNING & COLLECTIONS	1071730	[N] 42ndBattlionMemorial Pool Water Play W4Q	0	0	0	0	0	0	738,000	632,036	0	0
246	CP560 - PARKS PLANNING & COLLECTIONS	1071733	[R] Fraser Park Canopy Walk Mt Archer W4Q	0	0	0	0	0	0	180,000	120,000	0	0
247	CP560 - PARKS PLANNING & COLLECTIONS	1071734	W4Q Botanic Gardens - zoo pathways, disability access and replace shade over BBQs and playground enhancements.	0	0	0	0	0	0	180,000	120,000	0	0
248	CP560 - PARKS PLANNING & COLLECTIONS	1076609	[N] REV-NPSR - Get Playing Plus - Hockey	0	0	0	0	0	0	0	946,594	0	0
249	CP560 - PARKS PLANNING & COLLECTIONS Total			7,044,155	10,005,599	969,500	1,310,100	1,094,100	842,100	4,525,569	4,436,018	0	0
250	CP561 - PARKS DEVELOPER CONTRIBUTIONS	0715719	[N] Developer Contributions - RRRC	0	0	0	0	0	0	4,654	4,654	4,654	4,654
251	CP561 - PARKS DEVELOPER CONTRIBUTIONS Total			0	0	0	0	0	0	4,654	4,654	4,654	4,654
252	CP563 - 2015 PARKS DISASTER EVENT	1045945	[R] TCM RBG - Road Pathways Bridges and carparks restoration	344,983	0	0	0	0	0	0	0	0	0
253	CP563 - 2015 PARKS DISASTER EVENT	1045946	[R] TCM Kershaw Gardens Remediation	1,479,208	1,125,226	0	0	0	0	0	0	0	0
254	CP563 - 2015 PARKS DISASTER EVENT	1045947	[R] TCM Kershaw Gardens Restoration	845,987	4,348,924	5,500,000	0	0	0	0	0	0	0
255	CP563 - 2015 PARKS DISASTER EVENT	1045948	[R] TCM Zoo - Aviary	358,427	0	0	0	0	0	0	0	0	0
256	CP563 - 2015 PARKS DISASTER EVENT	1047105	[R] TCM - Rock. Botanical Gardens - Fernery (Phase 1) & Visitor Centre entry restoration	3,466	263,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
257	CP563 - 2015 PARKS DISASTER EVENT	1062798	[R] Botanic Gardens Cenotaph Switchboards & Irrigation	33,689	0	0	0	0	0	0	0	0	0
258	CP563 - 2015 PARKS DISASTER EVENT Total			3,065,760	5,737,150	5,500,000	0	0	0	0	0	0	0
259	Corporate Services			9,351,356	11,472,208	6,180,000	6,160,400	6,716,400	6,140,400	866,818	1,410,000	0	0
260	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	0951403	Pathway DataWorks Integration Project	10,000	0	0	0	0	0	0	0	0	0
261	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	0951405	[N] ITR - Storage Area Network Replacement Project	99,721	77,000	77,000	77,000	0	77,000	0	0	0	0
262	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	0990335	[U] ITR - SQL Server Upgrades	69,770	85,000	0	0	0	0	0	0	0	0
263	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	0990339	[R] ITR - Purchase of Printers - MFDs	100,000	106,000	76,000	84,000	84,000	64,000	0	0	0	0
264	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1011088	[R] ITR - Networking Replacements	26,145	20,000	20,000	240,000	222,000	20,000	0	0	0	0
265	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1011089	[R] ITR - Server Replacements	0	62,000	30,000	176,000	42,000	0	0	0	0	0
266	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1019984	[N] DLGP - video conferencing	16,000	0	0	0	0	0	0	0	0	0
267	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1037788	[R] Email Archive Replacement Project	0	0	0	0	50,000	0	0	0	0	0
268	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1045808	[R] Replace Comms Hut at Disaster Recovery Site	30,000	0	0	0	0	0	0	0	0	0
269	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1045811	[U] Systems Upgrade/Improvements (budget from 1017185)	70,000	210,000	99,000	46,000	163,000	252,000	0	0	0	0
270	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047027	[R] ITR - Tape Libraries	0	0	0	0	70,000	0	0	0	0	0
271	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047028	[N] Mount Morgan Radio Link	120,000	0	0	0	0	0	0	0	0	0
272	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047029	[U] Microsoft Licence Acquistions with SA	59,000	48,000	48,000	11,000	0	0	0	0	0	0
273	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047030	[R] Windows 10 Upgrade	137,120	0	0	0	0	0	0	0	0	0
274	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047031	[U] ePathway/Mobile	53,450	0	0	0	0	0	0	0	0	0
275	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1047032	[N] Performance Planning (Audit & Risk Corporate Planning)	131,000	0	0	0	0	0	0	0	0	0
276	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1049071	[U] Aurion Improvements/Upgrade	100,000	50,000	0	0	0	0	0	0	0	0
277	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064832	[N] Infringements Handheld Devices	15,000	0	0	0	0	0	0	0	0	0
278	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064833	[U] Invoice Scanning	72,000	0	0	0	0	0	0	0	0	0
279	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064834	[U] DR Site Ceiling/Door	20,000	0	0	0	0	0	0	0	0	0
280	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064836	[R] DR Site Backup Airconditioner	80,000	0	0	0	0	0	0	0	0	0
281	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064912	[N] Asset Management System (Core)	50,000	450,000	0	0	0	0	0	0	0	0
282	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064913	[R] ITR - Radio Link Renewal Program	105,000	65,000	30,000	0	85,000	130,000	0	0	0	0
283	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064914	[R] ITR - Video Conferencing Renewal/Replacement	50,000	50,000	0	0	0	0	0	0	0	0
284	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1064915	[R] Firewall Replacements	17,000	7,000	0	0	14,000	17,000	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
285	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY	1076563	[R] ITR - Unified Communications Renewal/Replacement (Intangibles)	0	20,000	240,000	150,000	0	0	0	0	0	0
286	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		[N] Asset Management System (Additional Modules)	0	0	440,000	0	0	0	0	0	0	0
287	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		[R] Fibre Multiplexor	0	0	0	0	30,000	0	0	0	0	0
288	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		[R] ITR - Unified Communications Renewal/Replacement (Hardware)	0	0	300,000	0	0	0	0	0	0	0
289	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		[R] Office 20xx Upgrade	0	0	160,000	160,000	160,000	0	0	0	0	0
290	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		[U] People, Property, Revenue and Regulatory System	0	0	0	0	0	540,000	0	0	0	0
291	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY		Storage Replacement	0	0	0	0	330,000	0	0	0	0	0
292	CP230 - COMMUNICATIONS & INFORMATION TECHNOLOGY Total			1,431,206	1,250,000	1,520,000	944,000	1,250,000	1,100,000	0	0	0	0
293	CP235 - SMART HUB	1070700	Smart Hub Fitout	0	508,000	0	0	0	0	0	0	0	0
294	CP235 - SMART HUB	1070701	CBD Smart Technologies - BOR	610,000	1,410,000	0	0	0	0	0	0	0	0
295	CP235 - SMART HUB	1070702	CBD Cultural Precinct - Bond Store	0	300,000	0	0	0	0	0	0	0	0
296	CP235 - SMART HUB	1070703	[N] CBD Smart Technologies - Stage 1B Quay St - Denham St to William St	564,256	200,000	0	0	0	0	0	0	0	0
297	CP235 - SMART HUB	1072376	Smart Technology - Parking Sensors	0	125,000	0	0	0	0	0	0	0	0
298	CP235 - SMART HUB	1073274	[N] CBD Smart Technologies - Stage 1C & D Denham St - Quay St to East St	100,000	600,775	0	0	0	0	0	0	0	0
299	CP235 - SMART HUB	1073275	[N] CBD Smart Technologies - Stage 2 Central Activation Area	200,000	354,969	0	0	0	0	0	0	0	0
300	CP235 - SMART HUB	1070700	Smart Hub Fitout - building our regions co-contribution	0	0	0	0	0	0	250,000	0	0	0
301	CP235 - SMART HUB	1070701	CBD Smart Technologies - building our regions (BOR) co-contribution	0	0	0	0	0	0	610,000	1,410,000	0	0
302	CP235 - SMART HUB Total			1,474,256	3,498,744	0	0	0	0	860,000	1,410,000	0	0
303	CP440 - FLEET	1068824	1068824 - ISUZU NPR65 Side Tipper Team 2	70,000	0	0	0	0	0	0	0	0	0
304	CP440 - FLEET	0943050	Fleet Renewal Program Carryover	978,000	0	0	0	0	0	0	0	0	0
305	CP440 - FLEET	0983816	[R] Fleet Renewal Program	2,847,000	6,470,000	4,660,000	5,196,000	5,446,000	5,020,000	0	0	0	0
306	CP440 - FLEET	1037949	[R] 2 way radio System - Equipment	336,000	150,000	0	0	0	0	0	0	0	0
307	CP440 - FLEET	1060754	1060754 - Excavator 5.5t Proposed	110,000	0	0	0	0	0	0	0	0	0
308	CP440 - FLEET	1064898	1064898 - Suction Sweeper	350,000	0	0	0	0	0	0	0	0	0
309	CP440 - FLEET	1066001	1066001 - Flail Mower for 1060754 - 5.5t Excavator	15,000	0	0	0	0	0	0	0	0	0
310	CP440 - FLEET	1066498	1066498 - Plant Trailer	60,000	0	0	0	0	0	0	0	0	0
311	CP440 - FLEET	1066684	1066684 - Ford Ranger Extra Cab (HAS) 979WQR	30,800	0	0	0	0	0	0	0	0	0
312	CP440 - FLEET	1068140	1068140 - Spray Rig for New ATV (Pests)	6,400	0	0	0	0	0	0	0	0	0
313	CP440 - FLEET	1069050	1069050 - CBD Cleaning Trailer	49,000	0	0	0	0	0	0	0	0	0
314	CP440 - FLEET	1076608	[N] Local Laws additional vehicle - 4WD utility with animal containment system and lift	0	62,000	0	0	0	0	0	0	0	0
315	CP440 - FLEET Total			4,852,200	6,682,000	4,660,000	5,196,000	5,446,000	5,020,000	0	0	0	0
316	CP630 - LAND & PROPERTY	1057514	[N] Purchase of 212 Quay Street	0	36,364	0	0	0	0	0	0	0	0
317	CP630 - LAND & PROPERTY	1033878	[N] Various Small Allotments	15,300	5,100	0	20,400	20,400	20,400	0	0	0	0
318	CP630 - LAND & PROPERTY	1065019	[N] Property Disposal-Develop Proj-Olive St (Preparation Expenses)	110,000	0	0	0	0	0	0	0	0	0
319	CP630 - LAND & PROPERTY	1069130	Purchase of CBD Land - 45 William St	350,000	0	0	0	0	0	0	0	0	0
320	CP630 - LAND & PROPERTY	1072881	Baree & Walterhall Precinct Land Acquisition, Mt Morgan	1,118,394	0	0	0	0	0	0	0	0	0
321	CP630 - LAND & PROPERTY	1067718	Sale of Lots 1&2 RP603426 Elphinstone Street	0	0	0	0	0	0	6,818	0	0	0
322	CP630 - LAND & PROPERTY			1,593,694	41,464	0	20,400	20,400	20,400	6,818	0	0	0
323	Office of CEO			160,625	260,625	300,000	200,000	0	0	0	0	0	0
324	CP110 - CEO	1056857	[N] Regional Signage	160,625	260,625	300,000	200,000	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
325	CP110 - CEO Total			160,625	260,625	300,000	200,000	0	0	0	0	0	0
326	Regional Development & Aviation			1,822,853	3,875,200	8,320,400	1,221,400	4,247,700	780,300	0	0	0	0
327	CP640 - AERO	0959127	[N] Security Upgrades to General Aviation	0	0	0	0	102,000	51,000	0	0	0	0
328	CP640 - AERO	0959133	[U] RPT Apron Lighting	105,000	600,000	0	0	0	0	0	0	0	0
329	CP640 - AERO	0959135	[N] GA Apron Lighting	17,100	0	0	0	0	0	0	0	0	0
330	CP640 - AERO	0959136	[R] GA Apron Reseal	0	0	0	0	510,000	0	0	0	0	0
331	CP640 - AERO	0959150	[R] Runway Lighting Power Distribution and Switching System Replacement	823,539	0	0	0	0	0	0	0	0	0
332	CP640 - AERO	0959158	[R] Terminal Building Airside Water Main Replacement	0	0	0	112,200	0	0	0	0	0	0
333	CP640 - AERO	0983773	[R] Airside Access Roads	0	0	0	0	61,200	0	0	0	0	0
334	CP640 - AERO	0987704	[U] Improve Airside Stormwater Management	0	520,200	0	0	0	0	0	0	0	0
335	CP640 - AERO	0987712	[R] Replace General Aviation Power Switchboards	17,250	60,000	0	0	0	0	0	0	0	0
336	CP640 - AERO	0989186	[R] Roads Resurfacing - Apron Road to Gate 7	0	0	0	0	204,000	0	0	0	0	0
337	CP640 - AERO	0989189	[R] Cooling Tower Water Chemical Control	0	0	0	0	30,600	0	0	0	0	0
338	CP640 - AERO	0989193	[R] PAPI Replacement 15/33	0	0	0	0	153,000	0	0	0	0	0
339	CP640 - AERO	0989196	[R] Secondary Runway Resurface	0	0	0	0	250,000	0	0	0	0	0
340	CP640 - AERO	0989198	[R] Obstacle Lights	0	0	0	0	30,600	0	0	0	0	0
341	CP640 - AERO	1076594	[R] Airport Pavement Renewal Project	0	2,000,000	8,000,000	0	0	0	0	0	0	0
342	CP640 - AERO		Replace HV Cable feeds	0	0	20,400	0	428,400	306,000	0	0	0	0
343	CP640 - AERO Total			962,889	3,180,200	8,020,400	112,200	1,769,800	357,000	0	0	0	0
344	CP650 - NON AERO	0959145	[R] Repairs to Defence Deployment Areas	0	0	0	50,000	0	25,500	0	0	0	0
345	CP650 - NON AERO	0983748	[R] Resurface the Bitumen Area of the Short-term Carpark	0	0	0	0	0	255,000	0	0	0	0
346	CP650 - NON AERO	0983769	[R] Replacement CBS (Security) Equipment	145,000	0	0	932,000	0	0	0	0	0	0
347	CP650 - NON AERO	0983776	[R] Airport Access Road (New Carpark Area)	0	0	0	0	142,800	0	0	0	0	0
348	CP650 - NON AERO	0983789	[R] Airport Electrical Renewal Program	0	0	0	0	68,300	0	0	0	0	0
349	CP650 - NON AERO	0987680	[R] Enhance the Functionality of the Airport Building Management System Software	0	0	0	0	77,500	0	0	0	0	0
350	CP650 - NON AERO	0987681	[R] Refurbish General Aviation Precinct Toilets	0	0	0	0	35,700	0	0	0	0	0
351	CP650 - NON AERO	0987682	[R] Replace various Airport IT Systems Software and Hardware	0	0	0	10,200	0	0	0	0	0	0
352	CP650 - NON AERO	0987685	[R] Renewal of aviation security infrastructure	55,134	0	0	0	40,800	20,400	0	0	0	0
353	CP650 - NON AERO	0987687	[R] Repaint Terminal Common User Area	0	0	0	0	20,400	0	0	0	0	0
354	CP650 - NON AERO	0987688	[N] New Plant	0	0	0	0	91,800	0	0	0	0	0
355	CP650 - NON AERO	0987690	[R] Extend Terminal Ground Floor Communications Room	0	0	0	0	30,600	0	0	0	0	0
356	CP650 - NON AERO	0987692	[N] Install Backup Airconditioning in the two Terminal Communications Rooms	0	0	0	0	57,100	0	0	0	0	0
357	CP650 - NON AERO	0987693	[U] Improve Terminal Access for People with Disabilities	6,000	0	0	0	0	0	0	0	0	0
358	CP650 - NON AERO	0987694	[R] Refurbish Terminal Toilets	80,000	0	0	0	153,000	0	0	0	0	0
359	CP650 - NON AERO	0987695	[R] Replace Terminal Floor coverings	0	0	0	0	102,000	51,000	0	0	0	0
360	CP650 - NON AERO	0987696	[N] Provide Workshop and Storage Facilities for the Airport Facilities Section.	0	0	0	0	51,000	0	0	0	0	0
361	CP650 - NON AERO	0987698	[R] Replace Terminal Skirting Boards	0	0	0	0	51,000	0	0	0	0	0
362	CP650 - NON AERO	0987708	[R] Refurbish Terminal Main Concourse Air Handling Units	0	0	0	15,000	0	0	0	0	0	0
363	CP650 - NON AERO	0987709	[R] Refurbish Air Handling Unit AC9	0	0	0	0	5,100	0	0	0	0	0
364	CP650 - NON AERO	0987710	[R] Replace Corrective Services Airconditioning Unit	0	0	0	0	5,100	0	0	0	0	0
365	CP650 - NON AERO	0987715	[R] Replace Mesh on Perimeter Security Fence	0	0	0	0	51,000	0	0	0	0	0
366	CP650 - NON AERO	0987719	[R] Refurbish Terminal Building Front Awning Ceiling and Lighting	0	0	0	0	142,800	0	0	0	0	0
367	CP650 - NON AERO	0987723	[R] Replace Airconditioning System Chilled Water Unit	15,000	300,000	300,000	0	0	0	0	0	0	0
368	CP650 - NON AERO	0987726	[R] Resurface Terminal Drive Road	0	0	0	0	306,000	0	0	0	0	0

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Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
369	CP650 - NON AERO	0987727	[U] Terminal master planning and reconfiguration, inc Virgin lounge refurbishment	66,430	0	0	0	0	0	0	0	0	0
370	CP650 - NON AERO	0987729	[R] Replace Terminal Communication Rooms Airconditioning Units	0	0	0	0	0	5,100	0	0	0	0
371	CP650 - NON AERO	0987730	[R] Replace Maintenance Shed Airconditioning Unit	0	0	0	0	0	5,100	0	0	0	0
372	CP650 - NON AERO	0987731	[R] Replace Terminal Public Televisions	0	0	0	0	8,200	0	0	0	0	0
373	CP650 - NON AERO	0987732	[R] Repaint Terminal Internally	0	0	0	0	163,200	0	0	0	0	0
374	CP650 - NON AERO	0987733	[R] Resurface Connor Drive Road (including Roundabout)	0	0	0	0	153,000	0	0	0	0	0
375	CP650 - NON AERO	0987926	[R] Upgrade Terminal Standby Power Generator	427,400	100,000	0	0	0	0	0	0	0	0
376	CP650 - NON AERO	0989179	[R] Terminal Refurbishment - toilet fans	0	0	0	0	61,200	0	0	0	0	0
377	CP650 - NON AERO	0989181	[R] Baggage Trolleys	0	0	0	0	51,000	0	0	0	0	0
378	CP650 - NON AERO	0989182	[R] Terminal Refurbishment - roof	0	0	0	0	204,000	0	0	0	0	0
379	CP650 - NON AERO	0989183	[R] Terminal Refurbishment - auto doors	0	135,000	0	0	0	0	0	0	0	0
380	CP650 - NON AERO	0989184	[R] Roads Resurfacing - Aviation Drive (shed & Gate 26 access)	0	0	0	0	204,000	0	0	0	0	0
381	CP650 - NON AERO	0989188	[R] Terminal Refurbishment - airport management offices painting	0	0	0	0	20,400	0	0	0	0	0
382	CP650 - NON AERO	0989190	[N] Cleaner's Room	0	0	0	0	0	61,200	0	0	0	0
383	CP650 - NON AERO	0989191	[R] Terminal Refurbishment - fire indication panel	0	0	0	102,000	0	0	0	0	0	0
384	CP650 - NON AERO	0989194	[R] Terminal Refurbishment - PA system	0	0	0	0	84,000	0	0	0	0	0
385	CP650 - NON AERO	1033879	[U] Access road to Workshop	0	0	0	0	45,900	0	0	0	0	0
386	CP650 - NON AERO	1047109	[R] Replace existing storage-workshop-office-lunchroom Rose	65,000	100,000	0	0	0	0	0	0	0	0
387	CP650 - NON AERO	1076549	[N] Smart business hub, business lounge	0	60,000	0	0	0	0	0	0	0	0
388	CP650 - NON AERO		(R) Replace GA generator shed	0	0	0	0	51,000	0	0	0	0	0
389	CP650 - NON AERO Total			859,964	695,000	300,000	1,109,200	2,477,900	423,300	0	0	0	0
390	Regional Services			76,127,636	80,693,630	48,659,200	49,488,700	52,312,600	47,316,500	38,358,186	27,246,639	6,358,211	8,264,883
391	CP412 - MARCH 2017 RURAL DISASTER RECONSTRUCTION	1076613	[R] RWC-RC-Rural - March 2017 Disaster Event Expenses	0	1,225,509	0	0	0	0	0	0	0	0
392	CP412 - MARCH 2017 RURAL DISASTER RECONSTRUCTION		RWC-Rev-RC-Rural - March 2017 Disaster Event Revenue	0	0	0	0	0	0	0	1,423,602	0	0
393	CP412 - MARCH 2017 RURAL DISASTER RECONSTRUCTION Total			0	1,225,509	0	0	0	0	0	1,423,602	0	0
394	CP413 - MARCH 2017 URBAN DISASTER RECONSTRUCTION	1076618	[R] UCC-RC-Urban - March 2017 Disaster Event Expenses	0	314,763	0	0	0	0	0	0	0	0
395	CP413 - MARCH 2017 URBAN DISASTER RECONSTRUCTION		UCC-Rev-RC-Urban - March 2017 Disaster Event Revenue	0	0	0	0	0	0	0	358,796	0	0
396	CP413 - MARCH 2017 URBAN DISASTER RECONSTRUCTION Total			0	314,763	0	0	0	0	0	358,796	0	0
397	CP414 - JULY 2016 RURAL DISASTER RECONSTRUCTION	1068144	RWC-RC-Rural - July 2016 Disaster Event Expenses	0	790,600	0	0	0	0	0	0	0	0
398	CP414 - JULY 2016 RURAL DISASTER RECONSTRUCTION	1068131	RWC-Rev-RC-Rural - July 2016 Disaster Event Revenue	0	0	0	0	0	0	177,872	415,035	0	0
399	CP414 - JULY 2016 RURAL DISASTER RECONSTRUCTION Total			0	790,600	0	0	0	0	177,872	415,035	0	0
400	CP415 - JULY 2016 URBAN DISASTER RECONSTRUCTION	1068147	UCC-RC-Urban - July 2016 Disaster Event Expenses	0	189,264	0	0	0	0	0	0	0	0
401	CP415 - JULY 2016 URBAN DISASTER RECONSTRUCTION	1068141	UCC-RC-Urban roads REPA Expenses	350,000	0	0	0	0	0	0	0	0	0
402	CP415 - JULY 2016 URBAN DISASTER RECONSTRUCTION	1068141	UCC-Rev-RC-Urban - July 2016 Disaster Event Revenue	0	0	0	0	0	0	43,569	101,662	0	0
403	CP415 - JULY 2016 URBAN DISASTER RECONSTRUCTION Total			350,000	189,264	0	0	0	0	43,569	101,662	0	0
404	CP416 - 2015 RURAL DISASTER RECONSTRUCTION	1049076	[R] UCC-RC-Rural roads REPA	3,200,000	809,418	0	0	0	0	0	0	0	0
405	CP416 - 2015 RURAL DISASTER RECONSTRUCTION	1062570	[U] RWC-RC-Scott Road Alton Downs Ch 1.09	43,000	0	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
406	CP416 - 2015 RURAL DISASTER RECONSTRUCTION	1049073	UCC-RC-Rural roads REPA Revenue	0	0	0	0	0	0	2,264,634	0	0	0
407	CP416 - 2015 RURAL DISASTER RECONSTRUCTION	1049076	UCC-RC-Rural roads REPA Revenue	0	0	0	0	0	0	333,333	676,200	0	0
408	CP416 - 2015 RURAL DISASTER RECONSTRUCTION	1062567	Scott Road - Cat D Betterment	0	0	0	0	0	0	22,189	0	0	0
409	CP416 - 2015 RURAL DISASTER RECONSTRUCTION Total			3,243,000	809,418	0	0	0	0	2,620,156	676,200	0	0
410	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057581	[R] UCC-RC-Elphinstone St - Craig St to Shepherd St	841,000	0	0	0	0	0	0	0	0	0
411	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057582	[R] UCC-RC-Dean St - Elphinstone St to Peter St	1,770,000	0	0	0	0	0	0	0	0	0
412	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057583	[U] UWC-RC-Capricorn St - Gracemere Creek	941,000	0	0	0	0	0	0	0	0	0
413	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1059102	[R] UCC-RC-Pilbeam Drive Betterment D	1,701,857	0	0	0	0	0	0	0	0	0
414	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1043507	[R] UCC-RC-Pilbeam Drive Betterment B	1,540,891	0	0	0	0	0	0	0	0	0
415	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1047063	[R] UCC-SW-Rockonia Road Culvert Debris Deflectors	170,000	0	0	0	0	0	0	0	0	0
416	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1047064	[R] UCC-SW-Beasley St Culvert Debris Deflectors	145,000	0	0	0	0	0	0	0	0	0
417	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1049077	[R] UCC-RC-Urban roads REPA	2,358,000	0	0	0	0	0	0	0	0	0
418	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1061765	[R] UCC-RC-#271 Frenchville Road - Davey Ave to Jard St	284,000	0	0	0	0	0	0	0	0	0
419	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1061766	[U] UCC-FW-York Street - Haynes St to Larcombe St	428,000	0	0	0	0	0	0	0	0	0
420	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1064916	[R] UCC-RC-Pilbeam Dr Council Works Unclaimable Component	2,150,000	0	0	0	0	0	0	0	0	0
421	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1066026	[N] UCC-SW-Kerrigan St Frenchmans Creek Debris Deflectors 76.15	130,000	0	0	0	0	0	0	0	0	0
422	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057581	[R] UCC-RC-Elphinstone St - Craig St to Shepherd St	0	0	0	0	0	0	619,969	0	0	0
423	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057582	[R] UCC-RC-Dean St - Elphinstone St to Peter St	0	0	0	0	0	0	1,343,785	0	0	0
424	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1057583	[U] UWC-RC-Capricorn St - Gracemere Creek	0	0	0	0	0	0	798,184	0	0	0
425	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1059102	[R] UCC-RC-Pilbeam Drive Betterment D	0	0	0	0	0	0	1,266,000	0	0	0
426	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1043507	[R] UCC-RC-Pilbeam Drive Betterment B	0	0	0	0	0	0	2,266,010	0	0	0
427	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1049074	[R] UCC-RC-Urban roads REPA Revenue	0	0	0	0	0	0	1,624,504	0	0	0
428	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1061946	[R]UCC-ST-YorkStBetterment	0	0	0	0	0	0	185,204	0	0	0
429	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1061947	[N] UCC-ST-Frenchville Rd Betterment	0	0	0	0	0	0	118,168	0	0	0
430	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1062566	[N] Rockonia Rd - Cat D Betterment	0	0	0	0	0	0	89,475	0	0	0
431	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1062922	[N] Beasley St Betterment Cat D Revenue 75.15	0	0	0	0	0	0	98,045	0	0	0
432	CP417 - 2015 URBAN DISASTER RECONSTRUCTION	1066574	Kerrigan St Frenchmans Creek 76.15 Revenue Betterment	0	0	0	0	0	0	195,391	0	0	0
433	CP417 - 2015 URBAN DISASTER RECONSTRUCTION Total			12,459,748	0	0	0	0	0	8,604,735	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
434	CP420 - REVENUE CIVIL OPERATIONS	1061424	[R] UCC-SW-McLeod Park Drainage (Stage 2) Community Resilience Funding	0	0	0	0	0	0	677,390	0	0	0
435	CP420 - REVENUE CIVIL OPERATIONS	1065066	[R] Sandy Creek Bridge Bridge Renewal Funding	0	0	0	0	0	0	0	288,000	0	0
436	CP420 - REVENUE CIVIL OPERATIONS	1065067	[R] Bishop Creek Bridge Renewal Funding	0	0	0	0	0	0	180,000	0	0	0
437	CP420 - REVENUE CIVIL OPERATIONS	1065068	[U] Local Government Cycling Funding Program	0	0	0	0	0	0	223,000	287,500	0	0
438	CP420 - REVENUE CIVIL OPERATIONS	1065069	[U] Park St Drainage Community resilience funding	0	0	0	0	0	0	425,638	0	0	0
439	CP420 - REVENUE CIVIL OPERATIONS	1065072	Blackspot NC-Denison St-Derby St kerbing	0	0	0	0	0	0	454,000	0	0	0
440	CP420 - REVENUE CIVIL OPERATIONS	1065073	Blackspot NC-Denison St-Denham St kerbing	0	0	0	0	0	0	248,200	0	0	0
441	CP420 - REVENUE CIVIL OPERATIONS	1065074	Blackspot NC-Denison St-William St kerbing	0	0	0	0	0	0	246,600	0	0	0
442	CP420 - REVENUE CIVIL OPERATIONS	1065075	Blackspot NC-Middle Rd - Stewart intersection	0	0	0	0	0	0	74,200	0	0	0
443	CP420 - REVENUE CIVIL OPERATIONS	1065076	TIDS [R] RWC-RC-Stanwell Waroula Road Ch25.7-28.2	0	0	0	0	0	0	200,000	0	0	0
444	CP420 - REVENUE CIVIL OPERATIONS	1065077	TIDS [R] RWC-RC-Malchi - Nine Mile Road Ch7-9.5	0	0	0	0	0	0	275,000	0	0	0
445	CP420 - REVENUE CIVIL OPERATIONS	1065079	TIDS [R] RWC-RC-Nine Mile Road Ch7.8-10.7	0	0	0	0	0	0	354,900	0	0	0
446	CP420 - REVENUE CIVIL OPERATIONS	1071736	[U] Muellerville Walk Pathway W4Q	0	0	0	0	0	0	56,700	37,800	0	0
447	CP420 - REVENUE CIVIL OPERATIONS	0639627	[R] Roads to Recovery Revenue Commonwealth Government	0	0	0	0	0	0	2,427,600	2,103,057	2,103,057	1,051,529
448	CP420 - REVENUE CIVIL OPERATIONS	0971907	[R] UEC-Bus Stops Program-Grant Income	0	0	0	0	0	0	80,000	150,000	150,000	150,000
449	CP420 - REVENUE CIVIL OPERATIONS	0993074	[N] Contribution from OMYA to South Ulam Road	0	0	0	0	0	0	70,000	70,000	70,000	70,000
450	CP420 - REVENUE CIVIL OPERATIONS	1045487	[N] REV North Rockhampton Flood Mitigation Grant DILGP	0	0	0	0	0	0	150,000	0	0	0
451	CP420 - REVENUE CIVIL OPERATIONS	1055936	[N] D-640/2002 Road Maintenance Levy - Nine Mile Rd	0	0	0	0	0	0	0	60,000	60,000	60,000
452	CP420 - REVENUE CIVIL OPERATIONS	1058987	Revenue [N] UCC-FP-Upper Dawson Rd (King - Blackall) Stage 2	0	0	0	0	0	0	18,500	0	0	0
453	CP420 - REVENUE CIVIL OPERATIONS	1059015	Revenue [N] UCC-FP-North St (Canning - West)	0	0	0	0	0	0	310,000	0	0	0
454	CP420 - REVENUE CIVIL OPERATIONS	1069399	[N] UCC-FP-Pilbeam Walkway Stage 1 Mt Archer	0	0	0	0	0	0	1,500,000	0	0	0
455	CP420 - REVENUE CIVIL OPERATIONS	1069578	Stanwell Waroula Road-Ch 23.72 to Ch 28.22 local government grant	0	0	0	0	0	0	609,000	261,000	0	0
456	CP420 - REVENUE CIVIL OPERATIONS	1069588	RWC-RC-Nine Mile Road Ch8.37-10.7 local government grant	0	0	0	0	0	0	630,000	270,000	0	0
457	CP420 - REVENUE CIVIL OPERATIONS	1076399	[R] REV -RWC-NC-Mount Morgan Scenic Lookout	0	0	0	0	0	0	300,000	0	0	0
458	CP420 - REVENUE CIVIL OPERATIONS		[R] TIDS Funding	0	0	0	0	0	0	0	829,954	829,954	829,954
459	CP420 - REVENUE CIVIL OPERATIONS		[U] UWC-RC-Macquarie St-Somerset Road to Douglas St (T-51)	0	0	0	0	0	0	0	0	0	0
460	CP420 - REVENUE CIVIL OPERATIONS		Blackspot Funding General	0	0	0	0	0	0	0	500,000	500,000	500,000

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
461	CP420 - REVENUE CIVIL OPERATIONS		Quay Lane / Pilbeam Theatre Carpark	0	0	0	0	0	0	0	0	95,000	0
462	CP420 - REVENUE CIVIL OPERATIONS		UCC-NC-Norman Road Boundary to Olive	0	0	0	0	0	0	0	0	0	0
463	CP420 - REVENUE CIVIL OPERATIONS		UCC-RC-Jones St	0	0	0	0	0	0	0	430,000	0	0
464	CP420 - REVENUE CIVIL OPERATIONS		UCC-RC-Mason St	0	0	0	0	0	0	0	570,000	0	0
465	CP420 - REVENUE CIVIL OPERATIONS Total			0	0	0	0	0	0	9,510,728	5,857,311	3,808,011	2,661,483
466	CP422 - RURAL OPERATIONS WEST	0971818	[R] RWC-NC-Renewal of Unsealed Road Gravel Program A	1,558,333	2,000,000	1,900,000	1,900,000	1,900,000	1,900,000	0	0	0	0
467	CP422 - RURAL OPERATIONS WEST	0992899	[U] RWC-NC-South Ulam Road - Widening	0	201,100	406,000	300,000	0	400,000	0	0	0	0
468	CP422 - RURAL OPERATIONS WEST	1007064	[R] RWC-Annual Reseal Program	306,000	400,000	400,000	400,000	400,000	400,000	0	0	0	0
469	CP422 - RURAL OPERATIONS WEST	1033829	[R] RWC-SW-Kabra Road-Ch 1.94	100,000	0	0	0	0	0	0	0	0	0
470	CP422 - RURAL OPERATIONS WEST	1033864	[N] RWC-NC-Clem Clark Rd	16,000	0	0	0	0	0	0	0	0	0
471	CP422 - RURAL OPERATIONS WEST	1034479	[R] RWC-BDG-Mount Hopeful Road Ch 0.4km	0	0	40,000	368,000	0	0	0	0	0	0
472	CP422 - RURAL OPERATIONS WEST	1047035	[R] RWC-RC-Struck Oil Road-Ch 1.20-1.80	0	962	0	0	0	0	0	0	0	0
473	CP422 - RURAL OPERATIONS WEST	1047036	[R] RWC-SW-Alton Downs Nine Mile Road-Ch 1.57	7,739	0	0	0	0	0	0	0	0	0
474	CP422 - RURAL OPERATIONS WEST	1047037	[U] RWC-Inslay Avenue-Bouldercombe-Ch 0-0.67	1,068	0	0	0	0	0	0	0	0	0
475	CP422 - RURAL OPERATIONS WEST	1047040	[R] RWC-FW-Nine Mile Rd floodway Ch 7.85-10.68	875,000	1,100,000	500,000	0	0	0	0	0	0	0
476	CP422 - RURAL OPERATIONS WEST	1056578	[R] RWC-SW-South Yaamba Road-Ch 13.5	1,234	0	0	0	0	0	0	0	0	0
477	CP422 - RURAL OPERATIONS WEST	1062521	[N] RWC-NC-Nine Mile Rd - Fogarty Rd Intersection	17,000	0	0	0	0	0	0	0	0	0
478	CP422 - RURAL OPERATIONS WEST	1063380	RWC-MC-Bishop Rd Louisa Creek	300,000	0	0	0	0	0	0	0	0	0
479	CP422 - RURAL OPERATIONS WEST	1063381	RWC-MC-South Yaamba Rd Sandy Creek	150,000	526,000	0	0	0	0	0	0	0	0
480	CP422 - RURAL OPERATIONS WEST	1064917	[R] RWC-SW-Arthur St Wwood-Ch 2.49	0	35,700	0	0	0	0	0	0	0	0
481	CP422 - RURAL OPERATIONS WEST	1064918	[R] RWC-SW-Birralee Rd Ch 1.04 & 2.82	45,900	0	0	0	0	0	0	0	0	0
482	CP422 - RURAL OPERATIONS WEST	1064919	[R] RWC-SW-Bishop Rd Ch 0.06 & 3.41	0	160,000	0	0	71,400	0	0	0	0	0
483	CP422 - RURAL OPERATIONS WEST	1064920	[R] RWC-SW-J Pierce Rd Ch 1.54	0	45,900	0	0	0	0	0	0	0	0
484	CP422 - RURAL OPERATIONS WEST	1064921	[R]-RWC-SW-Lion Mountain Rd-Ch 4.32 3.26&6.86	0	153,000	0	0	0	0	0	0	0	0
485	CP422 - RURAL OPERATIONS WEST	1064922	[U] RWC-RC-Stanwell Waroula Rd-Ch 10.25-25.70	170,000	0	0	0	0	300,000	0	0	0	0
486	CP422 - RURAL OPERATIONS WEST	1064923	[U] RWC-RC-Gracemere Depot road upgrade	100,000	0	50,000	0	0	0	0	0	0	0
487	CP422 - RURAL OPERATIONS WEST	1064924	[U] RWC-SW-Neerkol Rd Stanwell	0	28,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
488	CP422 - RURAL OPERATIONS WEST	1064925	[U] RWC-SW-Rookwood Rd Ch 17.0	30,000	0	0	0	0	0	0	0	0	0
489	CP422 - RURAL OPERATIONS WEST	1064926	[U] RWC-SW-Wyvills Rd Ch 0.13	0	30,000	0	0	0	0	0	0	0	0
490	CP422 - RURAL OPERATIONS WEST	1064927	[U] RWC-RC-Sheldrake Rd Works	50,000	0	450,000	0	0	0	0	0	0	0
491	CP422 - RURAL OPERATIONS WEST	1064928	[R] RWC-RC-Malchi-Nine Mile Rd Ch 25.7 to Ch 28.2	550,000	0	0	0	0	0	0	0	0	0
492	CP422 - RURAL OPERATIONS WEST	1067587	[N] RWC-NC-Mount Morgan Scenic Lookout	300,000	0	0	0	0	0	0	0	0	0
493	CP422 - RURAL OPERATIONS WEST	1070705	[U] RWC-RC-Slaughterhouse Rd - Ch 00 to 0.80 , bitumen seal	200,000	0	0	0	0	0	0	0	0	0
494	CP422 - RURAL OPERATIONS WEST	1070706	[U]-RWC-NC-Isabella - Albert St Stanwell Ch0.4-0.67, bitumen seal	171,400	0	0	0	0	0	0	0	0	0
495	CP422 - RURAL OPERATIONS WEST	1076398	[R]-UWC-RC-Gregory Stsealroad	45,000	0	0	0	0	0	0	0	0	0
496	CP422 - RURAL OPERATIONS WEST	1076551	[R]-RWC-RC-Cherryfield Rd (Reigal to Ashford) seal road	0	390,000	0	0	0	0	0	0	0	0
497	CP422 - RURAL OPERATIONS WEST	1076573	[R] RWC-BDG-Calmorin Rd , Hansons Bridge	0	60,000	606,000	0	0	0	0	0	0	0
498	CP422 - RURAL OPERATIONS WEST	1076574	[R] RWC-RC-Malchi-Nine Mile Road-Ch 7.5 to Ch 9.5	0	350,000	0	0	0	0	0	0	0	0
499	CP422 - RURAL OPERATIONS WEST	1076575	[R] RWC-RC-Stanwell Waroula Road- Ch 0.24 to 2.24 ,rehab and widen exist seal	0	500,000	0	0	0	0	0	0	0	0
500	CP422 - RURAL OPERATIONS WEST	1076585	[R] RWC-FW-Rosewood Road Ch 42.69 , 45.89 & 48.11	0	107,100	0	0	0	0	0	0	0	0
501	CP422 - RURAL OPERATIONS WEST	1076590	[R] RWC-NC-Stanwell Waroula Road Ch 24.2 to Ch 28.2	0	830,000	0	0	0	0	0	0	0	0
502	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Bushley Rd Ch 0.37	0	0	35,700	0	0	0	0	0	0	0
503	CP422 - RURAL OPERATIONS WEST		[N]RWC-SW-Dalma-Ridgeland RdCh 8.19	0	0	0	51,000	0	0	0	0	0	0
504	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Glenroy to Marlborough Rd Ch 25.98	0	0	35,700	0	0	0	0	0	0	0
505	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Harding Road-Ch 2.46 & 3.25	0	0	0	0	0	102,000	0	0	0	0
506	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Mogilno Rd Ch 0.1	0	0	0	0	0	51,000	0	0	0	0
507	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Rosewood Rd Ch 36.55	0	0	35,700	0	0	0	0	0	0	0
508	CP422 - RURAL OPERATIONS WEST		[N] RWC-SW-Twelve Mile Rd Ch 1.56	0	0	0	51,000	0	0	0	0	0	0
509	CP422 - RURAL OPERATIONS WEST		[N]-UWC-RC-Boongary (Halfpenny to Stewart)	0	0	0	200,000	400,000	0	0	0	0	0
510	CP422 - RURAL OPERATIONS WEST		[R] RWC-BDG-Casuarina Rd , replace two bridges	0	0	0	0	60,000	540,000	0	0	0	0
511	CP422 - RURAL OPERATIONS WEST		[R] RWC-BDG-Glenroy Rd , Louisa Ck Bridge	0	0	50,000	0	0	460,000	0	0	0	0
512	CP422 - RURAL OPERATIONS WEST		[R] RWC-BDG-Old Cap Hwy , Scrubby Ck	0	0	0	50,000	450,000	0	0	0	0	0
513	CP422 - RURAL OPERATIONS WEST		[R] RWC-BDG-O'Shannessy St culvert , replace with low level f'way	0	0	0	50,000	450,000	0	0	0	0	0
514	CP422 - RURAL OPERATIONS WEST		[R] RWC-RC-Alton Downs to 9 Mile Rd - Ch 1.50 to Ch 4.70, rehab and widen exist seal	0	0	0	204,000	255,000	306,000	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
515	CP422 - RURAL OPERATIONS WEST		[R] RWC-RS-Glenroy Road-Various chainages	0	0	0	0	0	122,400	0	0	0	0
516	CP422 - RURAL OPERATIONS WEST		[R] RWC-SW-Birralee Rd Ch 1.04 & 2.82	0	0	0	0	0	35,700	0	0	0	0
517	CP422 - RURAL OPERATIONS WEST		[R] RWC-SW-Blanche Rd Ch 2.15	0	0	0	0	40,800	0	0	0	0	0
518	CP422 - RURAL OPERATIONS WEST		[R]RWC-SW-Dalma-Ridgeland RdCh8.4	0	0	0	51,000	0	0	0	0	0	0
519	CP422 - RURAL OPERATIONS WEST		[R] RWC-SW-Garnant Rd Ch 3.03 & 6.08	0	0	0	0	102,000	0	0	0	0	0
520	CP422 - RURAL OPERATIONS WEST		[R] RWC-SW-Kalapa to Black Mtn Rd Ch 7.94 , 4.0 , 5.39 & 7.10	0	0	51,000	0	137,700	0	0	0	0	0
521	CP422 - RURAL OPERATIONS WEST		[R] RWC-SW-Seymour Rd Ch 0.26 & 0.82	0	0	102,000	0	0	0	0	0	0	0
522	CP422 - RURAL OPERATIONS WEST		[R]RWC-SW-Stanwell-Waroula Rd Ch 24.93 & 9.45	0	0	0	0	0	51,000	0	0	0	0
523	CP422 - RURAL OPERATIONS WEST		[R]-RWC-NC-Archer Road-Struck Oil Road for 1km	0	0	0	0	357,000	0	0	0	0	0
524	CP422 - RURAL OPERATIONS WEST		[R]-RWC-NC-Boongary Road-Kabra Road Intersection	0	0	250,000	0	0	0	0	0	0	0
525	CP422 - RURAL OPERATIONS WEST		[R]RWC-RC-Old Gracemere Road-Ch 0.0 to Ch 0.8	0	0	0	300,000	0	0	0	0	0	0
526	CP422 - RURAL OPERATIONS WEST		[R]RWC-SW-Moses Road Ch 3.13 , 1.52 & 5.18	0	0	61,200	0	0	0	0	0	0	0
527	CP422 - RURAL OPERATIONS WEST		[U] RWC-RC-Arthur St (Westwood) Ch 00 to 0.80 , bitumen seal	0	0	0	0	204,000	0	0	0	0	0
528	CP422 - RURAL OPERATIONS WEST		[U] RWC-RC-Glenroy Rd - Ch 8.50 to 19.90 , bitumen seal	0	0	0	0	0	304,000	0	0	0	0
529	CP422 - RURAL OPERATIONS WEST		[U] RWC-RC-Hume Rd - Ch 00 to 1.30 , bitumen seal	0	0	0	0	331,500	0	0	0	0	0
530	CP422 - RURAL OPERATIONS WEST		[U] RWC-RC-Lion Mountain Rd - Ch 9.20 to 11.20 , bitumen seal	0	0	0	551,000	0	0	0	0	0	0
531	CP422 - RURAL OPERATIONS WEST		[U]-RWC-Butler Street-Bouldercombe-Ch 0-0.67	0	0	0	204,000	0	0	0	0	0	0
532	CP422 - RURAL OPERATIONS WEST		[U]-RWC-Dee Road-Bouldercombe-Ch 0-0.52	0	0	0	0	153,000	0	0	0	0	0
533	CP422 - RURAL OPERATIONS WEST		[U]-RWC-NC-Bobs Creek Road-Ch 00-1.60	0	0	408,000	0	0	0	0	0	0	0
534	CP422 - RURAL OPERATIONS WEST		[U]-RWC-NC-Riverslea Rd - Ch 1.88 to 17.33 bitumen seal	0	0	0	0	0	408,000	0	0	0	0
535	CP422 - RURAL OPERATIONS WEST		[U]-RWC-RC-Boongary Road-widen GIAtaKabra Rd	0	0	0	450,000	450,000	0	0	0	0	0
536	CP422 - RURAL OPERATIONS WEST		[U]-RWC-RC-South Yaamba Rd - Ch 0.00 to 1.20	0	0	0	230,000	0	0	0	0	0	0
537	CP422 - RURAL OPERATIONS WEST		[U]-RWC-SW-Gum Tree Ave , upgrade floodway Ch 0.40	0	0	306,000	0	0	0	0	0	0	0
538	CP422 - RURAL OPERATIONS WEST		Albert St (Stanwell) Ch 0.4 to 0.67	0	0	71,400	0	0	0	0	0	0	0
539	CP422 - RURAL OPERATIONS WEST		Fairybower road - Scrubby Creek. Upgrade to bridge / major culverts.	0	0	0	100,000	0	0	0	0	0	0
540	CP422 - RURAL OPERATIONS WEST		RoadsCP422	0	0	0	0	0	341,000	0	0	0	0
541	CP422 - RURAL OPERATIONS WEST Total			4,994,674	6,917,762	5,758,700	5,460,000	5,762,400	5,721,100	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
542	CP427 - CENTRAL URBAN OPERATIONS	1057462	[N] UCC-NC-Pilbeam Drive Carpark Ch 0.2km	551	0	0	0	0	0	0	0	0	0
543	CP427 - CENTRAL URBAN OPERATIONS	1059058	[R] UCC-AS Archer Street-Agnes Street to Quarry Street	338	0	0	0	0	0	0	0	0	0
544	CP427 - CENTRAL URBAN OPERATIONS	1060809	[N] UCC-SW-Dean St Drainage_Rodboro St to Peter St	6,661	80,000	0	0	0	0	0	0	0	0
545	CP427 - CENTRAL URBAN OPERATIONS	1061762	[N] UCC-SW-Simpson Street Drainage - Hearn St to Moores Creek	2,971,000	0	0	0	0	0	0	0	0	0
546	CP427 - CENTRAL URBAN OPERATIONS	0943162	[R] UCC-FP-Reconstruction Footpaths-To be determined from Asset Management Plan	270,417	279,583	250,000	250,000	417,000	417,000	0	0	0	0
547	CP427 - CENTRAL URBAN OPERATIONS	0943183	[U] UCC-Misc Traffic Light Upgrades- (controllers, PAPL to Radio Link)	0	153,000	153,000	153,000	0	0	0	0	0	0
548	CP427 - CENTRAL URBAN OPERATIONS	0959224	[R] UCC-RC-Sharples Street (Berserker Street to Skardon Street)	1,160,000	0	0	0	0	0	0	0	0	0
549	CP427 - CENTRAL URBAN OPERATIONS	0971784	[R] UCC-AS-Annual Reseal Program	1,488,900	3,035,000	3,000,000	4,000,000	4,000,000	4,000,000	0	0	0	0
550	CP427 - CENTRAL URBAN OPERATIONS	0971789	[N] UCC-SL-Street Lighting Improvement Program	46,750	0	0	0	0	0	0	0	0	0
551	CP427 - CENTRAL URBAN OPERATIONS	0984746	[U] UCC-PM-RPMs & Linemarking renewals	15,400	0	0	0	0	0	0	0	0	0
552	CP427 - CENTRAL URBAN OPERATIONS	0984749	[U] UCC-SW-Caribbea Estate Stg 2	6,000	250,000	0	0	0	0	0	0	0	0
553	CP427 - CENTRAL URBAN OPERATIONS	0984760	[N] UCC-FP-Upper Dawson Road-King St to Blackall St Stage 1	163,000	0	0	0	0	0	0	0	0	0
554	CP427 - CENTRAL URBAN OPERATIONS	0984775	[N] UCC-RS-Road Safety Minor Works Program	325,833	234,167	200,000	240,000	250,000	200,000	0	0	0	0
555	CP427 - CENTRAL URBAN OPERATIONS	0986493	[R] UCC-RC-Design costs for future projects	100,000	0	0	0	0	0	0	0	0	0
556	CP427 - CENTRAL URBAN OPERATIONS	0986663	[R] UCC-RF-Pilbeam Drive guard rails	0	60,000	60,000	0	0	0	0	0	0	0
557	CP427 - CENTRAL URBAN OPERATIONS	0987767	[N] UCC-LA-Land acquisition costs associated with projects	0	178,000	153,000	150,000	153,000	153,000	0	0	0	0
558	CP427 - CENTRAL URBAN OPERATIONS	0987862	[N] UCC-ALL-Preproject planning and design	187,000	0	0	0	0	0	0	0	0	0
559	CP427 - CENTRAL URBAN OPERATIONS	0987922	[N] UCC-Bus Stop Program	147,767	300,000	300,000	300,000	250,000	160,000	0	0	0	0
560	CP427 - CENTRAL URBAN OPERATIONS	1015807	[N] UCC-FP-Thozet Road-Lilley Ave to Zervos Ave	0	342,000	0	0	0	0	0	0	0	0
561	CP427 - CENTRAL URBAN OPERATIONS	1017218	[U] UCC-SW-Oakley Street-Dibden Street to Jardine Park Stage 1	8,900	0	0	0	0	0	0	0	0	0
562	CP427 - CENTRAL URBAN OPERATIONS	1030576	[N] UCC-SW-Dean Street-Rodboro Street	25,000	0	0	0	0	100,000	0	0	0	0
563	CP427 - CENTRAL URBAN OPERATIONS	1031248	[R] UCC-RC-North Street-Canning Street to Robert Street	1,420,000	0	0	0	0	0	0	0	0	0
564	CP427 - CENTRAL URBAN OPERATIONS	1033076	[N] UCC-SW-Denham Street-West Street to George Street	0	0	300,000	0	0	0	0	0	0	0
565	CP427 - CENTRAL URBAN OPERATIONS	1033798	[N] UCC-SW-Harrow Street-Number 2/4	551,000	0	0	0	0	0	0	0	0	0
566	CP427 - CENTRAL URBAN OPERATIONS	1033834	[R] UCC-RC-Bevis St-Wandal Rd to Cavell St	0	230,000	0	0	0	0	0	0	0	0
567	CP427 - CENTRAL URBAN OPERATIONS	1033840	[R] UCC-RC-Oakley St-Wandal Rd to Dibden St	15,000	0	0	0	0	0	0	0	0	0
568	CP427 - CENTRAL URBAN OPERATIONS	1033868	[R] UCC-BDG-Bridge Rehabilitation	93,500	358,500	385,000	385,000	102,000	250,000	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
623	CP427 - CENTRAL URBAN OPERATIONS	1066613	[U] UCC-TM-Campbell St - North St Intersection	3,013	0	0	0	0	0	0	0	0	0
624	CP427 - CENTRAL URBAN OPERATIONS	1066614	[N] UCC-SW-Canoona Rd Drainage - Opposite #91	203	0	0	0	0	0	0	0	0	0
625	CP427 - CENTRAL URBAN OPERATIONS	1067588	[N] UCC-NC-Ski Gardens Boatramp Carpark	0	60,000	0	0	0	0	0	0	0	0
626	CP427 - CENTRAL URBAN OPERATIONS	1067589	[N] UCC-NC-Southside Boatramp Carpark	3,620	0	0	0	0	0	0	0	0	0
627	CP427 - CENTRAL URBAN OPERATIONS	1067717	[U] UCC-RC-Farm St-Alexandra St (Maloney-Hinchliff-Hollingsworth St)	12,131	0	0	0	0	500,000	0	0	0	0
628	CP427 - CENTRAL URBAN OPERATIONS	1069398	[N] UCC-FP-Pilbeam Walkway Stage 1 Mt Archer	1,500,000	0	0	0	0	0	0	0	0	0
629	CP427 - CENTRAL URBAN OPERATIONS	1070707	[N] UCC-FP- North St - Campbell St to Eventide Nursing Home Main Entrance	20,000	15,000	0	0	0	0	0	0	0	0
630	CP427 - CENTRAL URBAN OPERATIONS	1070708	UCC-FP-Kerrigan Roundabout - Underpass of Kerrigan St	50,000	575,000	0	0	0	0	0	0	0	0
631	CP427 - CENTRAL URBAN OPERATIONS	1070873	[U] UCC-SW-Road Safety, Stormwater grate upgrades	170,000	0	0	0	0	0	0	0	0	0
632	CP427 - CENTRAL URBAN OPERATIONS	1071934	[R] NorthRock Boat Ramp Carpark & Walkway W4Q	0	1,500,000	0	0	0	0	0	0	0	0
633	CP427 - CENTRAL URBAN OPERATIONS	1076401	[R] Pilbeam Drive Reseal	400,000	0	0	0	0	0	0	0	0	0
634	CP427 - CENTRAL URBAN OPERATIONS	1076402	[N] UCC-SW-Webber park Stage 1B inlets/outlets	400,000	450,000	350,000	0	0	0	0	0	0	0
635	CP427 - CENTRAL URBAN OPERATIONS	1076555	[N] UCC-FP-German Street-Rosewood Drive to Sunset Drive	0	10,000	0	75,500	0	0	0	0	0	0
636	CP427 - CENTRAL URBAN OPERATIONS	1076565	[R] UCC-RC-Pavement rehabilitation of Bolsover - Archer to Stanley	0	200,000	0	300,000	200,000	320,000	0	0	0	0
637	CP427 - CENTRAL URBAN OPERATIONS	1076566	[R] UCC-RC-Pavement rehabilitation of Quay St (William to Derby)	0	200,000	500,000	0	0	0	0	0	0	0
638	CP427 - CENTRAL URBAN OPERATIONS	1076577	[R] UCC-RC-Bridge Street	0	265,200	0	0	0	0	0	0	0	0
639	CP427 - CENTRAL URBAN OPERATIONS	1076578	[R] UCC-RC-Dean st Talbort to Elphinstone	0	775,200	0	0	0	0	0	0	0	0
640	CP427 - CENTRAL URBAN OPERATIONS	1076579	[R] UCC-RC-Haynes Street - Hollingsworth to Byrne St	0	72,400	0	0	0	0	0	0	0	0
641	CP427 - CENTRAL URBAN OPERATIONS	1076580	[R] UCC-RC-Main St pavement failures	0	300,000	200,000	0	0	0	0	0	0	0
642	CP427 - CENTRAL URBAN OPERATIONS	1076581	[R] UCC-RC-Park Street-Glenmore Road to Haynes Street	0	400,000	0	0	0	0	0	0	0	0
643	CP427 - CENTRAL URBAN OPERATIONS	1076582	[R] UCC-RC-Power Street	0	124,800	0	0	0	0	0	0	0	0
644	CP427 - CENTRAL URBAN OPERATIONS	1076583	[R] UCC-RC-Rodger Street-Medcraf Street to Buzacott Street	0	393,700	0	0	0	0	0	0	0	0
645	CP427 - CENTRAL URBAN OPERATIONS	1076584	[R] UCC-SW-Stormwater general allocation for small projects	0	150,000	100,000	110,000	100,000	100,000	0	0	0	0
646	CP427 - CENTRAL URBAN OPERATIONS	1076595	[R] UCC-RS-Archer St - Alma to Talford	0	380,000	0	0	0	0	0	0	0	0
647	CP427 - CENTRAL URBAN OPERATIONS	1076596	[R] Blackspot Allocation for 100% Projects	0	500,000	500,000	500,000	500,000	500,000	0	0	0	0
648	CP427 - CENTRAL URBAN OPERATIONS	1076597	[U] UCC-RC-Boundary Road / Norman Rd Intersection Upgrade	0	250,000	500,000	0	0	0	0	0	0	0
649	CP427 - CENTRAL URBAN OPERATIONS	1076598	[R] UCC-RC-Campbell St-North to Exhibition pavement failures	0	334,400	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
650	CP427 - CENTRAL URBAN OPERATIONS	1076599	[N] Capital Works Contingency Fund	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
651	CP427 - CENTRAL URBAN OPERATIONS	1076602	[R] UCC-RS-Denison St Fitzroy to Albert PMB + slurry	0	120,000	0	0	0	0	0	0	0	0
652	CP427 - CENTRAL URBAN OPERATIONS	1076605	[R] Heavy Patching across Urban Area from Asset Management listing	0	400,000	250,000	400,000	400,000	400,000	0	0	0	0
653	CP427 - CENTRAL URBAN OPERATIONS	1076607	[R] UCC-RS-Jardine St - McKelligett St to Heath	0	400,000	0	0	0	0	0	0	0	0
654	CP427 - CENTRAL URBAN OPERATIONS	1076610	[R] UCC-BDG-Quay Street Bridge Major Renewal	0	100,000	900,000	0	0	0	0	0	0	0
655	CP427 - CENTRAL URBAN OPERATIONS	1076614	[R] UCC-RC-Clanfield St (Donnolian to Simpson) Kerb, Pmb, slurry	0	400,000	0	0	0	0	0	0	0	0
656	CP427 - CENTRAL URBAN OPERATIONS	1076615	[N] UCC-NC-Jones St - Brosnan to Norman	0	430,000	0	0	0	0	0	0	0	0
657	CP427 - CENTRAL URBAN OPERATIONS	1076616	[R] UCC-RC-Mason St-School to Norman	0	570,000	0	0	0	0	0	0	0	0
658	CP427 - CENTRAL URBAN OPERATIONS	1076617	[R] UCC-RC-Thozet Road-Lilley Ave to Zervos Avel	0	400,000	0	0	0	0	0	0	0	0
659	CP427 - CENTRAL URBAN OPERATIONS	1076619	[U] UCC-SW-South Rockhampton Main Drain	0	160,000	0	500,000	500,000	0	0	0	0	0
660	CP427 - CENTRAL URBAN OPERATIONS	1076620	[R] UCC-RC-Glenmore Rd Main to Railway Crossing	0	300,000	0	200,000	0	0	0	0	0	0
661	CP427 - CENTRAL URBAN OPERATIONS		[N] UCC-NC-Alexandra St Farm to Maloney	0	0	0	450,000	450,000	0	0	0	0	0
662	CP427 - CENTRAL URBAN OPERATIONS		[N] UCC-SW-Robison St-Park to Dooley St	0	0	300,000	0	0	0	0	0	0	0
663	CP427 - CENTRAL URBAN OPERATIONS		[N] UCC-SW-Stack Street-(Stage 2B - basin 3 Pilkington St)	0	0	0	0	0	250,000	0	0	0	0
664	CP427 - CENTRAL URBAN OPERATIONS		[R] Pavement rehabilitation of Denison Street (Fitzroy to Derby)	0	0	0	0	200,000	0	0	0	0	0
665	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Berserker St 167/171 Berserker Street to High	0	0	400,000	0	265,000	0	0	0	0	0
666	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Berserker St Lakes Creek to 167/171 Berserker Street	0	0	0	0	335,000	0	0	0	0	0
667	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Campbell Lane-Denham Street to William Street	0	0	357,000	0	0	0	0	0	0	0
668	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Campbell Street Albert to Cambridge	0	0	0	0	781,400	0	0	0	0	0
669	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Canning Street (Cambridge to North)	0	0	0	163,200	0	0	0	0	0	0
670	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Dean St (Robinson to Vallis) rehab	0	0	450,000	0	0	0	0	0	0	0
671	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Denison Lane-Cambridge Street to Archer Street	0	0	0	326,400	0	0	0	0	0	0
672	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-George Lane-Cambridge Street to Archer Street	0	0	352,000	0	0	0	0	0	0	0
673	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Hunter St - Canoona to North	0	0	0	0	460,000	0	0	0	0	0
674	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Musgrave Street-Queen Elizabeth Drive to Lakes Creek Road	0	0	0	0	582,700	0	0	0	0	0
675	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Quay Lane - Fitzroy to William reasphalt plus kerbs	0	0	0	250,000	0	0	0	0	0	0
676	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Robison Street-Dooley Street to 260m south	0	0	0	600,000	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
677	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Schultz Street-Denham Street Ext to Verney Street	0	0	183,600	0	0	0	0	0	0	0
678	CP427 - CENTRAL URBAN OPERATIONS		[R] UCC-RC-Wood Street-Quay Street to Bolsover Street	0	0	0	0	0	602,800	0	0	0	0
679	CP427 - CENTRAL URBAN OPERATIONS		[U] UCC-SW-Caribea Estate Stage 3-Inlets	0	0	0	50,000	50,000	0	0	0	0	0
680	CP427 - CENTRAL URBAN OPERATIONS		Boundary Road Kidd St to Norman Rd	0	0	500,000	0	0	0	0	0	0	0
681	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Athelstane to Agnes	0	0	0	0	170,000	0	0	0	0	0
682	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Bolsover to Alma	0	0	0	250,000	0	0	0	0	0	0
683	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Canning to Quarry	0	0	0	270,000	0	0	0	0	0	0
684	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Derby to Stanley	0	0	0	150,000	0	0	0	0	0	0
685	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Murray to West	0	0	0	250,000	100,000	0	0	0	0	0
686	CP427 - CENTRAL URBAN OPERATIONS		Denham St - Quarry to Athelstane	0	0	0	450,000	300,000	0	0	0	0	0
687	CP427 - CENTRAL URBAN OPERATIONS		Denham St - West to Canning	0	0	0	685,000	0	0	0	0	0	0
688	CP427 - CENTRAL URBAN OPERATIONS		Farm - Yaamba Rd to Bulman	0	0	75,000	0	0	0	0	0	0	0
689	CP427 - CENTRAL URBAN OPERATIONS		Hollingsworth Mcllwraith to Farm	0	0	400,000	0	0	0	0	0	0	0
690	CP427 - CENTRAL URBAN OPERATIONS		R UCC -RC-Bloxsom Street - Thozet to end	0	0	0	0	0	400,000	0	0	0	0
691	CP427 - CENTRAL URBAN OPERATIONS		Roads CP427	0	0	0	0	240,000	3,900,000	0	0	0	0
692	CP427 - CENTRAL URBAN OPERATIONS		Stormwater CP427 (New /Upgrade)	0	0	1,500,000	0	0	1,500,000	0	0	0	0
693	CP427 - CENTRAL URBAN OPERATIONS		UCC-FP-Canning St (Cambridge to Derby) Cycle route improvements	0	0	127,500	0	0	0	0	0	0	0
694	CP427 - CENTRAL URBAN OPERATIONS		UCC-FP-North St (Campbell to Vic Pde) Cycle route improvements	0	0	192,000	0	0	0	0	0	0	0
695	CP427 - CENTRAL URBAN OPERATIONS		UCC-NC-Norman Road Boundary to Olive	0	0	0	800,000	800,000	500,000	0	0	0	0
696	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Bennett Street (Ford to Eldon)	0	0	200,000	0	0	0	0	0	0	0
697	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Clanfield St (Talbot to Wooster)	0	0	0	0	700,000	0	0	0	0	0
698	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Haig st reconstruction	0	0	400,000	0	0	0	0	0	0	0
699	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Pilbeam Thearte Quay lane and Carpark	0	0	500,000	0	0	0	0	0	0	0
700	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Talbot St (Bersekerto Clanfield)	0	0	350,000	400,000	0	0	0	0	0	0
701	CP427 - CENTRAL URBAN OPERATIONS		UCC-RC-Thozet Road (Hinton to Elphinstone) Pavement Failures and seal	0	0	0	250,000	0	250,000	0	0	0	0
702	CP427 - CENTRAL URBAN OPERATIONS		UCC-SW-Wackford St drainage Stage 3 (Harriette St)	0	0	0	0	0	650,000	0	0	0	0
703	CP427 - CENTRAL URBAN OPERATIONS		UCC-SW-Webber park Stage 1A Detention Basin	0	0	0	1,000,000	1,100,000	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
764	CP460 - Riverbank redevelopment projects	1049206	[N] Riverbank Upper-Stage 1A Quay St-Fitzroy St to Denham St	3,894,350	0	0	0	0	0	0	0	0	0
765	CP460 - Riverbank redevelopment projects	1049207	[N] Riverbank Upper-Stage 1B Quay St - Denham St to William St	4,123,092	954,470	0	0	0	0	0	0	0	0
766	CP460 - Riverbank redevelopment projects	1049208	[N] Riverbank Upper-Stage 1C&D Denham St - Quay St to East St	776,892	4,175,585	0	0	0	0	0	0	0	0
767	CP460 - Riverbank redevelopment projects	1049209	[N] Riverbank Lower - Stage 2A Central Activation Area	3,200,313	12,334,718	0	0	0	0	0	0	0	0
768	CP460 - Riverbank redevelopment projects	1066563	[R] R WMR Relocation Quay St (Denham-William) Stage 1B Recharge Riverbank project	150,000	0	0	0	0	0	0	0	0	0
769	CP460 - Riverbank redevelopment projects	1049206	[N] Riverbank Upper-Stage 1A Quay St-Fitzroy St to Denham St	0	0	0	0	0	0	744,395	0	0	0
770	CP460 - Riverbank redevelopment projects	1049207	[N] Riverbank Upper-Stage 1B Quay St - Denham St to William St	0	0	0	0	0	0	1,000,000	0	0	0
771	CP460 - Riverbank redevelopment projects	1049208	[N] Riverbank Upper-Stage 1C&D Denham St - Quay St to East St	0	0	0	0	0	0	1,000,000	1,185,833	0	0
772	CP460 - Riverbank redevelopment projects	1049209	[N] Riverbank Lower - Stage 2A Central Activation Area	0	0	0	0	0	0	8,414,500	6,028,000	0	0
773	CP460 - Riverbank redevelopment projects Total			12,171,718	17,464,773	0	0	0	0	11,158,895	7,213,833	0	0
774	CP470 - CBD CULTURAL PRECINCT	1070713	CBD Cultural Precinct - Land Acquisition	171,580	2,178,420	0	0	0	0	0	0	0	0
775	CP470 - CBD CULTURAL PRECINCT	1070714	CBD Cultural Precinct - Design	400,000	1,600,000	0	0	0	0	0	0	0	0
776	CP470 - CBD CULTURAL PRECINCT	1076600	[N] CBD Cultural Precinct - Art Gallery Construction	0	0	4,000,000	5,200,000	0	0	0	0	0	0
777	CP470 - CBD CULTURAL PRECINCT		CBD Cultural Precinct - RECI Building	0	0	0	500,000	2,000,000	0	0	0	0	0
778	CP470 - CBD CULTURAL PRECINCT	1076941	CBD Cultural Precinct - Demolish One East St Property	0	300,000	0	0	0	0	0	0	0	0
779	CP470 - CBD CULTURAL PRECINCT	1076940	Car Parking Solution for CBD	0	500,000	0	0	500,000	0	0	0	0	0
780	CP470 - CBD CULTURAL PRECINCT	1070714	CBD Cultural Precinct - Design	0	0	0	0	0	0	0	2,000,000	0	0
781	CP470 - CBD CULTURAL PRECINCT		CBD Cultural Precinct - Donations	0	0	0	0	0	0	0	0	0	2,000,000
782	CP470 - CBD CULTURAL PRECINCT Total			571,580	4,578,420	4,000,000	5,700,000	2,500,000	0	0	2,000,000	0	2,000,000
783	CP480 - Infrastructure Strategic Planning	1031086	[N] Levee Bank South Rockhampton	0	1,500,000	2,000,000	3,250,000	3,250,000	0	0	0	0	0
784	CP480 - Infrastructure Strategic Planning	1076553	[N] TMR land purchases - Parkhurst / Gracemere	0	1,000,000	0	0	0	0	0	0	0	0
785	CP480 - Infrastructure Strategic Planning	1076554	[N] TMR land sales - Parkhurst / Gracemere	0	0	0	0	0	0	0	1,000,000	0	0
786	CP480 - Infrastructure Strategic Planning Total			0	2,500,000	2,000,000	3,250,000	3,250,000	0	0	1,000,000	0	0
787	CP620 - WASTE	1066423	[N] LCR Front Gate & Lights	1,500	0	0	0	0	0	0	0	0	0
788	CP620 - WASTE	0580971	[N] Lakes Creek Rd Landfill - Capping Trimming Construct Earthworks - Embankments Stage 3	840,000	844,778	0	0	0	0	0	0	0	0
789	CP620 - WASTE	0959221	Gracemere WTS Design and Construct	75,000	0	300,000	600,000	0	0	0	0	0	0
790	CP620 - WASTE	0983826	[R] Rubbish Bins - Rockhampton Regional Council Renewal Program - RRRRC	140,000	140,000	140,000	140,000	140,000	140,000	0	0	0	0
791	CP620 - WASTE	0984024	[N] Capping & Closure of Stage 1 & 2 - Gracemere Landfill	95,000	200,000	600,000	600,000	0	0	0	0	0	0
792	CP620 - WASTE	1047107	[N] Lakes Creek Road Landfill - Life Extension	2,200,000	4,500,000	0	0	4,000,000	4,000,000	0	0	0	0
793	CP620 - WASTE	1066385	[N] LCR Landfill Pushpit Cover	12,000	0	0	0	0	0	0	0	0	0
794	CP620 - WASTE	1066422	[N] LCR Pedestrian Path from Office to WTS	45,000	0	0	0	0	0	0	0	0	0
795	CP620 - WASTE	1066430	[R] LCR Traffic Layout redesign of Recycle Drop Off Area exit	200,000	0	0	0	0	0	0	0	0	0
796	CP620 - WASTE	1066431	Stormwater pipes and outlets	100,000	0	0	0	0	0	0	0	0	0
797	CP620 - WASTE	1066433	LCR recycle area roof structures	45,000	0	0	0	0	0	0	0	0	0
798	CP620 - WASTE	1066667	[N] Purchase of Automatic Tarping Machine	109,600	0	0	0	0	0	0	0	0	0
799	CP620 - WASTE	1076611	[U] Repair and upgrading of the Kitchen in Recycling House & air conditioning of the waste collection drivers lunch room	0	20,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
800	CP620 - WASTE		[N] Lakes Creek Rd Landfill - Capping Landfill extension	0	0	0	580,000	580,000	580,000	0	0	0	0
801	CP620 - WASTE Total			3,863,100	5,704,778	1,040,000	1,920,000	4,720,000	4,720,000	0	0	0	0
802	CP710 - 2015 FRW DISASTER EVENT	1044797	[R] R S Main Trunk 375mm Moores Ck crossing Asset 888396	80,000	0	0	0	0	0	0	0	0	0
803	CP710 - 2015 FRW DISASTER EVENT	1044830	[R] R WMR Reaneys crossing 150mm	40,000	0	0	0	0	0	0	0	0	0
804	CP710 - 2015 FRW DISASTER EVENT	1044831	[R] R W Main 450mm Pylon Damage Kerrigan St	16,000	0	0	0	0	0	0	0	0	0
805	CP710 - 2015 FRW DISASTER EVENT	1044832	[R] R WPS Forbes Ave Replacement (covered by Insurance)	70,000	0	0	0	0	0	0	0	0	0
806	CP710 - 2015 FRW DISASTER EVENT	1048404	[R] R S Main Pier Refurb 900mm Berserker St	15,000	0	0	0	0	0	0	0	0	0
807	CP710 - 2015 FRW DISASTER EVENT	1056030	[R] R S Main 225mm Moores Ck crossing (behind 283 Creek St)	200,000	0	0	0	0	0	0	0	0	0
808	CP710 - 2015 FRW DISASTER EVENT Total			421,000	0	0	0	0	0	0	0	0	0
809	CP761 - NETWORK WATER-MT MORGAN	0581020	[R] M - Water Main Replacement Program	444,440	500,000	500,000	500,000	500,000	500,000	0	0	0	0
810	CP761 - NETWORK WATER-MT MORGAN	0581074	[R] M Water Meter Replacement	3,693	3,307	3,300	3,600	4,000	4,300	0	0	0	0
811	CP761 - NETWORK WATER-MT MORGAN Total			448,133	503,307	503,300	503,600	504,000	504,300	0	0	0	0
812	CP762 - NETWORK WATER-ROCKHAMPTON	1065021	[N] G-W Main 150mm Johnson Rd (Capricorn-Dawson)	45,000	35,000	0	0	0	0	0	0	0	0
813	CP762 - NETWORK WATER-ROCKHAMPTON	1065022	[N] R-W Main 150mm Gladstone Rd (Prospect-Port Curtis Rd)	45,000	35,000	0	0	0	0	0	0	0	0
814	CP762 - NETWORK WATER-ROCKHAMPTON	0581078	[R] R -Water Main Replacement Program	2,666,664	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	0	0	0	0
815	CP762 - NETWORK WATER-ROCKHAMPTON	0581081	[R] R Water Meter Replacement	124,944	50,156	45,200	50,300	55,300	60,400	0	0	0	0
816	CP762 - NETWORK WATER-ROCKHAMPTON	0583053	[N] Water System leakage & pressure management	50,000	0	0	0	0	0	0	0	0	0
817	CP762 - NETWORK WATER-ROCKHAMPTON	0984990	[R] G Water Meter Replacement	27,449	8,351	6,100	6,500	6,800	7,100	0	0	0	0
818	CP762 - NETWORK WATER-ROCKHAMPTON	0988096	[R] R Valve & Hydrant Renewal	40,000	61,000	51,000	51,000	51,000	51,000	0	0	0	0
819	CP762 - NETWORK WATER-ROCKHAMPTON	1017148	[R] R - W Property Service Replacements	177,776	150,000	150,000	150,000	150,000	150,000	0	0	0	0
820	CP762 - NETWORK WATER-ROCKHAMPTON	1065023	[R] R W Main Yaamba Rd 600mm renewal	2,000,000	4,250,000	0	0	0	0	0	0	0	0
821	CP762 - NETWORK WATER-ROCKHAMPTON		[N] G W Main (Trunk) 300mm Mawdesley Hill Reservoir to Lucas St Reservoir WAT 52	0	0	0	0	0	2,040,000	0	0	0	0
822	CP762 - NETWORK WATER-ROCKHAMPTON		[N] R W Main (Trunk) 450mm Yaamba Rd to western boundary of Lot 5 SP238731 WAT 45 (Stockland Infrastructure Agreement)	0	0	0	0	0	433,500	0	0	0	0
823	CP762 - NETWORK WATER-ROCKHAMPTON		[N] R W Main 200mm North St (Campbell-Victoria Pde)	0	0	0	0	510,000	0	0	0	0	0
824	CP762 - NETWORK WATER-ROCKHAMPTON Total			5,176,833	7,289,507	2,952,300	2,957,800	3,473,100	5,442,000	0	0	0	0
825	CP764 - PROCESS WATER-MT MORGAN	1065025	[R] M WPS Baree WPS Electrical Upgrade	45,000	0	0	0	0	0	0	0	0	0
826	CP764 - PROCESS WATER-MT MORGAN	1065026	[R] M WPS Fletcher Creek Electrical Re-commissioning	20,000	0	0	0	0	0	0	0	0	0
827	CP764 - PROCESS WATER-MT MORGAN	1065027	[R] M WTP Clarifier structural refurbishment	0	20,000	0	0	0	0	0	0	0	0

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Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
855	CP765 - PROCESS WATER-ROCKHAMPTON	0987948	[N] G W Reservoir Lucas St duplication 5ML ground level WAT 53	0	0	0	2,000,000	1,000,000	0	0	0	0	0
856	CP765 - PROCESS WATER-ROCKHAMPTON	0987949	[N] R - W Gracemere Mawdesley Hill Pump Station Upgrade	0	0	0	0	500,000	0	0	0	0	0
857	CP765 - PROCESS WATER-ROCKHAMPTON	0989614	[R] WTP Glenmore concrete refurbishment	60,000	0	0	0	0	0	0	0	0	0
858	CP765 - PROCESS WATER-ROCKHAMPTON	1011371	[U] R - WPS Lucas St (Gce) Upgrade pump capacity & isolators	218,000	0	0	0	0	0	0	0	0	0
859	CP765 - PROCESS WATER-ROCKHAMPTON	1017151	[R] R - WPS Frenchville Rd Control system replacement	30,000	0	0	0	0	0	0	0	0	0
860	CP765 - PROCESS WATER-ROCKHAMPTON	1033805	[N] W Reservoir Rogar Ave Rechlorination	300,000	0	0	0	0	0	0	0	0	0
861	CP765 - PROCESS WATER-ROCKHAMPTON	1045358	[N] R GWTP Install 3rd Rechlorination process	350,000	150,000	0	0	0	0	0	0	0	0
862	CP765 - PROCESS WATER-ROCKHAMPTON	1047126	[U] GWTP Coagulant Dosing Pumping Upgrade	40,000	0	0	0	0	0	0	0	0	0
863	CP765 - PROCESS WATER-ROCKHAMPTON	1047127	[R] GWTP Tube Settlers Support Structures	20,000	0	0	0	0	0	0	0	0	0
864	CP765 - PROCESS WATER-ROCKHAMPTON	1047128	[R] GWTP River Intake Walkway Bridge Renewal	20,000	0	0	0	0	0	0	0	0	0
865	CP765 - PROCESS WATER-ROCKHAMPTON	1047129	[R] GWTP Sludge Scraper Mechanical Renewal	30,000	0	0	0	0	0	0	0	0	0
866	CP765 - PROCESS WATER-ROCKHAMPTON	1047130	[R] R WPS Low lift suction pipes Condition Assessment & remedial works	30,000	0	0	0	0	0	0	0	0	0
867	CP765 - PROCESS WATER-ROCKHAMPTON	1047131	[R] Barrage Civil Preservation Works	50,000	0	0	0	0	0	0	0	0	0
868	CP765 - PROCESS WATER-ROCKHAMPTON	1047132	[R] Barrage Gate Winch M&E renewal	50,000	50,000	50,000	102,000	102,000	50,000	0	0	0	0
869	CP765 - PROCESS WATER-ROCKHAMPTON	1047133	[U] Barrage Storage Level Monitoring Upgrade	20,000	0	0	0	0	0	0	0	0	0
870	CP765 - PROCESS WATER-ROCKHAMPTON	1047135	[R] G W Reservoir Mawdesley Hill Roof Access Upgrade	50,000	0	0	0	0	0	0	0	0	0
871	CP765 - PROCESS WATER-ROCKHAMPTON	1047136	[R] R W Reservoir Samuel Crescent Roof Access Renewal	20,000	0	0	0	0	0	0	0	0	0
872	CP765 - PROCESS WATER-ROCKHAMPTON	1047137	[N] R WPS Norman Rd VSD installation on 2nd pump	20,000	0	0	0	0	0	0	0	0	0
873	CP765 - PROCESS WATER-ROCKHAMPTON	1047138	[R] R WPS Braddy St pump upgrade	50,000	0	0	0	0	0	0	0	0	0
874	CP765 - PROCESS WATER-ROCKHAMPTON	1047139	[R] R WPS Lakes Creek Electrical and control upgrade	30,000	0	0	0	0	0	0	0	0	0
875	CP765 - PROCESS WATER-ROCKHAMPTON	1047140	[U] R WPS Everingham Ave VSD install and control upgrade	25,000	0	0	0	0	0	0	0	0	0
876	CP765 - PROCESS WATER-ROCKHAMPTON	1047141	[U] R WPS Wehmeier Ave sun protection for switchboard	5,000	0	0	0	0	0	0	0	0	0
877	CP765 - PROCESS WATER-ROCKHAMPTON	1047142	[U] Reservoirs Physical and Electronic Security Upgrades	300,000	0	0	0	0	0	0	0	0	0
878	CP765 - PROCESS WATER-ROCKHAMPTON	1047145	[U] Barrage Physical and Electronic Security Upgrades	20,000	0	0	0	0	0	0	0	0	0
879	CP765 - PROCESS WATER-ROCKHAMPTON	1064831	[R] GWTP Backwash Drain Valves	20,000	0	0	0	0	0	0	0	0	0
880	CP765 - PROCESS WATER-ROCKHAMPTON	1069815	[N] R Reservoir Boundary Hill Water Quality Monitoring Upgrade	30,000	0	0	0	0	0	0	0	0	0
881	CP765 - PROCESS WATER-ROCKHAMPTON	1076560	[R] Barrage Control Room Switchboard Upgrade	0	153,000	0	0	0	0	0	0	0	0

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Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
882	CP765 - PROCESS WATER-ROCKHAMPTON	1076561	[R] GWTP Flocculation tankin-tank mechanicals	0	150,000	0	0	0	0	0	0	0	0
883	CP765 - PROCESS WATER-ROCKHAMPTON	1076562	[R] GWTP Poly Dosing Plant Renewal	0	61,000	0	0	0	0	0	0	0	0
884	CP765 - PROCESS WATER-ROCKHAMPTON	1076586	[U] G WPS Old Cap Hwy mechanical and electrical upgrade	0	250,000	0	0	0	0	0	0	0	0
885	CP765 - PROCESS WATER-ROCKHAMPTON	1076604	[R] GWTP - Replace roof	0	150,000	0	0	0	0	0	0	0	0
886	CP765 - PROCESS WATER-ROCKHAMPTON		[N] GWTP Filtration Capacity Upgrade	0	0	200,000	0	0	0	0	0	0	0
887	CP765 - PROCESS WATER-ROCKHAMPTON		[N] R WPS Ibis Ave No. 2 Pump 3 Upgrade	0	0	500,000	0	0	0	0	0	0	0
888	CP765 - PROCESS WATER-ROCKHAMPTON		[R] Barrage rock filled wire mats below high tide mark	0	0	0	0	202,000	0	0	0	0	0
889	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Backwash Pumps Renewal	0	0	81,600	0	0	0	0	0	0	0
890	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Backwash VSD	0	0	50,000	0	0	0	0	0	0	0
891	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Coagulant Tanks Renewal	0	0	0	0	102,000	0	0	0	0	0
892	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Filter Outlet Valves	0	0	0	0	0	450,000	0	0	0	0
893	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Inlet flow meter renewal	0	0	25,500	0	0	0	0	0	0	0
894	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP Lime dosing refurbishment	0	0	153,000	0	0	0	0	0	0	0
895	CP765 - PROCESS WATER-ROCKHAMPTON		[R] GWTP River Intake Structure Renewal	0	0	0	0	0	255,000	0	0	0	0
896	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R W Reservoir Yaamba Rd Mechanical and Electrical Renewal	0	0	51,000	0	0	0	0	0	0	0
897	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R W Reservoir Yaamba Rd Roof Refurbishment	0	0	0	510,000	0	0	0	0	0	0
898	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Agnes St Generator renewal	0	0	0	0	102,000	0	0	0	0	0
899	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Agnes St Pump No 1 renewal	0	0	102,000	0	0	0	0	0	0	0
900	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Agnes St Pump No 2 renewal	0	0	102,000	0	0	0	0	0	0	0
901	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Agnes St Pump No 3 renewal	0	0	102,000	0	0	0	0	0	0	0
902	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Highlift Ganty Crane Renewal	0	0	0	0	102,000	0	0	0	0	0
903	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Ibis Ave No. 1 control renewal	0	0	30,000	0	0	0	0	0	0	0
904	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Low Lift rising main Condition Assessment & remedial works	0	0	30,000	0	0	0	0	0	0	0
905	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Low Lift High Level Intake Structure refurbishment	0	0	204,000	0	0	0	0	0	0	0
906	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Mt Archer No 1 M&E Renewal	0	0	0	0	122,400	0	0	0	0	0
907	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Mt Archer No 2 M&E Renewal	0	0	0	0	122,400	0	0	0	0	0
908	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Mt Archer No 3 M&E Renewal	0	0	0	0	122,400	0	0	0	0	0

			Grand Total	Expenses						Revenue			
				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
909	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Thozet Rd Mechanical and Electrical Renewal	0	0	255,000	0	0	0	0	0	0	0
910	CP765 - PROCESS WATER-ROCKHAMPTON		[R] R WPS Thozet Rd Res Valves	0	0	50,000	0	0	0	0	0	0	0
911	CP765 - PROCESS WATER-ROCKHAMPTON		[U] GWTP Widening of Access Road to Rear of site	0	0	0	0	127,500	0	0	0	0	0
912	CP765 - PROCESS WATER-ROCKHAMPTON Total			3,490,000	2,414,000	4,047,700	2,692,000	2,684,700	855,000	0	0	0	0
913	CP781 - NETWORK SEWERAGE-MT MORGAN	1036368	[N] M-Sewer Stg 2 (Nth of Railway line)	1,003,303	1,096,697	700,000	700,000	0	0	0	0	0	0
914	CP781 - NETWORK SEWERAGE-MT MORGAN			1,003,303	1,096,697	700,000	700,000	0	0	0	0	0	0
915	CP782 - NETWORK SEWERAGE-ROC- GCE	0581031	[R] R - S - Jump up & mainline priority	652,488	408,000	408,000	408,000	408,000	408,000	0	0	0	0
916	CP782 - NETWORK SEWERAGE-ROC- GCE	0581032	[R] R - S Access Chamber Raising	183,566	118,434	102,000	102,000	102,000	102,000	0	0	0	0
917	CP782 - NETWORK SEWERAGE-ROC- GCE	0581107	[R] Sewer Main Relining & associated works	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	0	0	0	0
918	CP782 - NETWORK SEWERAGE-ROC- GCE	0984944	[N] G S Main (Gravity) 450mm Platen Street (Arthur Street to Sewerage Pump Station FS1) - 220m SEW 38	0	0	0	0	180,400	0	0	0	0	0
919	CP782 - NETWORK SEWERAGE-ROC- GCE	0984966	[N] R S Main (Gravity) 225mm (Western Boundary of Lot 41 on SP226571 across Yaamba Road to SEW-11) - 170m SEW 26	0	0	0	0	50,000	0	0	0	0	0
920	CP782 - NETWORK SEWERAGE-ROC- GCE	0984985	[N] G S Main (Rising) 300mm (SPS Breakspeare St PS#6 to GSTP) - 2.4km SEW 41	0	0	0	0	1,400,000	0	0	0	0	0
921	CP782 - NETWORK SEWERAGE-ROC- GCE	1030318	[N] R-S Gracemere STP - effluent return	40,000	0	0	0	0	0	0	0	0	0
922	CP782 - NETWORK SEWERAGE-ROC- GCE	1030501	[R] R Sewer Combined Lines Control	90,664	113,336	102,000	102,000	102,000	102,000	0	0	0	0
923	CP782 - NETWORK SEWERAGE-ROC- GCE	1033792	[N] R S Main (Rising) 200mm (Ramsay Ck SPS A to Mason Avenue) - 950m SEW 101 (Stocklands Infrastructure Agreement)	0	0	0	0	0	426,400	0	0	0	0
924	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] G - S Main (Gravity) 225mm Capricorn to Macquarie	0	0	0	0	500,000	0	0	0	0	0
925	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] G - S Main (Gravity) 375mm Cedric Archer Park to Fisher St SPS	0	0	408,000	0	0	0	0	0	0	0
926	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] G - S Main (Rising) 200mm Capricorn St to Cedric Archer Park gravity main SEW 103	0	0	0	0	326,400	0	0	0	0	0
927	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] G - S Main (Rising) 250mm from SPS 4 to James St	0	0	350,000	0	0	0	0	0	0	0
928	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] G S Main (Gravity) 375mm Somerset Rd - SPS 17 to western side of lot 49 on P4030 - 1.7km SEW 46	0	0	0	0	500,000	0	0	0	0	0
929	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] R - S Main (Gravity) 225mm Edenbrook East SEW 28 (Stockland Infrastructure Agreement)	0	0	0	0	0	289,900	0	0	0	0
930	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] R - S Main (Rising) 200mm from Ellida East SPS to Ellida West SPS (SEW-27) (Stocklands Infrastructure Agreement)	0	0	0	0	0	734,400	0	0	0	0
931	CP782 - NETWORK SEWERAGE-ROC- GCE	(blank)	[N] R S Main (Rising) 150mm Parkhurst West - Edenbrook SPS to SEW 6 SPS SEW 132	0	0	0	0	0	300,000	0	0	0	0
932	CP782 - NETWORK SEWERAGE-ROC-GCE Total			1,986,717	1,659,770	2,390,000	1,632,000	4,588,800	3,382,700	0	0	0	0
933	CP784 - PROCESS SEWERAGE-MT MORGAN	0987944	[R] MMSTP Chlorination Upgrade	5,000	0	0	0	0	0	0	0	0	0
934	CP784 - PROCESS SEWERAGE-MT MORGAN	1047146	[N] MMSTP Floating Wetland Trial	50,000	0	0	0	0	0	0	0	0	0
935	CP784 - PROCESS SEWERAGE-MT MORGAN	1047148	[N] MMSTP Install Standby Inlet Screen	25,000	0	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
936	CP784 - PROCESS SEWERAGE-MT MORGAN	1047151	[R] MMSTP UV disinfection renewal	25,000	0	0	0	0	0	0	0	0	0
937	CP784 - PROCESS SEWERAGE-MT MORGAN	1047152	[U] MMSTP Construct Additional Drying Bed	39,000	0	0	0	0	0	0	0	0	0
938	CP784 - PROCESS SEWERAGE-MT MORGAN	1047153	[N] MMSTP Procure full list of critical spares	25,000	0	0	0	0	0	0	0	0	0
939	CP784 - PROCESS SEWERAGE-MT MORGAN	1047155	[R] M SPS Dee River Pump No 1 and 2 renewal	10,000	0	0	0	0	0	0	0	0	0
940	CP784 - PROCESS SEWERAGE-MT MORGAN		[N] MMSTP Augmentation Construction	0	0	510,000	0	0	0	0	0	0	0
941	CP784 - PROCESS SEWERAGE-MT MORGAN Total			179,000	0	510,000	0	0	0	0	0	0	0
942	CP785-PROCESSSEWERAGE-ROC- GCE	1065038	[R] NRSTP Complete Electrical Upgrade	200,000	800,000	1,500,000	0	0	0	0	0	0	0
943	CP785-PROCESSSEWERAGE-ROC- GCE	1065039	[R]NRSTP Odour Filter Unit Renewal	40,000	0	0	0	0	0	0	0	0	0
944	CP785-PROCESSSEWERAGE-ROC- GCE	1065040	[R]NRSTP Outfall Pipe Condition Assess-Relining	50,000	0	0	0	0	0	0	0	0	0
945	CP785-PROCESSSEWERAGE-ROC- GCE	1065041	[R] NRSTP Sludge Lagoons Supernatant Return Renewal	25,000	0	0	0	0	0	0	0	0	0
946	CP785-PROCESSSEWERAGE-ROC- GCE	1065042	[R] R SPS Blackall St No 1 and 2 Pump renewal	50,000	0	0	0	0	0	0	0	0	0
947	CP785-PROCESSSEWERAGE-ROC- GCE	1065043	[R] R SPS Harman St Comms Renewal (Unlicenced)	10,000	0	0	0	0	0	0	0	0	0
948	CP785-PROCESSSEWERAGE-ROC- GCE	1065044	[R] R SPS Kele Park Comms Renewal (Unlicenced)	10,000	0	0	0	0	0	0	0	0	0
949	CP785-PROCESSSEWERAGE-ROC- GCE	1065046	[R] R SPS Park St No 1 and 2 Pump renewal	20,000	0	0	0	0	0	0	0	0	0
950	CP785-PROCESSSEWERAGE-ROC- GCE	1065047	[R] R SPS Soundshell Complete Electrical Upgrade (Unlicenced)	60,000	0	0	0	0	0	0	0	0	0
951	CP785-PROCESSSEWERAGE-ROC- GCE	1065048	[R] R SPS York St Comms Renewal (Unlicenced)	10,000	0	0	0	0	0	0	0	0	0
952	CP785-PROCESSSEWERAGE-ROC- GCE	1065049	[U] R SPS Jardine Park Mechanical and Electrical Upgrade	0	150,000	0	0	0	0	0	0	0	0
953	CP785-PROCESSSEWERAGE-ROC- GCE	0581068	[R] R SPS No1 & No2 NRSTP Upgrade Switchboards	850,000	0	0	0	0	0	0	0	0	0
954	CP785-PROCESSSEWERAGE-ROC- GCE	0640282	R-STP Rton North	0	0	0	200,000	1,530,000	6,000,000	0	0	0	0
955	CP785-PROCESSSEWERAGE-ROC- GCE	0640283	[N] R-STP Rton South (Pipeline from West Rton catchment) SEW 104	700,000	800,000	1,000,000	500,000	0	0	0	0	0	0
956	CP785-PROCESSSEWERAGE-ROC- GCE	0959061	[N] S NRSTP Effluent Reuse Scheme	0	25,000	0	0	0	0	0	0	0	0
957	CP785-PROCESSSEWERAGE-ROC- GCE	0959212	[U] GSTP Augmentation	543,644	2,456,356	1,900,000	1,000,000	1,000,000	0	0	0	0	0
958	CP785-PROCESSSEWERAGE-ROC- GCE	0984924	[N] R-SPS Beak St (Gce) (Capricorn St PS#7to be replaced)	0	0	0	0	408,000	0	0	0	0	0
959	CP785-PROCESSSEWERAGE-ROC- GCE	0984926	[N] R SPS 17 (Gce) Industrial	95,000	0	0	0	0	0	0	0	0	0
960	CP785-PROCESSSEWERAGE-ROC- GCE	0984963	[N] R - SPS Breakspeare St (Gce) PS#6	0	0	0	0	459,000	0	0	0	0	0
961	CP785-PROCESSSEWERAGE-ROC- GCE	0987927	[R] R SPS Arthur St electrical upgrade	2,073	0	0	0	0	0	0	0	0	0
962	CP785-PROCESSSEWERAGE-ROC- GCE	0987931	[R] NRSTP Aerator replacement	70,000	50,000	50,000	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
990	CP785-PROCESSSEWERAGE-ROC- GCE	1064844	[N] SRSTP PLC critical spares	35,000	0	0	0	0	0	0	0	0	0
991	CP785-PROCESSSEWERAGE-ROC- GCE	1064845	[R] NRSTP Grit lifter blower renewal	20,000	0	0	0	0	0	0	0	0	0
992	CP785-PROCESSSEWERAGE-ROC- GCE	1064846	[R] SPS Pump lifting chains renewal	30,000	0	0	0	0	0	0	0	0	0
993	CP785-PROCESSSEWERAGE-ROC- GCE	1068714	[R] R SPS No 1 & No 2 NRSTP Pump No 1 & 2 in each SPS	204,000	0	0	0	0	0	0	0	0	0
994	CP785-PROCESSSEWERAGE-ROC- GCE	1070712	[R] SRSTP Anoxic Mixers Renewal	40,000	0	0	0	0	0	0	0	0	0
995	CP785-PROCESSSEWERAGE-ROC- GCE	1076564	[R] NRSTP Secondary Clarifier Mech and Elec Renewal	0	255,000	0	0	0	0	0	0	0	0
996	CP785-PROCESSSEWERAGE-ROC- GCE	1076567	[R] R SPS Blackall St Complete Electrical Renewal	0	91,800	0	0	0	0	0	0	0	0
997	CP785-PROCESSSEWERAGE-ROC- GCE	1076568	[R] R SPS Brothers Club Electrical and Comms Renewal (Unlicenced)	0	91,800	0	0	0	0	0	0	0	0
998	CP785-PROCESSSEWERAGE-ROC- GCE	1076569	[R] R SPS Fitzroy St Electrical and Comms Renewal (Unlicenced)	0	91,800	0	0	0	0	0	0	0	0
999	CP785-PROCESSSEWERAGE-ROC- GCE	1076570	[R] R SPS Melbourne St Electrical and Comms Renewal (Unlicenced)	0	91,800	0	0	0	0	0	0	0	0
1000	CP785-PROCESSSEWERAGE-ROC- GCE	1076571	[R] R SPS Pennyquick St Electrical and Comms Renewal (Unlicenced)	0	91,800	0	0	0	0	0	0	0	0
1001	CP785-PROCESSSEWERAGE-ROC- GCE	1076589	[U] R SPS Ferguson St Site renewal	0	153,000	0	0	0	0	0	0	0	0
1002	CP785-PROCESSSEWERAGE-ROC- GCE		[N] SRSTP Construction of Recycled Water Scheme	0	0	0	0	500,000	0	0	0	0	0
1003	CP785-PROCESSSEWERAGE-ROC- GCE		[R] NRSTP Oxidation Ditch Tank Concrete Joint Renewal	0	0	51,000	0	0	0	0	0	0	0
1004	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Airport Carpark Complete Electrical Upgrade	0	0	91,800	0	0	0	0	0	0	0
1005	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Airport Carpark Pump No 1 and 2 renewal	0	0	0	0	25,500	0	0	0	0	0
1006	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Airport Fuel Depot Pump No 1 and 2 Renewal	0	0	25,500	0	0	0	0	0	0	0
1007	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Aquatic Place Complete Electrical and Comms (Unlicenced)	0	0	91,800	0	0	0	0	0	0	0
1008	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Armstrong St Complete Electrical Renewal	0	0	0	0	91,800	0	0	0	0	0
1009	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Arthur St Civil Structure Renewal	0	0	714,000	0	0	0	0	0	0	0
1010	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Belmont Rd Pump No 1 and 2 Renewal	0	0	20,400	0	0	0	0	0	0	0
1011	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Blue Gum Tce Complete Electrical and Comms (Unlicenced)	0	0	91,800	0	0	0	0	0	0	0
1012	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Blue Gum Tce Pump No 1 and 2 Renewal	0	0	0	0	15,300	0	0	0	0	0
1013	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Bodero Complete Electrical and Comms (Unlicenced)	0	0	91,800	0	0	0	0	0	0	0
1014	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Bodero Pump No 1 and 2 Renewal	0	0	0	0	20,400	0	0	0	0	0
1015	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Brothers Club Pump No 1 and 2 Renewal	0	0	0	0	15,300	0	0	0	0	0
1016	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Hadgraft St Switchboard	0	0	0	0	112,200	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
1017	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Hadgraft St Valves	0	0	0	0	40,800	0	0	0	0	0
1018	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Kalka Shades Pump No 1 and 2 Renewal	0	0	0	0	20,400	0	0	0	0	0
1019	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lakes Creek Rd East Pump No 1	0	0	5,600	0	0	0	0	0	0	0
1020	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lakes Creek Rd East Pump No 2	0	0	5,600	0	0	0	0	0	0	0
1021	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lakes Creek Rd East Valves	0	0	45,900	0	0	0	0	0	0	0
1022	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lakes Creek Rd West Pump No 1	0	0	12,000	0	0	0	0	0	0	0
1023	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lakes Creek Rd West Pump No 2	0	0	12,000	0	0	0	0	0	0	0
1024	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lion Creek Rd Pump No 1	0	0	5,600	0	0	0	0	0	0	0
1025	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Lion Creek Rd Pump No 2	0	0	5,600	0	0	0	0	0	0	0
1026	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Melbourne St Pump No 1	0	0	0	0	14,600	0	0	0	0	0
1027	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Melbourne St PumpNo 2	0	0	0	0	14,600	0	0	0	0	0
1028	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Nuttall St Pump No 1	0	0	0	0	5,600	0	0	0	0	0
1029	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Nuttall St Pump No 2	0	0	0	0	5,600	0	0	0	0	0
1030	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Park St Complete Electrical and Comms (Unlicenced)	0	0	91,800	0	0	0	0	0	0	0
1031	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Pennycuik St Pump No 1	0	0	0	0	14,600	0	0	0	0	0
1032	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Pennycuik St Pump No 2	0	0	0	0	14,600	0	0	0	0	0
1033	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Prestige Estate Pump No 1 and 2 Renewal	0	0	0	0	20,400	0	0	0	0	0
1034	CP785-PROCESSSEWERAGE-ROC- GCE		[R] R SPS Red Hill Pump No 1 and 2 Renewal	0	0	25,500	0	0	20,400	0	0	0	0
1035	CP785-PROCESSSEWERAGE-ROC- GCE		[R] SRSTP Sludge TransferStation Refurbishment and Odour Control	0	0	80,000	0	0	0	0	0	0	0
1036	CP785-PROCESSSEWERAGE-ROC- GCE		[U] NRSTP WAS Pump Station Upgrade (DutyStandby)	0	0	61,200	0	0	0	0	0	0	0
1037	CP785 - PROCESS SEWERAGE-ROC-GCE Total			3,877,882	5,348,356	6,008,900	1,700,000	4,328,700	6,938,400	0	0	0	0
1038	CP790 - FITZROY RIVER WATER GENERAL ADMIN	0993532	[R] 34 Belmont Road - Building Renewal Program	0	10,200	10,200	10,200	0	10,200	0	0	0	0
1039	CP790 - FITZROY RIVER WATER GENERAL ADMIN	0993533	[R] 32 Belmont Road - Building Renewal Program	0	10,200	10,200	10,200	0	10,200	0	0	0	0
1040	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1067619	[R] Outdoor and Indoor Pallet Racking - FRW Stores	60,000	0	0	0	0	0	0	0	0	0
1041	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1067834	[N] R Petrol generator Honda EU701 - Mt Archer comms hut	6,892	0	0	0	0	0	0	0	0	0
1042	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1068654	[N] Subsite pipe & cable locating equipment	10,000	0	0	0	0	0	0	0	0	0
1043	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1076552	[N] R GWTP New Storage Shed	0	150,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
1044	CP790 - FITZROY RIVER WATER GENERAL ADMIN	0590899	Capital Other Funding	0	0	0	0	0	0	-118,532	0	0	0
1045	CP790 - FITZROY RIVER WATER GENERAL ADMIN	0688556	[N] Water Developer Contributions Received	0	0	0	0	0	0	900,100	900,100	900,100	900,100
1046	CP790 - FITZROY RIVER WATER GENERAL ADMIN	0688557	[N] Sewerage Developer Contributions Received	0	0	0	0	0	0	650,100	650,100	650,100	650,100
1047	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1017256	[N] GIA Royalties for the Regions FRW	0	0	0	0	0	0	1,119	0	0	0
1048	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1057230	[N] GWTP Cat D Betterment Funding	0	0	0	0	0	0	210,000	0	0	0
1049	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1061477	[R] QRA RRC.111.15 Tropical Cyclone Marcia - Various projects	0	0	0	0	0	0	796,245	0	0	0
1050	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1061478	[N] BoR Round1 funding Mt M Sewerage scheme	0	0	0	0	0	0	200,000	800,000	0	0
1051	CP790 - FITZROY RIVER WATER GENERAL ADMIN	1075081	[R] R W Main Yaamba Rd 600mm renewal	0	0	0	0	0	0	2,000,000	4,250,000	0	0
1052	CP790 - FITZROY RIVER WATER GENERAL ADMIN Total			76,892	170,400	20,400	20,400	0	20,400	4,639,031	6,600,200	1,550,200	1,550,200
1053	Whole of Council			250,116	1,081,350	1,000,000	500,000	500,000	500,000	0	0	0	0
1054	CP910 - WHOLE OF COUNCIL	1065056	[R] Division 6 - Bajool Amenities Building	0	20,000	0	0	0	0	0	0	0	0
1055	CP910 - WHOLE OF COUNCIL	1047187	Division 1 - Judds Park Clubhouse	0	35,000	0	0	0	0	0	0	0	0
1056	CP910 - WHOLE OF COUNCIL	1065051	[R] Division 2 - Footpaths in Division 2	28,500	0	0	0	0	0	0	0	0	0
1057	CP910 - WHOLE OF COUNCIL	1065052	[R] Division 2 - Revegetation of Frenchmans Creek	20,000	0	0	0	0	0	0	0	0	0
1058	CP910 - WHOLE OF COUNCIL	1065055	[R] Division 3 - FP-Berserker St-Charles St-Rodboro St	40,000	0	0	0	0	0	0	0	0	0
1059	CP910 - WHOLE OF COUNCIL	1065057	[N] Division 6 - Enviro Resource Trailer - Including Fitout	50,000	0	0	0	0	0	0	0	0	0
1060	CP910 - WHOLE OF COUNCIL	1070710	[N] Division 7 - Queens Park - repaint amenities block, planter boxes & amphitheatre	0	46,350	0	0	0	0	0	0	0	0
1061	CP910 - WHOLE OF COUNCIL	1071696	[N] Div 4 UWC-FP-Burnett highway (between 52538-52570 Burnett Highway)	111,616	0	0	0	0	0	0	0	0	0
1062	CP910 - WHOLE OF COUNCIL	1076601	[R] Councillor Projects Allowance (2015/16) details to be provided	0	500,000	500,000	500,000	500,000	500,000	0	0	0	0
1063	CP910 - WHOLE OF COUNCIL	1076715	[N] Division 1 - Heritage Village - Car Shed/Annex	0	10,000	0	0	0	0	0	0	0	0
1064	CP910 - WHOLE OF COUNCIL	1076716	[U] Division 1 - Janet Pajolas Park - Proposed Orchard & All Abilities Pathways	0	8,250	0	0	0	0	0	0	0	0
1065	CP910 - WHOLE OF COUNCIL	1076717	[U] Division 1 - Rotary Project - BBQs and Seating for Swadling Park & others	0	15,000	0	0	0	0	0	0	0	0
1066	CP910 - WHOLE OF COUNCIL	1076718	[*] Division 1 - *Remaining to be allocated*	0	36,750	0	0	0	0	0	0	0	0
1067	CP910 - WHOLE OF COUNCIL	1076719	[U] Division 2 - Janet Pajolas Park - Proposed Orchard & All Abilities Pathways	0	50,000	0	0	0	0	0	0	0	0
1068	CP910 - WHOLE OF COUNCIL	1076720	[N] Division 2 - Seating & Benches - State High Schools & Mt Archer (Pilbeam Dr)	0	2,000	0	0	0	0	0	0	0	0
1069	CP910 - WHOLE OF COUNCIL	1076721	[N] Division 2 - Various Pathways (Infrastructure - locations TBA)	0	18,000	0	0	0	0	0	0	0	0
1070	CP910 - WHOLE OF COUNCIL	1076722	[N] Division 3 - Off leash dog enclosure - adjacent to All Blacks Fields (Lakes Creek Rd)	0	30,000	0	0	0	0	0	0	0	0
1071	CP910 - WHOLE OF COUNCIL	1076723	[N] Division 3 - Callaghan Park Fishing Platform	0	50,000	0	0	0	0	0	0	0	0
1072	CP910 - WHOLE OF COUNCIL	1076724	[N] Division 4 - Springers Lagoon, Gracemere	0	65,000	0	0	0	0	0	0	0	0
1073	CP910 - WHOLE OF COUNCIL	1076725	[U] Division 4 - Gracemere Industrial Area landscaping	0	5,000	0	0	0	0	0	0	0	0
1074	CP910 - WHOLE OF COUNCIL	1076726	[N] Division 5 - Mount Morgan Dam Activities 16/17 & 17/18	0	70,000	0	0	0	0	0	0	0	0
1075	CP910 - WHOLE OF COUNCIL	1076728	[N] Division 6 - Lucius St Recreational Fishing Platform	0	35,000	0	0	0	0	0	0	0	0
1076	CP910 - WHOLE OF COUNCIL	1076729	[N] Division 6 - Springers Lagoon, Gracemere	0	5,000	0	0	0	0	0	0	0	0
1077	CP910 - WHOLE OF COUNCIL	1076730	[N] Environment Trailer Addit Fitout	0	10,000	0	0	0	0	0	0	0	0
1078	CP910 - WHOLE OF COUNCIL	1076731	[N] Division 7 - Welsh St Sewer Pump Station	0	70,000	0	0	0	0	0	0	0	0

				Expenses						Revenue			
Grand Total				103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537
Line	Cost Centre Description	Capital Project No.	Description	2016/17 Cost	2017/18 Cost	2018/19 Cost	2019/20 Cost	2020/21 Cost	2021/22 Cost	2016/17 External Funding	2017/18 External Funding	2018/19 External Funding	2019/20 External Funding
1079	CP910 - WHOLE OF COUNCIL		Expenditure to match funding	0	0	500,000	0	0	0	0	0	0	0
1080	CP910 - WHOLE OF COUNCIL			250,116	1,081,350	1,000,000	500,000	500,000	500,000	0	0	0	0
1081	Grand Total			103,019,987	118,039,150	75,224,200	62,468,300	68,189,500	57,782,300	44,325,332	33,455,037	6,367,865	8,269,537

6 CLOSURE OF MEETING