



# **PERFORMANCE & SERVICE COMMITTEE MEETING**

## **AGENDA**

**25 AUGUST 2015**

*Your attendance is required at a meeting of the Performance & Service Committee to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 25 August 2015 commencing at 9:00am for transaction of the enclosed business.*

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

**CHIEF EXECUTIVE OFFICER**  
19 August 2015

Next Meeting Date: 22.09.15

**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 G A Belz  
Councillor S J Schwarten  
Councillor A P Williams  
Councillor R A Swadling  
Councillor N K Fisher

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

**4 CONFIRMATION OF MINUTES**

Minutes of the Performance & Service Committee held 28 July 2015

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

## **6 BUSINESS OUTSTANDING**

### **6.1 BUSINESS OUTSTANDING TABLE FOR PERFORMANCE AND SERVICE COMMITTEE**

**File No:** 10097

**Attachments:** 1. **Business Outstanding Table for Performance and Service Committee**

**Responsible Officer:** Evan Pardon - Chief Executive Officer

**Author:** Evan Pardon - Chief Executive Officer

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#### **SUMMARY**

*The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Performance and Service Committee is presented for Councillors' information.*

#### **OFFICER'S RECOMMENDATION**

THAT the Business Outstanding Table for the Performance and Service Committee be received.

# **BUSINESS OUTSTANDING TABLE FOR PERFORMANCE AND SERVICE COMMITTEE**

## **Business Outstanding Table for Performance and Service Committee**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

Date	Report Title	Resolution	Responsible Officer	Due Date	Notes
29 July 2014	Renewable Energy Solutions	THAT a report on renewable energy solutions that may be able to be implemented across Council facilities be brought back to the table.	Sharon Sommerville	05/08/2014	Researching information for report to be presented late 2015.
24 March 2015	Disaster Management Policy	<p>THAT Council adopt the updated Disaster Management Policy as detailed in attachment to this report.</p> <p>THAT Council provide training to the elected representatives in regards to Disaster Management and communication strategies.</p>	Martin Crow	07/04/2015	Training for Councillors planned to be completed prior to the next disaster season. Training planned to include a brief overview of the Qld Disaster Management framework and operations of LDMG and LDCC during an activation.



**7 PUBLIC FORUMS/DEPUTATIONS**

Nil

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## 8 OFFICERS' REPORTS

### 8.1 ROCKHAMPTON REGION FIRE MANAGEMENT - MOUNT ARCHER PLAN

<b>File No:</b>	<b>805</b>
<b>Attachments:</b>	<b>1. Mount Archer Bushfire Management Plan (draft)</b>
<b>Authorising Officer:</b>	<b>Michael Rowe - General Manager Community Services</b>
<b>Author:</b>	<b>Margaret Barrett - Manager Parks</b>

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#### SUMMARY

*This report presents the draft Mount Archer plan which is a component of the Regional Bushfire Strategy for Rockhampton Region.*

#### OFFICER'S RECOMMENDATION

THAT:

1. Council receive the draft Mount Archer Bushfire Management Plan; and
2. Council approve the publication of the Mount Archer Bushfire Management Plan.

#### COMMENTARY

The planning for, mitigation of risk and preparation of response and recovery activities relating to natural disasters is a significant role for Council. While the majority of the responsibility for protection of life and property from fire lies with State agencies; there are roles and responsibilities that Council can and should perform.

#### BACKGROUND

Managing bushfire risk within the Region is one of Council's responsibilities under the Disaster Management Act (Qld) 2003.

As one of the areas with fire risk, the Mount Morgan Shire had a fire management regime in place with identified control lines and maintenance programs in place with community and stakeholders. In the period since amalgamation, Rockhampton Regional Council has applied funds from the Natural Disaster Resilience Program (State Government Department of Local Government, Community Recovery and Resilience) to implement a range of controls; the most recent of these was the construction of a fire control line, in 2013-14, in conjunction with Qld National Parks & Wildlife Service (QPWS), on Mount Archer. This control line was constructed to QPWS standards.

Prior to and during the construction, discussions were held on the development of a Memorandum of Understanding between Council, Qld Parks & Wildlife Service and Qld Fire & Emergency Services. The MOU wasn't completed and hasn't been signed. Further discussions have been held with QPWS on a revised draft MOU, the completion of this is still outstanding.

In 2014 Council engaged Firescape Science to prepare 1) A Fire Management Strategy for the Region and 2) A specific Fire Management Plan for Mount Archer. These reports were presented to Performance and Service Committee in April 2015.

The Fire Management Plan for Mount Archer has been adapted and specific details on Council's maintenance arrangements have been included. These maintenance details will also be incorporated within Parks regular maintenance cycles.

#### PREVIOUS DECISIONS

In June 2011, Council approved a regional fire risk mitigation plan for Council's Parks and Reserves (*Fire Risk Mitigation Plan 2011 – Council Parks and Reserves*).

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In March 2014, Council approved the deployment of resources towards the development of a Fire Management Plan for Mt Archer and its surrounds.

In April 2015, Council approved the Rockhampton Region Fire Management Strategy; this document is now available on Council's web-site.

### **BUDGET IMPLICATIONS**

Parks operational budget has an allocation of \$30,000 for fire mitigation.

### **LEGISLATIVE CONTEXT**

Managing bushfire risk within the Region is one of Council's responsibilities under the Disaster Management Act (Qld) 2003 and Local Disaster Management Plan (LDMP).

### **STAFFING IMPLICATIONS**

Any additional or altered land management and maintenance responsibilities will be absorbed within Parks Operations responsibilities.

### **RISK ASSESSMENT**

Council's Risk Register includes a risk associated with the lack of holistic fire management planning.

### **CORPORATE/OPERATIONAL PLAN**

Living, Learning & Leisure

Outcome – A safe, caring and healthy community that we all belong to

Service: Disaster Management - Ensure Council has appropriate disaster management strategies in place in the event of potential risk and natural hazards

Activity – Maintain a disaster management response capability able to meet the community's needs when required.

Service: Parks & Open Space

Activity – Maintain the Region's sports fields, parks, gardens, playgrounds and open spaces

### **CONCLUSION**

Integrated bushfire management planning requires cooperation from government, landowners, community groups and the general public. This report outlines further recommendations for Council in progressing this work.

**ROCKHAMPTON REGION FIRE  
MANAGEMENT - MOUNT ARCHER  
PLAN**

**Mount Archer Bushfire Management  
Plan (draft)**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

## Rockhampton Regional Council

### Mount Archer "IZone" Bushfire Management Plan

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July 2015

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## 1. INTRODUCTION

### 1.1. PURPOSE

Rockhampton Regional Council (RRC) plays an important role and makes a major contribution to community-wide efforts to deal with bushfires and the risks they present. Council is active in multiple agency cooperative actions, community education and in planning and development control functions related to reducing bushfires.

In recent years, RRC has been active in two aspects of bushfire management. The recreational areas and bushfire mitigation zones at the summit of Mount Archer are jointly managed by RRC and QPWS. This includes participating in fuel reduction works by slashing undergrowth and supporting controlled burns.

The other major contribution by RRC has been its involvement in applying for funding and participating in the construction of bushfire control lines along the eastern edge of the city. This was a joint QPWS and RRC project.

After the 2009 fires, the Mount Archer Control Line was designed and constructed with funding contributions from QPWS and National Disaster Resilience Funding program. There is now a complete barrier of fire breaks along the boundary of Rockhampton, from Emu Park Road in the south to Yeppoon Road in the north.

A Regional Bushfire Risk Management Strategy identified the need for the development of local bushfire management plans for the Mount Archer, Mount Morgan and High Bushfire Frequency Rural Lands "IZone" areas. The Mount Archer "IZone" Bushfire Management Plan has been developed to identify site specific bushfire risk areas and mitigation priorities within the Mount Archer "IZone" and establish the cooperative arrangements to implement mitigation activities between QPWS, QFES, Rural Fire Brigades and RRC.

### 1.2. OBJECTIVES

- To identify high priority bushfire risk areas within the Mount Archer Bushfire Management Area for the purpose of bushfire risk management and mitigation activities.
- To develop and promote bushfire education and public awareness programs to increase people's knowledge in bushfire prevention and safety during a bushfire.

- Identify and implement development program and training schedule to continually improve Council staff skills and knowledge in bushfire prevention, mitigation, response and recovery.
- Develop an annual action plan that provides for the annual monitoring, assessment and maintenance of Council land and associated fire trail networks for the purpose of prevention and mitigation activities.
- To develop procedures for the response and recovery to bushfire events outlining the roles and responsibilities of Council staff during a bushfire event.

### 1.3. STRATEGIC FRAMEWORK

The Disaster Management Act 2003 (DMA) forms the legislative basis for disaster management activities within all levels of government in Queensland and its disaster management arrangements.

The Rockhampton Regional Council is committed to ensuring that the region's disaster management arrangements comply with the provisions of the DMA through the development of the Local Disaster Management Plan<sup>1</sup> (LDMP).

Bushfire hazard was identified as a high priority risk in the Natural Disaster Risk Assessment carried out in the development of the LDMP. In response RRC commissioned the development of the Regional Bushfire Risk Management Strategy that identified three high priority bushfire management zones in the region; Mount Archer, Mount Morgan and surrounding high fire frequency rural lands.

The Mount Archer Bushfire Management Plan has been developed as a reference document to form the Bushfire Sub plan in support of the LDMP to reduce the risk and impact of bushfires within the Mount Archer Bushfire Management Area "IZone".

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<sup>1</sup> Rockhampton Regional Council, *Local Disaster Management Plan*, Rockhampton Regional Council, Rockhampton Queensland 2003



#### 1.4. MOUNT ARCHER BUSHFIRE MANAGEMENT AREA

The Mount Archer Bushfire Management Area (herein referred to as the management area) comprise lands along the urban – bushland interface (also called the "IZone", Byrne 2009) immediately east of the city and under-developed rural lands bordering the National Park (Figure 1).

The management area includes areas within RRC boundaries where buildings and people are potentially exposed to the impacts of bushfires. It encompasses a large interconnected landscape of forested hills and grasslands on the fringes of the Rockhampton urban zone which together make one coherent fire management unit.

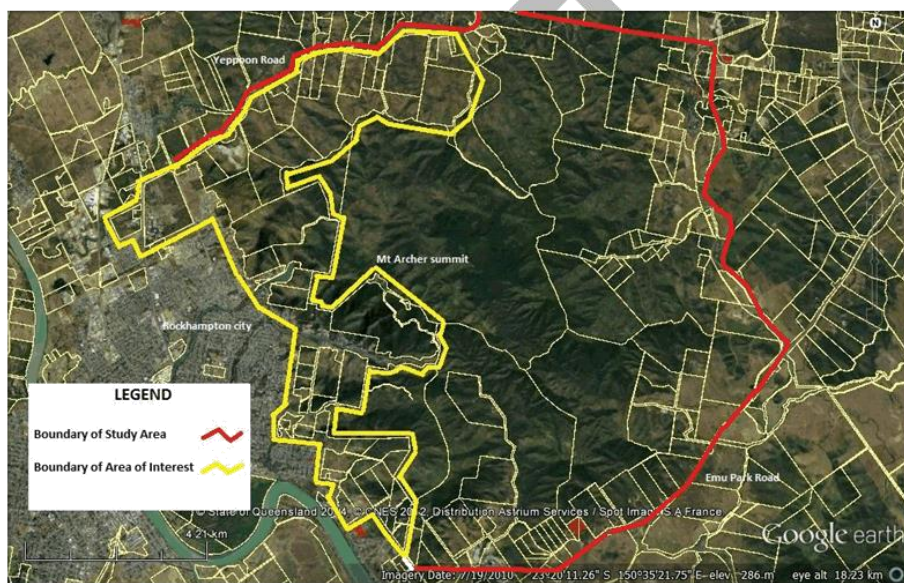


Figure 1. Study area and area of interest. The pale yellow lines show property boundaries.

DRAFT Mount Archer "IZone" Bushfire Management Plan

July 2015

### **1.5. LEGISLATIVE REQUIREMENTS**

Disaster Management Act 2003

Fire and Emergency Services Act 1990

Sustainability Planning Act 2009

Building Code Act 1975

Land Act 1994

Local Government Act 2009

Land Protection (Pest and Stock Route Management) Act 2002

Vegetation Management Act 1999

Nature Conservation Act 1992

Environment Protection and Biodiversity Conservation Act 1999

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## **2. REGIONAL BUSHFIRE MANAGEMENT FRAMEWORK**

### **2.1. DISASTER RISK MANAGEMENT FRAMEWORK**

RRC has a lead agency role in preparing, managing and responding to major disasters in the Council region under the Local Disaster Management Plan. This is a comprehensive plan that addresses all aspects related to major disasters (including bushfires). It includes policy prescriptions and commitments related to education, coordination, fire mitigation and preparation, emergency response and recovery.

RRC has a Local Disaster Management Unit and employs a Disaster Management Officer and a SES Local Controller (shared with Livingstone Shire Council).

Bushfire risk and response is only one of a number of issues that are addressed through the statutory requirements of the Disaster Management Act 2003.

### **2.2. DISASTER RESPONSE AND RECOVERY STAKEHOLDERS**

Regional fire and emergency services are organised in this region under the Fire and Emergency Services Act 1990. A state wide system of administrative arrangements is in place to coordinate the activities of multiple agencies involved in providing these emergency services.

Queensland Fire and Emergency Service (QFES) plays a lead agency role in coordinating fire management activities and responses and include the Queensland Rural Fire Service and State Emergency Service.

The LDMG outlines the roles and responsibilities of lead and support agencies in relation to the threat of urban and bushfire. In addition to QFES there are a large number of separate agencies with responsibilities for fire management within their particular area of interest; such as; Queensland Rail, Transport and Main Roads, Natural Resources and Mines and Queensland Parks Wildlife Services have active fire management units and annual fire programs.

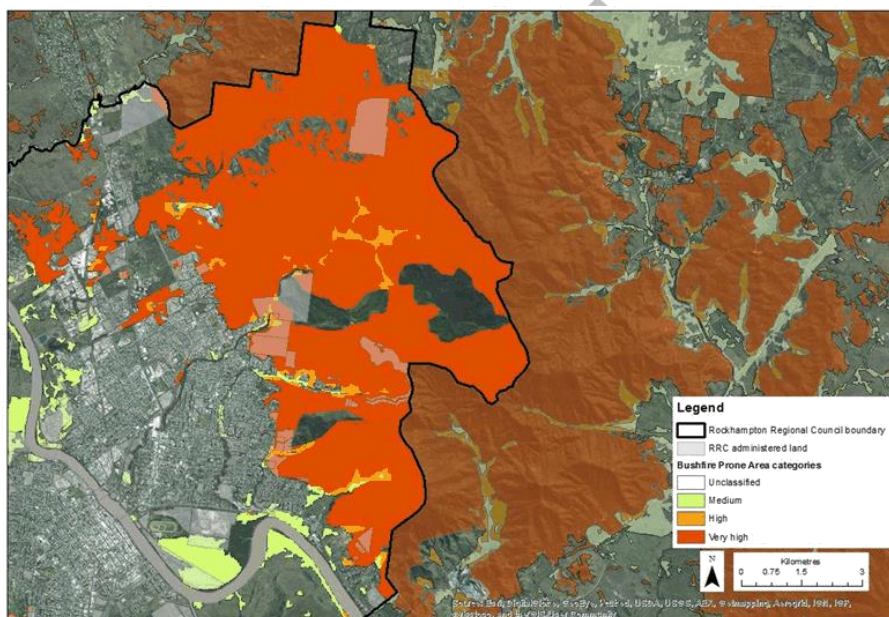
Fires do not respect administrative boundaries and these various community interests and responsibilities often overlap. To effectively manage bushfires it is essential that each of the separate players cooperate and pool their resources and efforts. This is achieved through the formation of the Regional Interagency Disaster committee which includes QFES, QPWS, Council and major landholders who are represented by Volunteers of the Rural Fire Brigades.

**3. BUSHFIRE RISK MANAGEMENT**

**3.1. BUSHFIRE RISK AREAS**

**3.1.1. High density residential areas**

The Rockhampton Regional Bushfire Risk Strategy identified the Mount Archer and associated Berserker Ranges as being a High Priority Bushfire Risk Zone<sup>2</sup>, as shown in Figure 2 below.



**Map 1. BPA categories in RRC lands (transparent grey) in Mount Archer locality.**

At the summit of Mount Archer and along the eastern edge of Rockhampton city, residential suburbs lie within and alongside extensive areas of bushland that have a very high probability of intense bushfires.

State Government Bushfire Hazard Mapping has been used to identify the Residential Risk Zone which includes properties that intersect the potential bushfire impact buffer, as shown in the Figure 3 below. RRC, QPWS and QFES bushfire annual mitigation initiatives will be targeted around the Residential Risk Zone prior to and during high bushfire risk periods.

<sup>2</sup> Firescape Science, *Rockhampton Regional Bushfire Risk Management Strategy*, Rockhampton Regional Council, Rockhampton 2014

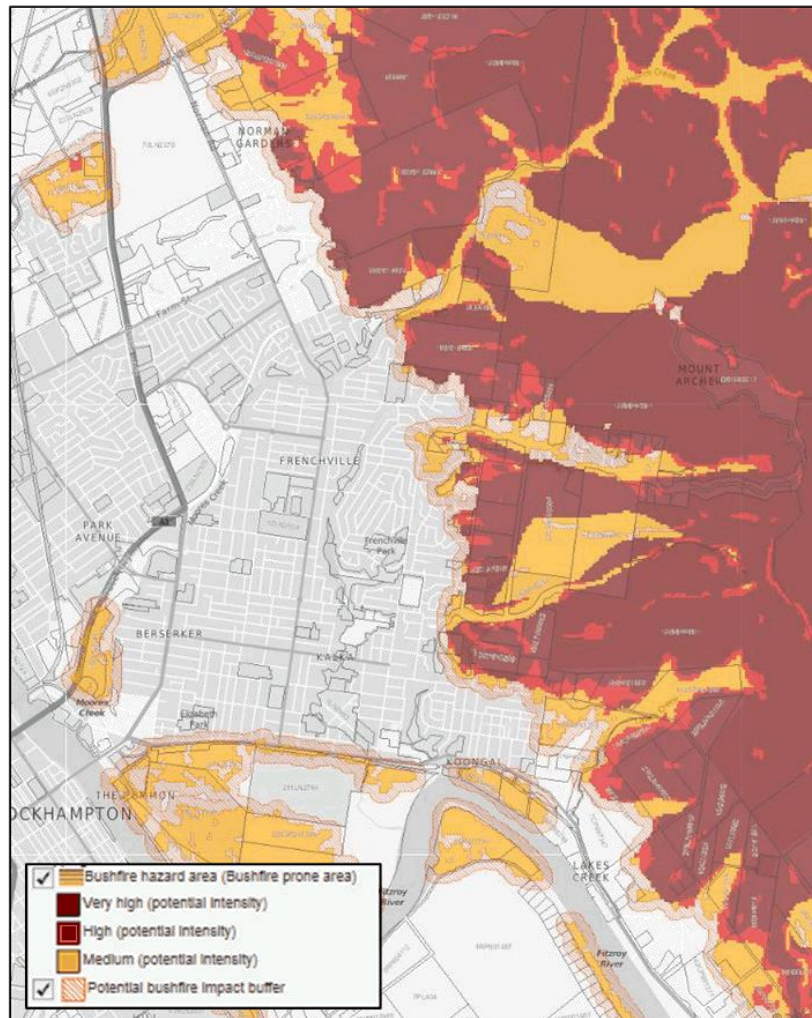


Figure 3: Mount Archer "IZone" State Planning Policy Bushfire Hazard Mapping and Bushfire Impact Buffer

### 3.1.2. RRC land and Infrastructure

There are approximately 47 separate freehold and reserve properties, owned or administered by RRC which are adjacent to, or within, large areas of vegetated land (i.e. within the management area). They range in size from less than ½ ha to 119 ha. Many of these properties are undeveloped and many have little or no access to constructed roads.

The majority of Council land is used for Parks and Recreation purposes. Other land use purposes include Drainage, Quarry, Waste Disposal and Vacant Land. The assets located on Council freehold and reserve lands include water tanks, park picnic facilities, informal tracks, sewage and storm water drainage works, water supply and transport infrastructure. There are few assets exposed to bushfires and most are either resilient to damage or of relatively low value (e.g. picnic tables).

For the purpose of this management plan Council interests have been broken down into four land use categories.

#### 1. Vacant Land – Bushland (Natural and Environmental Reserves)

Natural and environmental reserves are managed to be natural bushland for the purpose of protecting and maintaining the ecologically sensitive areas and scenic amenity of the surrounding bushland. They are used by residents for recreational and social pursuits such as bushwalking, mountain bike riding and BBQ/ picnics. These areas are naturally considered a higher bushfire risk as they are often located between large areas of natural bushland and residential areas. However, if not properly monitored and maintained these areas can often be dominated by invasive grasses and infested with woody weeds that generate high fuel loads requiring more intense forms of bushfire risk mitigation.

#### 2. Vacant Land – Open Space and Parkland

Cleared open space and parkland refers to land that is used for the purpose of parks and recreation and includes parks and gardens throughout the "IZone". Open space and parkland also refers to land that Council owns that currently does not have a particular purpose and remains vacant or is utilised for the purpose of open storm water drain. In many cases open space and parkland are open grassed areas, sometimes with intact tree canopies, that require regular maintenance in order to keep the land from overgrowing. Where these areas are isolated from natural bushland and the bushfire risk they pose is considered low. Council's regular maintenance schedules adequately mitigate any bushfire risk.

However, where vacant land is not serviced and is not included on Council's maintenance schedule the land is susceptible to a higher bushfire risk. In some instances further mitigation activities are required in order to reduce the bushfire risk and threat to neighbouring land and property.

### 3. Creeks and Waterways

Creeks and waterways can often act as corridors for bushfires to travel through and expose unprotected residential areas. Council has in place a regular maintenance schedule for land it owns or is responsible for which in most cases prevents bushfire occurrences. Where creeks or tree lined drains are connected to natural bushland or areas that are considered to be high risk Council will carry out further mitigation activities, such as increasing maintenance schedules, tree trimming and maintaining tree free areas.

In many instances small creeks that act as drains occur on private land which requires Council to work with the land owner to ensure these areas are accessible and well maintained.

### 4. Bushfire Control Line

Less than 5% of the bushfire control line is located on Council land with the majority being located on private property. However, Council has a responsibility to ensure provisions are in place to minimise the risk of bushfire to private property owners. Council will enter into annual maintenance agreements with QPWS to carry out annual maintenance works of the bushfire control line.

The mitigation and maintenance activities carried out by Council will involve ensuring the control line is easily accessible and where possible undertake mitigation activities when they align with Council responsibilities, such as weed control, mitigation slashing, tree trimming and removal of green waste.

#### **3.1.3. Community and private land use values**

Another consequence of bushfires is a reduction in the land use options for the community and private landholders. In many cases, this is a temporary impact that does not continue long after the fire event.

Of particular importance are the potential consequences of a bushfire threatening the lives of recreational users who are walking the tracks in times of heightened bushfire hazard. RRC has some responsibility in this regard as many of the entry points to tracks lie on RRC land

(for example, on Mount Archer summit and at German Street Park). There are several tracks starting from the Mount Archer summit area which enter the National Park and vary in length from 500 m to 14 km.

RRC has a greater responsibility for the access points that arise on the urban fringe of Rockhampton. The most important is the Moore's Creek track through German Street Park reserve land. Council currently has a locked gate on this track/entry point although it is unclear how effective this is in excluding vehicles. This reserve is also the location of a series of dedicated mountain bike riding trails. See <http://www.rockymtb.org/trails/>

### 3.1.4. Biodiversity and other environmental values

Council has responsibilities to protect important biodiversity values and maintain the natural condition of the (undeveloped) lands it owns or controls.

Within the management area, most areas have mapped regional ecosystems<sup>3</sup> (REs) that are classed as Least Concern according to the *Vegetation Management Act 1999* (VMA). However, there are two REs that are classed as Of Concern - *Eucalyptus tereticornis* woodland (11.3.4) and Coolibah woodland (11.3.3). Both of these ecosystems can be degraded by intense bushfires and are found on Council land and on alluvial plains alongside Moores and Frenchman creeks:

- creek floodplains in German Street Park area;
- alongside the lower parts of Pilbeam Drive;
- alongside Peltophorum Drive;
- in the valley alongside Rockonia Road.

<sup>3</sup> Regional Ecosystem mapping data; Vegetation Management Supporting Map (20/07/2014); <http://www.ehp.qld.gov.au/ecosystems/biodiversity/regional-ecosystems/maps/index.php>



### **3.2. BUSHFIRE RISK MANAGEMENT AND MITIGATION ACTIVITIES**

Bushfire risk can be reduced through two methods. Firstly, by implementing management actions that prevent or reduce the likelihood of bushfires occurring, such as regular monitoring and maintenance, regular equipment servicing, fuel reduction burns and public education and awareness. Secondly, by reducing the impact of bushfire through the use of bushfire control lines, improved planning and development provisions, improved building standards, detection and response capabilities.

The following bushfire risk management and mitigation activities have been implemented in order to reduce bushfire risk to Council's high priority assets and values.

#### **3.2.1. Bushfire Control Lines**

Constructed fire breaks throughout the management area allow firefighters access to, and for residents to escape from, an advancing fire front. The Mount Archer bushfire control line was constructed across Council, state and private land for this purpose.

The management and maintenance of the bushfire control line requires a collaborative effort between landholders, QPWS, QFES and RRC.

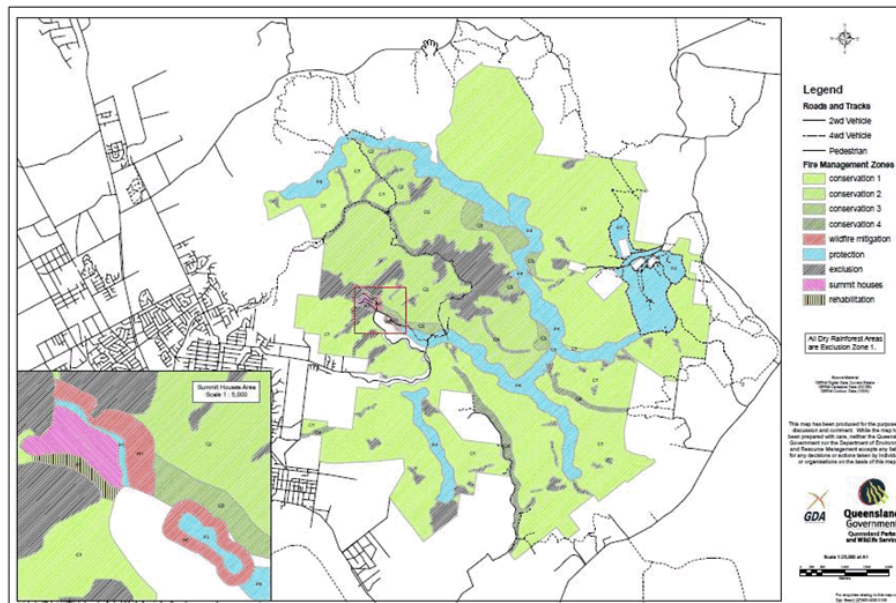
Council's responsibility is to ensure that all bushfire control line maintenance and mitigation activities are carried out in accordance with an agreed works and maintenance memorandum of understanding between Council, QPWS and private landholders.

#### **3.2.2. Fuel Reduction Burns**

The use of back burning and fuel reduction burns are limited due to the proximity of Council land to urban areas. However, provided the conditions are suitable there are several locations where fuel reduction burns can be used as means of reducing bushfire risk.

Council is required to follow QFES advice and instructions when planning and prior to lighting any fire for back burning and fuel reduction purposes. This is achieved by planning and developing regional fuel reduction burning activity at the annual RDIC meeting.

The burning plan below has been developed in consultation with QPWS for the Mount Archer National Park.



**Map 2 – QPWS Mount Archer National Park - Bushfire Hazard Burning Plan**

**3.2.3. Strategic Pest Management**

Integrating Council weed control operations with fire management can benefit both activities. Fire can assist broad scale weed control by directly killing individual plants, or by removing adults and providing access to spray herbicide on emergent seedlings.

Introduced high biomass grasses (e.g. Guinea Grass) affect fire behaviour, usually with negative consequences as high fuel loads result in more intense fires. Strategically targeting species that result in high fuel loads can result in the reduction of potential fuel loads within Council lands and bushfire control lines.

In order to reduce fuel loads and risk of bushfire on Council land Council's pest management operations will be carried out on large vacant blocks and nominated bushfire control lines as part of Council's contribution to fire mitigation activities within the management area.

**3.2.4. Local Planning Scheme Provisions and Building Codes**

The planning scheme explicitly takes a risk management approach to hazards consistent with the LDMP.

The new Planning Scheme (2014), currently subject to public consultation and review, includes a range of policy and regulatory controls to minimize the risk posed by bushfires. The following provisions are in place for new development in the management area.

- Settlement pattern is restricted to low to medium residential and light industry land use zoning with provision of fully serviced development.
- Planning policy requirement to carry out risk assessment and where required protecting identified land for "hazard mitigation works" from encroachment by development.
- a separate bushfire policy section that sets out how the bushfire hazard overlay (the Bushfire Prone Area mapping) is to be applied.
- two levels of bushfire risk management are envisaged in the plan – a reliability assessment (of the bushfire hazard overlay) and a site specific Fire Management Plan where potential risk is high.
- Additional provisions concern mitigation options (such as location, design, building materials and landscaping) and non-vegetated buffers around buildings and structures.
- Integration of public open space into bushfire control lines to act as buffer corridors around and amongst high risk settlements.

### **3.2.5. Education and Public Awareness Programs**

The Rockhampton Regional Council in partnership with Australian and State Governments and QFES has developed the *Be Prepared, Be Aware Disasters Happens* DVD.

Residents are urged to watch the DVD, and read the Emergency Services Guide to ensure that they and their families are prepared for when a disaster hits our Region. Copies of the DVD can be picked up from Rockhampton Regional Council's Customer Service Centres at Gracemere, Mount Morgan and Rockhampton.

As well as the DVD, there are several other strategies for people to learn about bushfire prevention and safety. QFES information and factsheets are distributed to residents as part of Council's preparations for the bushfire season. Everyone can learn more about bushfire safety at the State Emergency Services Expo which is organised by QFES each year.

Residents and business located in the Residential Risk Zone (Figure 3) or have significant bushland on their properties are a high priority for Council's annual bushfire safety and prevention education and public awareness campaigns.

An important part of bushfire prevention is notifying the public when there is a high risk of fire occurring. Council has systems in place that can distribute emergency notification messages via SMS to mobile phones.

Fire danger warning signs displaying the national Fire Danger Index have been installed at popular bush locations in order to notify the public entering into these areas when there is a high fire risk:

- Yeppoon Road
- Emu Park Road
- Entrance to Mount Archer Walking tracks
- German Street Bushland Park and Mountain Bike Track
- Access to National Park from Koongal and Lakes Creek.

### **3.2.6. Statutory Authority and Community Compliance Regulations (Local Laws)**

The highest priority for regional councils, government agencies and emergency departments is human safety and livelihood. It is for this reason that commonwealth and state legislation contain special powers that give the authority to QFES officers to access and carry out mitigation and emergency response operations. This includes but is not limited to the issuing of compliance notices, fines and if necessary imprisonment in order to ensure the safety of human life and property.

Bushfire risk can be dramatically increased through overgrown yards and incorrect stockpiling or dumping of garden waste which are considered to be fire hazards. Although, it is not preferred Council Community Compliance Officers have the authority to carry out inspections, issue warnings (remedial notices) and if necessary issuing compliance notifications to maintain overgrown allotments and remove garden waste.

#### 4. BUSHFIRE MITIGATION and MAINTENANCE SCHEDULE

##### 4.1. Annual Fire Management Assessment

Fire activities need to be thought out each year before the burning season. An Annual Fire Management Assessment is required to check current fuel loads, weather conditions, recent fires (especially the location of wildfires), track conditions and new or altered infrastructure.

The Annual Fire Management Assessment needs to begin as soon as the country becomes accessible after the wet season (e.g. tracks must be inspected by May – June each year to check to see if maintenance is required and to ensure that this maintenance is undertaken).

The assessment involves:

Action	Timing
Complete Fire Reports and mapping of fires that occurred over the previous 6 to 12 months.	Dec - Jan
Inspect areas burnt the year before. How does the country look? Are fuel loads high? Is ground cover healthy? Does the coming year's burning program need to be revised?	April - May
Inspect tracks that are important for the coming year's burning program. Are tracks suitable for 4WD vehicles with water tanks? Schedule track maintenance as required.	May – June
Check the burn proposal areas. How much grass (fuel load) has grown over the wet season?	May – June
Check the weather forecasts, dryness of the grass (i.e. curing), and creek lines or soil moisture. Think about how a fire is likely to spread or behave.	May - June
Review burn tactics based on current knowledge of track location and condition, weather, fuel loads and burns that have already taken place in the area.	June

##### 4.2. Mitigation and Emergency Response Equipment

Carry out annual equipment checks for all equipment that is required to carry out bushfire mitigation and emergency response activities. This must include review of all maintenance logs to ensure equipment is in safe and operating condition.

- Earth moving equipment – graders, trucks, shovels and excavators
- Elevated Work Platforms
- Slashers and Mowers
- Small plant equipment – whipper snipper, chain saws, pole saws.
- FWD vehicles, utilities and vehicles.
- Traffic control devices and signs
- Communication equipment; two-ways, UHF radio

- Emergency contact number and procedures – For a detailed list of emergency contacts please refer to LDMP

Council equipment is available for bushfire mitigation and emergency response activities. If equipment is not available Council has a number of private providers that can be accessed through the approved contract register that can be contacted to carry out mitigation and emergency response activities.

#### **4.3. Bushfire Control Line Inspection and Maintenance**

The Mount Archer Bushfire Control Line is maintained by Queensland Parks and Wildlife Service in accordance with the MOU Maintenance Action Plan. Inspections are carried out annually to ensure the Bushfire control lines are in good condition and accessible.

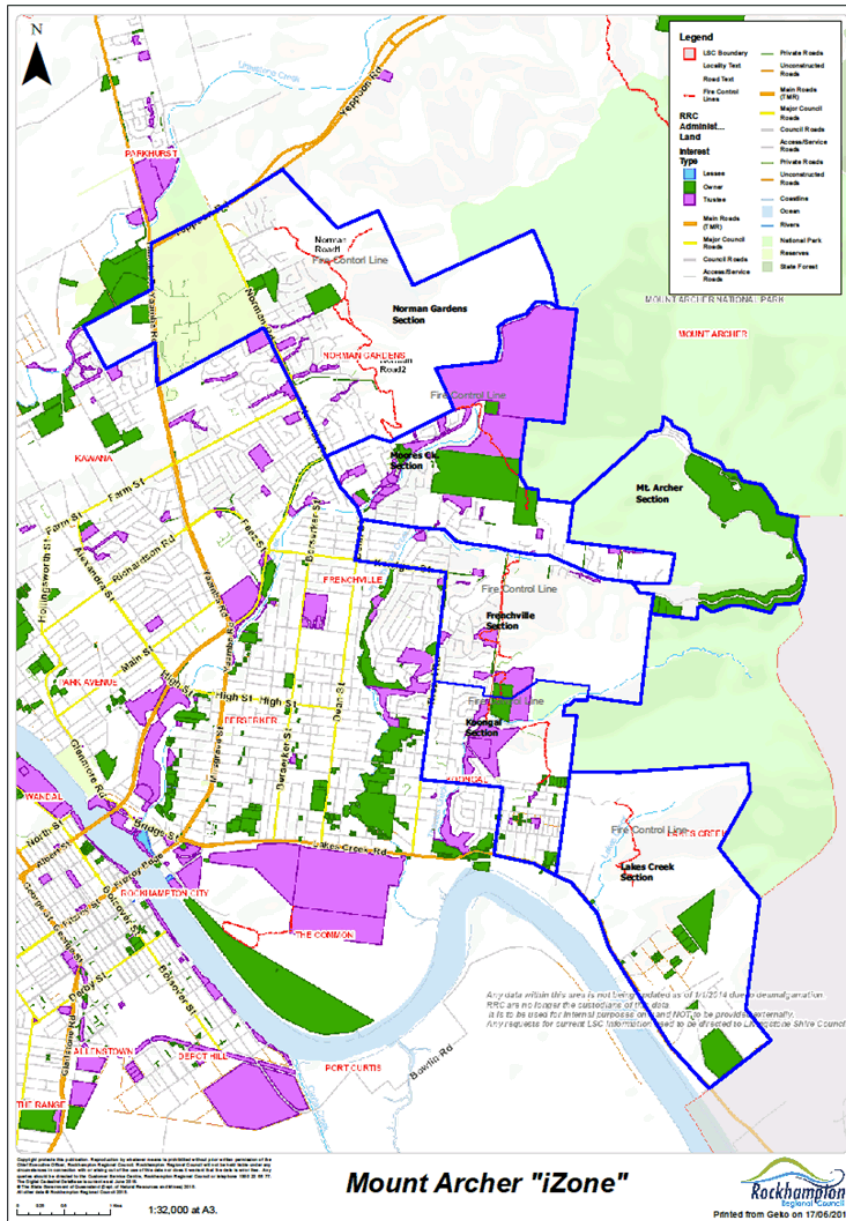
An assessment of the bushfire control line is carried out annually to identify access and maintenance issues. The assessment schedule is developed in accordance with the annual burning plan developed by QFES and QPWS which identifies the section of the bushfire control line that are most important for the year.

Inspections are carried out by QFES and QPWS officers that identify areas that require maintenance or parts of the track that are inaccessible. The assessment will be used to develop a maintenance works schedule.

It is Council's responsibility to ensure that all parties are able to access Council land to carry out maintenance, mitigation and emergency response activities.

#### **4.4. Council Mitigation and Maintenance Management Program**

The Mount Archer Bushfire Management Area has been broken into six management sections in order to cater for varying levels of bushfire risk across the Mount Archer "IZone" as shown in the map below.



Map 3 - Mount Archer "iZone" Bushfire Management Area

Mount Archer "IZone" Bushfire Management Area High priority areas have been identified using the Mount Archer Bushfire Risk Management Strategy within the bushfire management area. The table below lists a series of management actions that have been developed to reduce and mitigate bushfire risk areas within each management section.

Table 1 – Bushfire Risk Mitigation and Maintenance Management Actions

Council Land Regular Maintenance	Carry out regular maintenance mowing and slashing during wet season.	MA101
	Carry out regular maintenance trimming and removing debris from trees and gardens on council land	MA102
	Carry out regular weed management program.	MA103
	Respond to customer service requests as required through council customer service centre.	MA104
	Regular inspection of council equipment and infrastructure in accordance with inspection schedule	MA105
Council Land Mitigation Maintenance	Arrange for inspection of council land by "IZone" officer, Council's Disaster Management Officer and Parks Supervisor to identify high bushfire risk areas.	MA201
	Carry out mitigation mowing and slashing upon direction of QFES.	MA202
	Carry out mitigation mowing and slashing twice a month during high fire season from June until December.	MA203
	Carry out mitigation slashing if burns occurring within close proximity.	MA204
	Implement annual weed management program to reduce the potential fuel load generated by invasive grasses and woody weeds. (September – March).	MA205
	Maintain 3-10 metre tree free buffer between neighbouring bushland and residential private land by removing declared weeds, clearing trees and shrubs and slashing long grass.	MA206
	Remove and trim trees to maintain tree free buffer zones.	MA207
	Remove potential fire hazardous created by illegal dumping of rubbish and green waste.	MA208
	Carry out fuel reduction burn as advised by QFES "IZone" Officer in accordance with QFES and QPWS annual fire hazard reduction plan	MA209
Private Land	Implement education and public awareness strategies targeting residents that are located within the Residential Risk Zone focusing on maintaining overgrown yards, dumping garden waste and bushfire safety precautions (March - September).	MA301
	Work with private landholders to gain access to private property to carry out hazard inspections and mitigation activities, such as clearing along property boundary. (April – July)	MA302
	Implement enforcement options in accordance with local laws for instances of overgrown allotments and illegal dumping in Residential Risk Zone (May – January)	MA302
Public Safety	Installation of Fire Danger Index Signs at high public use areas that include notice board advertising fuel reduction burns and	MA401



	mitigation activities. (May – January)	
	Promote registration to emergency social media and smart phone application alert systems.	MA402
	Support development and consultation of community response and evacuation plans with QPWS and QFES.	MA403

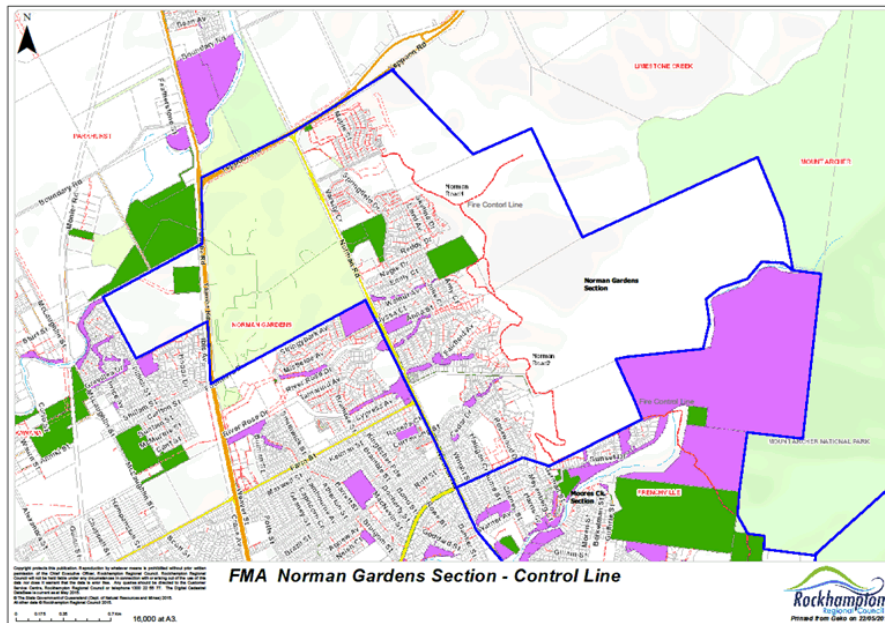
The management actions listed above are applied to the land use types outlined in section 3.1.2 to develop Council's Bushfire Landuse Management Action Plan. Combined with Council's existing maintenance schedule the Land Use Management Action Plan provides Council with an operational mitigation and maintenance program that clearly outlines the activities that Council will carry out to contribute to the Bushfire Risk Management Plan for the Mount Archer "IZone".

#### 4.4.1. Norman Gardens Section - Yeppoon Road to German Street

This section of Norman Gardens has undergone significant new development in recent years with dwellings being constructed east of Norman Road on the slopes of the Berserker Ranges. The management section runs south from Yeppoon Road to German St. as shown in Map 1 below.

This area is comprised of steep slopes and hills and is difficult to access in many areas. The natural vegetation is described as eucalyptus shrubby woodland, dominated by iron bark with a shrub understorey. The shrubby understorey gives way to invasive grasses and weeds, such as guinea grass and lantana when disturbed.

Recent development in Norman Gardens resulted in many private residents that are exposed to risk of bushfire due to combination of residential areas in close proximity to bushland with limited access. Access to this area is limited as the majority of land is private property. This area is considered a high priority for prevention and mitigation activities along the bushfire control line to help reduce the risk of bushfire to residents.



**Map 2 – Mount Archer “IZone” Bushfire Management Area – Norman Gardens Section**

Council owns or is responsible for several large areas of land within the Norman Gardens section. Priority areas for mitigation and maintenance activities on Council land and property includes the Nagar Road Reservoir, vacant lots along Norman Road and several roads that can be used as access points to the bushfire control line.

Other priorities that have been identified include several small creeks that have been developed into drainage swales for storm water management.

### Vacant Land – Open Space and Parkland

Recent development along Norman Road has created a large open area that is grassed which may be susceptible to bushfire ignition under specific conditions. Regular maintenance is carried to help ensure the vacant property does not become over grown.

There is a significant amount of open space and parkland that forms a network of open drainage corridors. Open drainage on Council land are maintained regularly under a Council maintenance schedule, although annual inspection and mitigation activities are required prior to and during high bushfire risk periods:

- Carry out regular maintenance slashing during wet season.
- Carry out mitigation slashing during high bushfire danger season from June until December.
- Carry out mitigation slashing upon direction of QFES.
- Carry out annual QFES inspection at interface of drainage corridor with bushland.
- Mitigation works involving tree trimming and maintain tree free buffers where drainage swales connect to high bushfire risk areas or within close proximity to private residents.

### Vacant Land - Bushland

The major bushland reserve identified is the Reservoir located on Nagel Drive (Lot 1 on Plan RP602872). The following mitigation and management actions have been implemented to reduce bushfire risk to Council and neighbouring property and infrastructure.

- Carry out fuel reduction burning as instructed by QFES "IZone" Officer in accordance with QFES and QPWS hazard reduction plan.
- Maintain 3-10m tree free buffer between Council land and residential area or private land by removing declared weeds, clearing land and slashing.
- Maintain 3-10m tree free buffer around Council infrastructure.
- Implement annual weed management program to reduce the potential fuel load generated by invasive grasses and woody weeds. (September – March).
- Mitigation activities should be carried out when annual inspection has identified any risk or maintenance requirements (May – July).

### Creeks and Waterways

There are no significant waterways or creeks within this section. However, Council is responsible for open space that is designated for drainage which has been addressed under Open space and parkland land use category above.

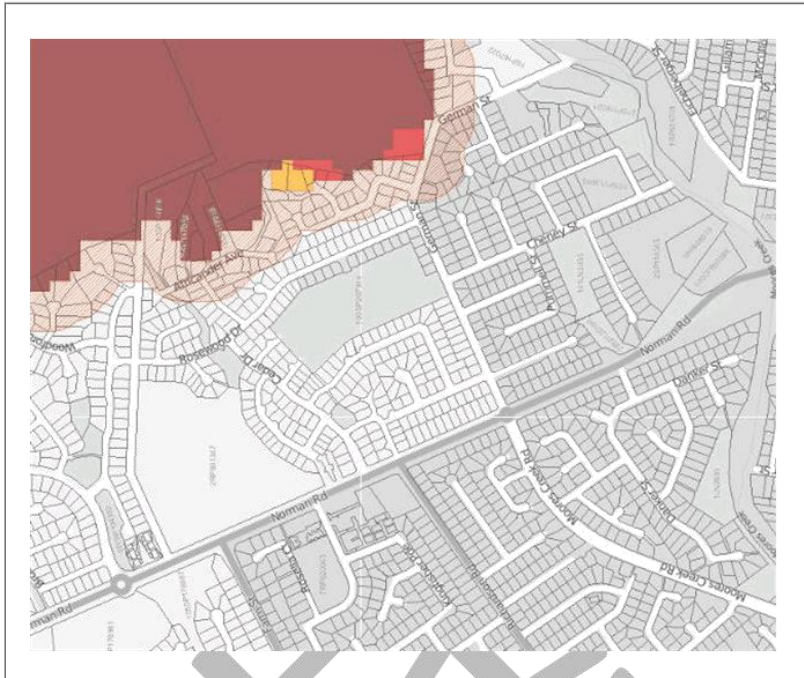
### Private Land

Council will continue to work with residents located in the residential risk zone indicated by the red shading in the map below to again access to the rear of properties to carry out monitoring and mitigation activities.

It has been identified that private properties located on Fairfield Avenue, Riverwood Grove, Woodford way, Ferndale Place, Cobble Court and Limewood Close are burdened with drainage easements that could become a significant bushfire risk. In this instance Council will arrange for inspections of drainage easements to be carried out to identify high bushfire mitigation priorities and requirements prior to and during the bushfire season in conjunction with QFES:

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- Implement education and public awareness strategies targeting residents that share boundary with bushland, focusing on maintaining overgrown yards and dumping garden waste (March - September).
- Where accessible work with landowners to gain access to property boundaries to maintain 3-10m buffers.
- Carry out mitigation clearing, weed management and slashing as instructed by QFES "IZone" Officer.

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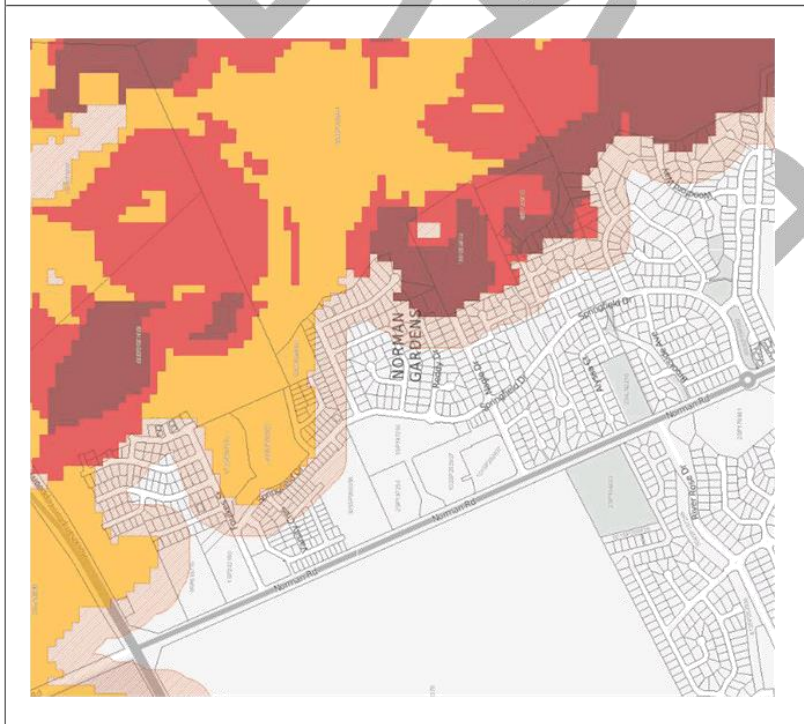


Figure 4 - Norman Gardens Section - Residential Risk Zone

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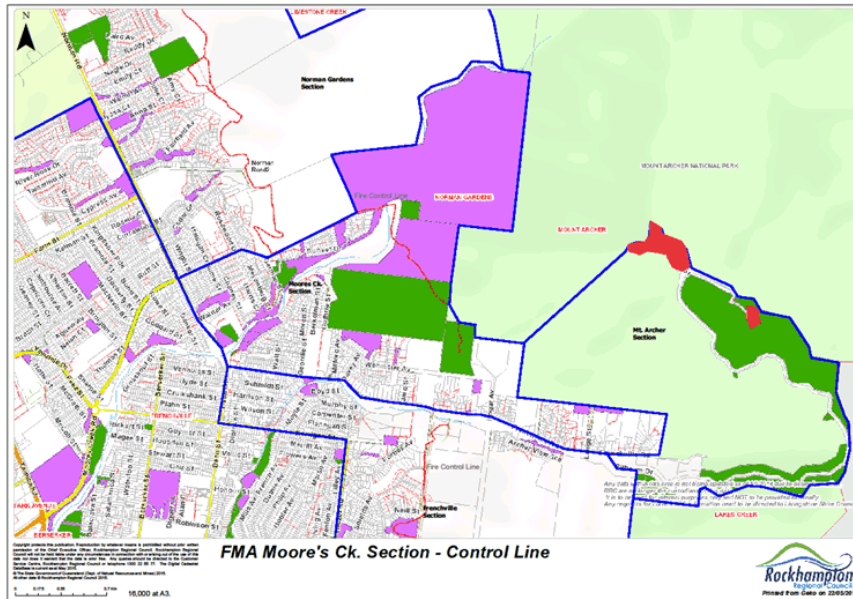
### Bushfire Control Line

The bushfire control line has been established on private land on the slopes above significant residential development. The bushfire control line is easily accessible and two formal access points are well maintained, and there are multiple points that can be used in an emergency. In some places the bushfire control line requires re-alignment and reinstatement because residential development has expanded to a point where the control line no longer exists. Council planning provisions now restrict development and impose strict guidelines when carried out in high bushfire risk areas.

- Reinstatement of bushfire control line between Yeppoon Road and Foulkes Drive behind new residential estate.
- Carry out assessment and mitigation works as instructed by QFES "IZone" Officer.
- Establish access and maintenance works agreements with private landowners where control line is located on private land.
- Maintain clear path of access where the following roads can be used as access and escape points for the bushfire control line.
  - Foulkes Street, College Drive, Skyline Drive, Nagel Drive, Woodford way, Unconstructed Road Reserve.

**4.4.2. Moores Creek Corridor – German St – Frenchville Road**

This section of the management area is dominated by the Moores Creek corridor and is comprised of several large reserves owned by Council. Similar to the Norman Gardens section recent development has resulted in residential areas near bushland and is considered to be a very high bushfire risk area, as shown by the map below.



**Map 3 - Norman Gardens Section – Residential Risk Zone**

The terrain and vegetation on the hills and slopes is consistent with the Norman Gardens management section. Closer to the creek the vegetation is dominated by blue gum (*Eucalyptus tereticornis*) with casuarina (*Casuarina cunninghamii*) and coolibah (*E. coolibah*) species also present. There is a shrubby layer made up of *Acacia* and understorey of open to sparse perennial grasses. Invasive species such as lantana and guinea grass is common throughout the lower reaches of Moores Creek close to residential areas.

High priority areas for mitigation activities within this section have been identified as the bushfire control line which is currently located along the rear boundary of freehold properties within close proximity to private homes.

The German Street Park is a large forested area that is the entrance to the Mount Archer National Park and straddles Moores Creek. The creek corridor is well established and intact

and could potentially act as a corridor for bushfire to threaten urban areas further downstream.

#### Vacant Land – Open Space and Parkland

The main areas of cleared vacant land are part of Council's established parks and gardens network that occur along Moores Creek and include Sunset Drive Parklands, Meyenberg Court, Jud's Park and Eichelberger Park. Council's regular maintenance schedule ensures that open space is well maintained.

- Carry out mitigation slashing in open grassed area upon direction of QFES and at least twice a month during high fire season from (June – December).
- Carry out mitigation slashing if burns occur within close proximity.
- Carry out regular maintenance slashing during wet season.(December – April)

#### Vacant Land – Bushland

In some situations open areas may require further monitoring and mitigation activities where vacant land is adjacent to bushland or the Moores Creek corridor.

Arrange annual inspection with QFES "IZone" officer to carry out potential fuel load assessments along Sunset Drive Parklands, German Street Park, First Turkey walking track and Rockhampton Mountain Bike track, Guthrie, Old Rollo Drive Park, Rogar Avenue Reservoir (May – June)

- Carry out mitigation activities in consultation with QFES "IZone" officer and third party trustees.
- Carry out fuel reduction burns in accordance with QFES and QPWS annual fuel reduction burning plan or as instructed by "IZone" Officer.
- Maintain 3-10m tree free buffer between Council land and residential area or private land by removing declared weeds, clearing land and slashing.
- Increase slashing of Rogar Avenue for mitigation purposes once a month during high fire season from (May – December).
- Carry out weed management activities along the perimeter of tree free buffer from (September – March).
- Followed up with mitigation clearing (May and June).
- Implement education and public awareness strategies targeted at surrounding residents and regular users prior to and during bushfire season. (March - September)



- Install Fire Danger Warning Signs notifying users of Council land of the fire danger index rating at entrances to German Street Park.

### Creeks and Waterways

Moore's Creek is the only significant waterway located in this management section that is considered a potential bushfire risk. However, there are several minor waterways that cross private land that could potentially be a risk to private property owners.

- Carry out annual inspection of Moores Creek corridor to identify where creek vegetation connects with private property, overgrown grass creating high fuel loads, and occurrences of garden waste dumping. (March-May).
- Carry out mitigation works along private property boundaries where required in high risk sites (May – September)
- Implement annual weed management operations in high risk areas (September - March)
- Implement education and public awareness strategies targeting residents that share boundary with creek, focusing on maintaining overgrown yards and dumping garden waste (April – September)
- Maintain clear path of access where roads and Council properties can be used as access and escape points for Moores Creek corridor.
  - Reaney Street, Cheney Street, German Street, Eichelberger Street
  - Jud's Park, Eichelberger Park, Meyenberg Park, Sunset Drive Park Land

### Private Land

Council will work closely with residents located in the residential risk zone, shown in the map below to carry out inspections of private property boundaries that back onto creeks and Council properties at following addresses leading up to and during bushfire season (May – September)

- Cheney Street, Harris Crescent, German Street, Sunset Drive, Haven Court, Retreat Avenue.
- Eichelberger Street, Berkelman Street
- Old Rollo Drive, Scully Street, Wehmeier Avenue, Jard Street

Properties located along Frenchville Road after Rogar Avenue are susceptible to a higher bushfire risk due to the large areas of bushland.

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- Implement education and public awareness strategies targeting residents that share boundary with bushland, focusing on maintaining overgrown yards and dumping garden waste (March - September).
- Implement early warning system to residents in very high risk locations.
- Assessment and mitigation works as instructed by QFES "IZone" Officer.
- Establish access and maintenance works agreements with private landowners where control line is located on private land.
- Where access and permission is provided work with private landowners that share a boundary with the bushfire control line along Sunset Drive and Haven Court to carry out annual maintenance activities to remove hazards and reduce the risk of bushfire impact behind properties.
- Maintain clear path of access where the following roads and properties can be used as access and escape points for the bushfire control line:
  - Sunset Drive Parklands, German Street Bushland Park.
  - German Street, Sunset Drive, Rogar Avenue.

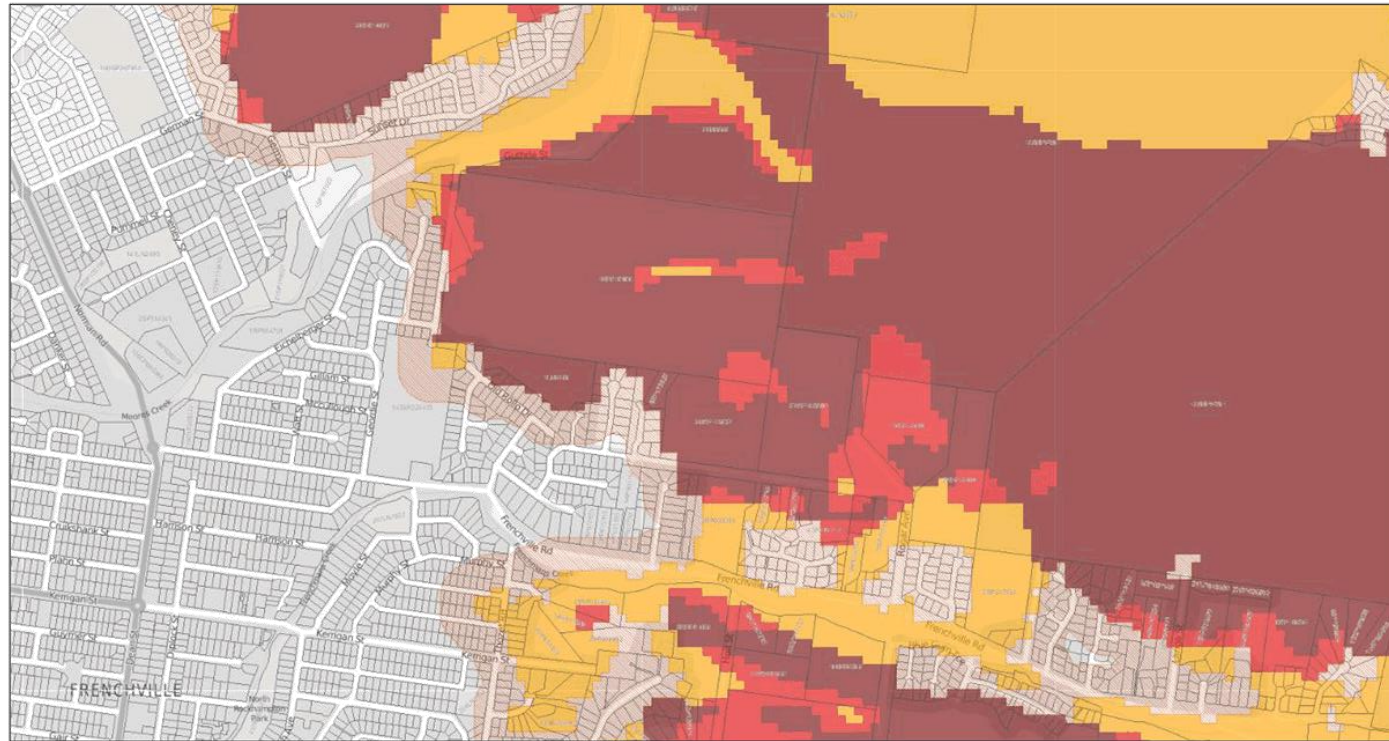


Figure 5 - Moores Creek Section - Residential Risk Zone

#### 4.4.3. Mount Archer Section – Pilbeam Drive and Fraser Park

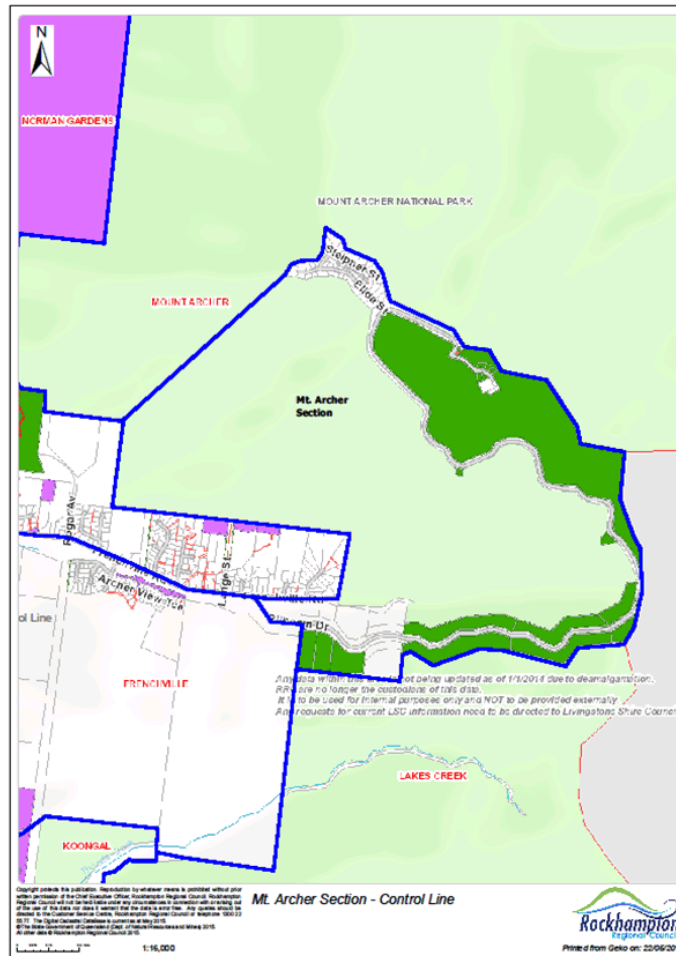
The Mount Archer management section, shown in the map below, has been subject to more detailed and specific planning and bushfire management activities than much of the surrounding region. In 2001, a fire management strategy for Berserker Wilderness Area (encompassing Mount Archer National Park and State Forest) was completed (Berserker Wilderness Land Management Committee 2001)<sup>4</sup>.

In 2001 a detailed fire plan was developed for Mount Archer National Park and neighbouring properties in both Rockhampton Regional Council and Livingstone Shire Council areas. An update of this fire strategy was completed in May, 2010 (QPWS 2010)<sup>5</sup>.

The vegetation on the summit is mixed Eucalyptus woodland to open forest dominated by lemon scented gum (*Corymbia citrodora*) and narrow leaved ironbark (*Eucalyptus crebra*) with open to sparse understorey comprised of medium shrubs with red ash (*Alphintonia excels*) and mixed *Acacia* species. The area is not as susceptible to invasive grasses compared to other vegetation communities in the management area. However, lantana can become prevalent if not kept under control which can increase the risk of vegetation carrying a fire under the right conditions.

<sup>4</sup> Berserker Wilderness Land Management Advisory Committee (2001) *Berserker Wilderness Fire Strategy*

<sup>5</sup> Qld Parks and Wildlife Service, (2010) *Fire Management System – Mount Archer National Park and State Forests*.



**Map 4 - Mount Archer "IZone" – Mount Archer Section**

The Mount Archer Bushfire Management strategy has identified this area as a very high bushfire risk. The Mount Archer summit is comprised of a small residential community, several telecommunication towers and council water utility and nature reserves. The summit area is serviced by Pilbeam Drive which is currently the only road to access the summit community and utility infrastructure by vehicle.

High priority areas for prevention and mitigation activities within this section have been identified as the private property and residents living on the summit, the council water utilities and telecommunication towers located in Fraser Park.

Particular focus is placed on Pilbeam Drive as a potential bushfire control line that can be used to mitigate and respond to bushfire risk and provide an escape route in the event that severe bushfire occurs.

#### Vacant Land – Open Space and Parkland

Council is responsible for managing and maintaining Fraser Park which is 4.4ha parkland surrounded by national park. Fraser Park's purpose is for recreation and comprises an open grassed area, several small buildings, BBQ picnic facilities, car park and provides entrance to 4 walking tracks through the surrounding bushland. Privately owned vacant blocks located in the nearby community are maintained in order to prevent land becoming overgrown and increasing the risk of bushfire.

- Carry out slashing and mowing program, on roadsides and vacant land, in accordance with regular maintenance schedule (Monthly) or as instructed by QFES "IZone" officer.
- Maintain 3-10m tree buffer around open grassed area and surrounding bushland.
- Develop and implement facilitates works and maintenance program that includes bushfire mitigation provisions for future upgrades and repairs.

#### Vacant Land – Bushland

The majority of Fraser Park is made up bushland similar to the surrounding National Park. There are both council and privately owned property within Fraser Park that is impacted by the risk associated with the natural bush. Annual bushfire management and mitigation activities are carried out to address bushfire risk identified in Fraser Park (App. 2- Table 3).

- Arrange for annual inspection of surrounding bushland with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements. (May - June)
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or upon the instruction of QFES "IZone" Officer.
- Carry out regular monitoring and maintenance of lookouts and track network to ensure track remain clear.
- Carry out weed management activities in accordance with regular weed management schedule (September – March) or as instructed by QFES "IZone" officer.
- Carry out follow up clearing and mitigation activities once weed control has been completed.
- Implement education and public awareness strategies targeting regular users prior to and during bushfire season. (March - September)

- Install Fire Danger Warning Signs notifying users of Council land of the fire danger index rating at Fraser Park car park.

The Mount Archer reservoir and associated pipeline and pump stations are located along Pilbeam Drive and in Fraser Park. The utilities are surrounded by bushland and where exposed at the surfaces are susceptible to bushfire. Accessing consistent water supply at high pressure is a high priority in bushfire risk mitigation and management.

- Carry out inspections of water utilities infrastructure to ensure equipment and utilities are operating and are in good condition in accordance with regular maintenance schedule or as instructed by QFES "IZone" officer (May – June).
- Maintain 3-10m tree buffer around reservoir and pump stations.
- Carry out weed management activities around reservoir and pump stations in accordance with regular maintenance schedule or as instructed by QFES "IZone" officer.
- Follow up weed management program with mitigation clearing activities (slashing and trimming) of tree free buffer.

#### Private Land

There are over 59 private properties that share a boundary with bushland that is Council Land, National Park or private property in the Mount Archer Section. Properties located along Pilbeam Drive, Sleipner Street and Elida Street are susceptible to a higher bushfire risk due to the large areas of adjacent bushland and are included in the Residential Risk Zone as shown in the map below.

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- Implement education and public awareness strategies targeting residents that share boundary with bushland, focusing on maintaining overgrown yards and dumping garden waste (March - September).
- Implement early warning system for residents in very high risk locations.

#### Bushfire Control Line

The summit area is located above the existing bushfire control line that was established in 2009. However, Pilbeam Drive and associated road infrastructure is maintained above the standard required for a bushfire control line under the QFES and QPWS fire hazard reduction plan.

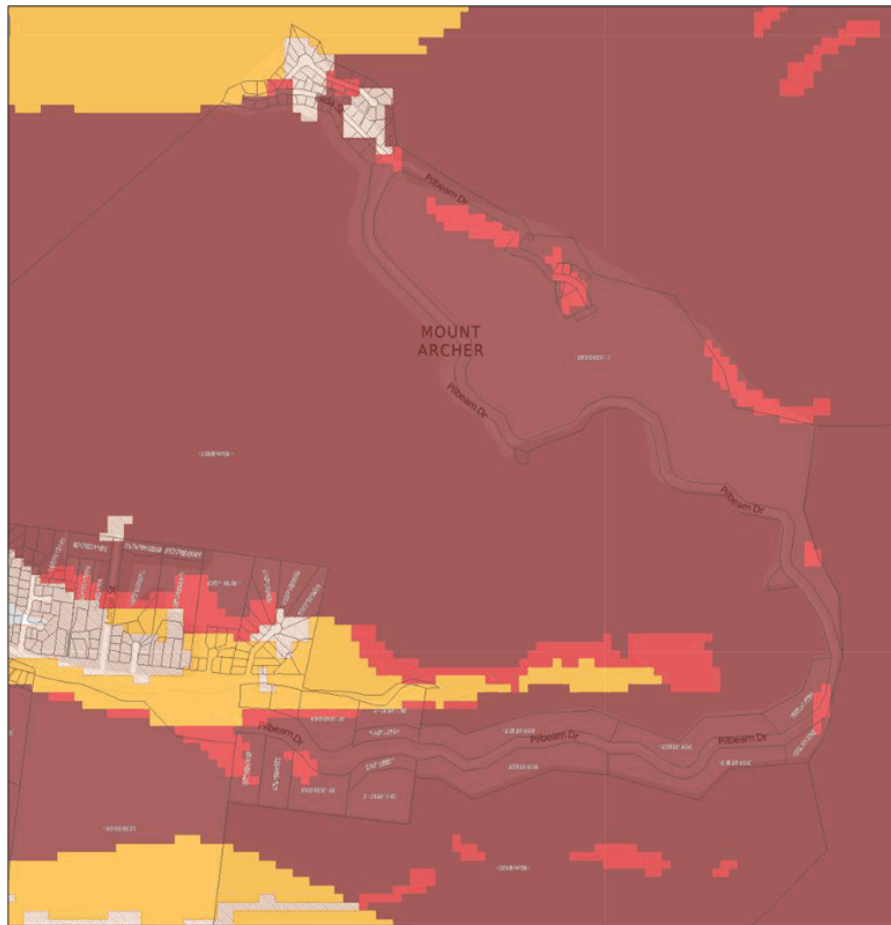
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- Arrange for annual inspection of Pilbeam Drive with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements.
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or as instructed by "IZone".
- Implement road side weed management operations in accordance with regular weed management schedule or as instructed by QFES "IZone" officer.
- Implement roadside slashing and trimming program in accordance with regular maintenance schedule (Monthly) or as instructed by QFES "IZone" officer.
- Develop and implement long term Pilbeam Drive maintenance and works program that includes provisions for bushfire risk mitigation when carrying out future upgrades and repairs.

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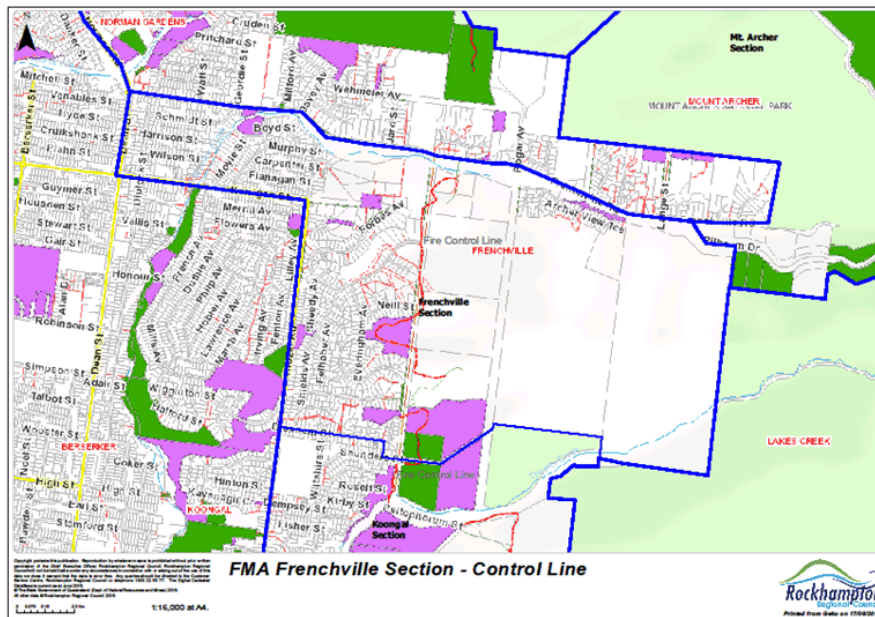
**Figure 6 - Mount Archer Management Section – Residential Risk Zone**

**4.4.4. Frenchville Section – Frenchville Road – Bloxsom Street**

The Frenchville management section extends from Frenchville Road to Bloxsom Street and includes Frenchmans Creek corridor, as shown in the map below. The Vince Lester Walkway starts at the Thozet Road pedestrian bridge and runs along Frenchmans Creek and Frenchville Road. The walkway is a popular attraction for walking, riding and other forms of exercise. The tree lined walkway is an important asset to the Rockhampton community.

The fringing residential areas are located on steep hill slopes with small creek corridors such as, Frenchmans Creek and other small waterways intersecting the urban landscape. The

dominant vegetation on the slopes is Narrow leaved iron bark (*Eucalyptus crebra*), *Eucalyptus tereticornis* (Blue gum) with *Casuarina* and *Coolibah* species also present. There is a shrubby layer made up of *Acacia* and understorey of open to sparse perennial grasses. Invasive species such as *lantana* and *guinea grass* is common in disturbed areas. There are large areas of softwood scrub forest located on steep slopes and gullies which are sensitive to fire.



**Map 5 - Mount Archer "IZone" – Frenchville Section**

The bushfire risk to private property in this management section is generally considered to be medium due to the accessibility of the bushfire control line and limited amount of vacant bushland. However, there are some private residents located along Frenchmans Creek and on large bush blocks where the bushfire risk is very high.

Priority areas for Council include the Vince Lester Walkway, Frenchmans Creek corridor, Forbes Avenue Reservoir and the vacant bushland block along Everingham Avenue.

Vacant Land – Open Space and Parkland

There are two major properties classified as vacant open space, Doug Pickering Park and Duthie Park. Both parks are part of Council's serviced parks and open space network and are maintained as part of Council's regular maintenance program. Annual monitoring is

carried out to identify potential bushfire risk areas in parts of the parks where trees are established.

- Carry out slashing and mowing program in accordance with regular maintenance schedule (Monthly) or as instructed by QFES "IZone" officer.
- Where bushland does exist maintain 3-10m tree buffer between trees and private property.
- Arrange for annual inspection by QFES "IZone" officer of open space where bushland is located.
- Carry out trimming and clearing activities between April - July or when instructed by the "IZone" officer.
- Develop and implement facilities works and maintenance program that includes bushfire mitigation provisions for future upgrades and repairs.

#### Vacant Land – Bushland

The Vacant bushland reserve (Lot 915 on Plan RP858243) located on Everingham Avenue is a high bushfire risk due to the rough terrain and proximity to private residences. The bushfire control line runs through the block which is made up of small creeks and steep gullies and is surrounded by private residences.

- Arrange for annual inspection of surrounding bushland with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements. (May - June)
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or on the instruction of QFES "IZone" Officer.
- Maintain 3-10m tree free buffer along boundary shared by private residence.
- Carry out weed management activities in accordance with regular weed management schedule (September – March) or as instructed by QFES "IZone" officer.
- Carry out follow up clearing mitigation activities once weed control has been completed.

The Forbes Avenue Reservoir is located at the top of Forbes Avenue and is surrounded by trees. Although the property has medium bushfire risk annual mitigation activity is carried out to reduce the risk to surrounding residences and infrastructure.

- Carry out inspections of water utilities infrastructure to ensure equipment and utilities are operating and are in good condition in accordance with regular maintenance schedule or as instructed by QFES "IZone" officer (May – June).
- Maintain 3-10m tree free buffer around reservoir and pump stations.

- Carry out weed management activities around reservoir and pump stations in accordance with regular maintenance schedule or as instructed by QFES "IZone" officer.
- Follow up weed management program with mitigation clearing activities (slashing and trimming) of tree free buffer.

#### Creeks and Drainage Swales

- Carry out annual inspection of Frenchmans Creek corridor (March-May).
- Identify high hazard areas where creek vegetation connects with private property, overgrown grass creating high fuel loads, and occurrences of garden waste dumping.
- Carry out mitigation works along private property boundaries where required in high risk sites (May – September)
- Implement annual weed management operations in high risk areas (September - March)
- Implement education and public awareness strategies targeting residents that share boundary with creek, focusing on maintaining overgrown yards and dumping garden waste (April – September)
- Maintain clear path of access where roads and Council properties can be used as access and escape points for Frenchmans Creek corridor.

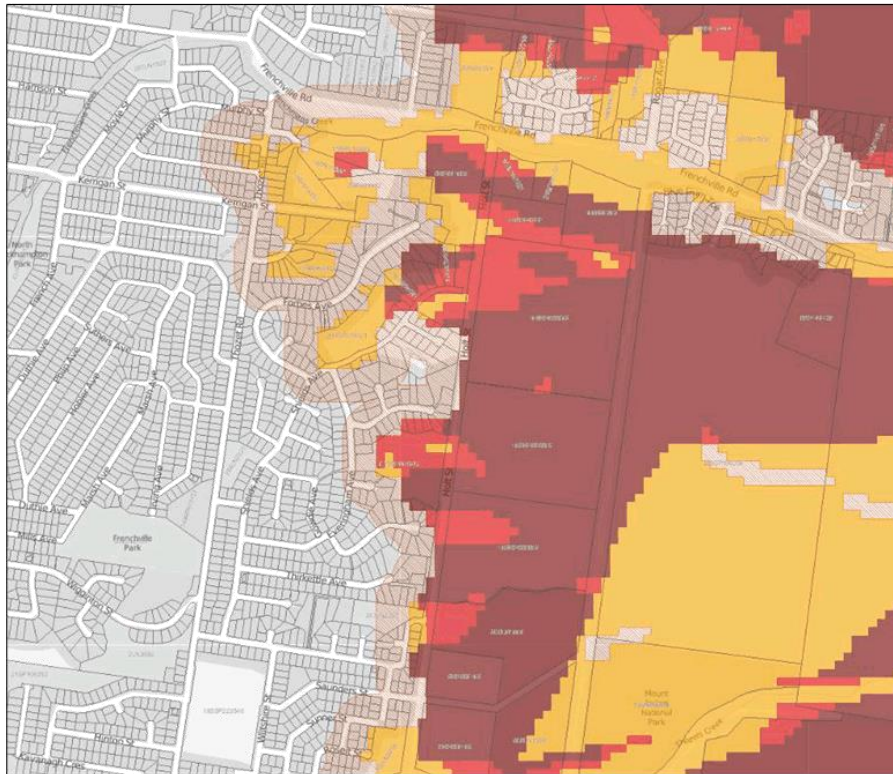
#### Private Land

Properties located at the end of Blue Gum and Archer View Terrace, Forbes Avenue, Shields Avenue, Neill Street, Murlay Avenue have been identified in the Residential Risk Zone, as shown in the map below and are susceptible to bushfire. Fortunately, the unconstructed road acts as a buffer and is easily accessible to carry out mitigation works which reduces the bushfire risk to these properties.

There are several residences located on large bush blocks that have access from Frenchville Road and Bloxsom Street. These properties do not have the protection of the bushfire control line or unconstructed road reserve and are considered to be very high bushfire risk.

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- Arrange for inspection of unconstructed road by QFES "IZone" officer and identify high bushfire risk areas and maintenance works.
- Work with private land owners that share boundary with Council vacant land to identify bushfire hazards and carry out mitigation works.

- Implement education and public awareness strategies targeting residents that are located in the Residential Risk Zone focusing on maintaining overgrown yards, preventing dumping garden waste and working with neighbours to keep boundaries clear (March - September).
- Implement early warning system for residents in Residential Risk Zone.



**Figure 7 - Frenchville Management Section – Residential Risk Zone**

Bushfire Control Line

The terrain within the Frenchville section is very steep hills and gullies which result in the bushfire control line being constructed close to residents and private property. The majority of the control line follows an unconstructed road reserve that extends south from Frenchville Road to Thozet Creek in this section and is very close to Peltophorum Street and is accessible at multiple locations.

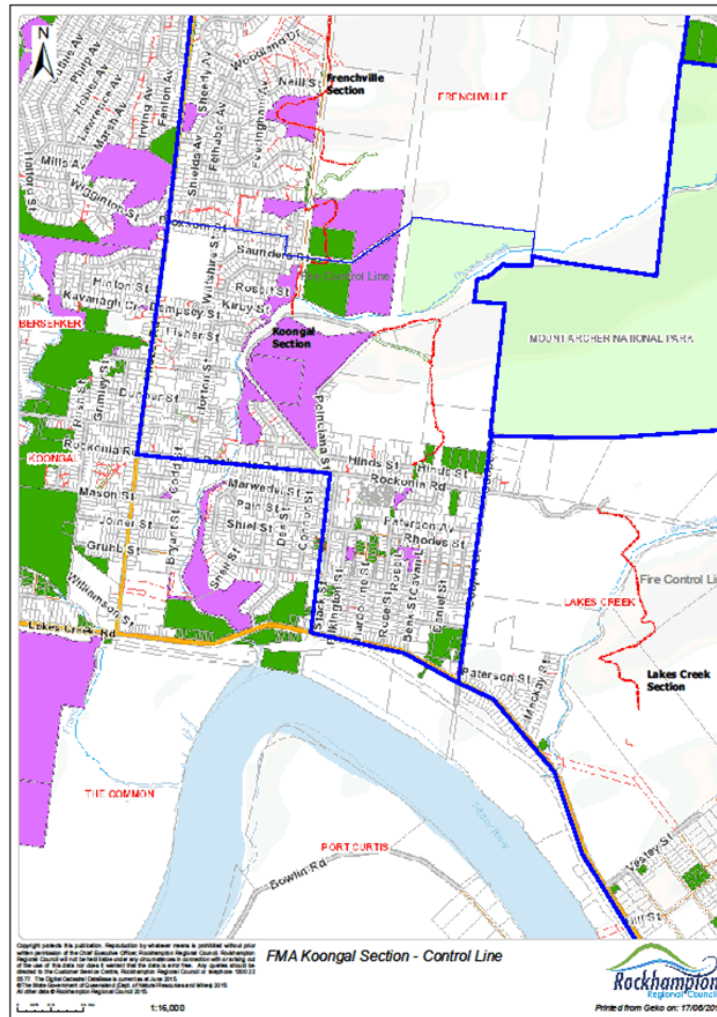
- Arrange for annual inspection of bushfire control line with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements.
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or as instructed by "IZone".
- Establish access and maintenance works agreements with private landowners where control line is located on private land.
- Implement weed management operations along unconstructed road reserve in accordance with regular weed management schedule or as instructed by QFES "IZone" officer.
- Implement provisions for bushfire risk mitigation when constructing new roads.

#### **4.4.5. Koongal Section – Bloxsom Street – Cooper Street**

The majority of residential areas and significant council assets are located to the west and south of the unconstructed Holt Street road reserve and Thozet Creek as shown in map 5.

The terrain in this section is not as steep as some of the other areas along the "IZone" interface making access to the bushfire control line and high risk areas relatively unrestricted. The vegetation on the hill slopes north of Thozet Creek is dominated by mixed open forest of narrow leaved Ironbark (*Eucalyptus crebra*), lemon scented gum (*Corymbia citrodora*) and morton bay ash (*E.tessellaris*) with a relatively sparse shrub layer dominated by acacia species. On the lower slopes and along the creek corridor the vegetation is denser with semi-evergreen vine forest being present along with blue gum (*E.tereticornis*), coolibah (*E.coolibah*) with a dense grassy understorey along the creek flats which is more susceptible to bushfire. The vegetation to the south of Thozet Creek has been disturbed to a greater degree and is more open with large areas of open grassland.

The bushfire risk to private property in this management section is generally considered to be medium due to the accessibility of the bushfire control line and limited amount of vacant bush land in close proximity to built up areas. However, there are several homes located at the end of Peltophorum, Poinciana and Cooper Streets that are surrounded by open woodland and densely grassed areas. These properties as well as residents along Hind Street have been identified as high priority locations for Council to carry that public education and awareness raising programs.



**Map 6 - Mount Archer "iZone" – Koongal Section**

Priority risk areas for Council include the Holt Street Road reserve, vacant land and parkland reserves located either side of Thozet Creek, include Peltophorum Street and Enid O'Toole Park and private property owners that have the bushfire control line on their property. The vacant reserves and parkland do not contain significant infrastructure but are open bushland that could pose a risk to neighbouring residential houses and private land. Thozet Creek corridor, Holt and Peltophorum Streets have been identified as high priority for monitoring

and mitigation activities due to the role they play in mitigating and responding to bushfire risk.

#### Vacant Land – Open Space and Parkland

There is significant network of public open space that is utilised as recreational parkland within the Koongal section. Ken Baker, Enid O'Toole, Peltophorum Street Parks are well vegetated and are common recreational areas adjacent to large bushland areas. All three parks are part of Council's serviced parks and open space network and are maintained as part of Council's regular maintenance program. Annual monitoring is carried out to identify potential bushfire risk areas in parts of the parks where trees are established.

- Carry out slashing and mowing program in accordance with regular maintenance schedule (Monthly) or as instructed by QFES "IZone" officer.
- Where bushland does exist maintain 3-10m tree buffer between trees and private property.
- Arrange for annual inspection by QFES "IZone" officer of open space where bushland is located.
- Carry out trimming and clearing activities between April - July or when instructed by the "IZone" officer.

#### Vacant Land - Bushland

The unconstructed Holt street road reserve and vacant bushland reserves (Lot 2 and 3 on Plan RP608152, Lot 200 on Plan LN1558) are a high bushfire risk as they form part of the bushfire control line providing a buffer between bushland and private residences.

- Arrange for annual inspection of bushland with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements. (May - June)
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or on the instruction of QFES "IZone" officer.
- Maintain 3-10m tree free buffer along boundary shared by private residences.
- Carry out weed management activities in accordance with regular weed management schedule (September – March) or as instructed by QFES "IZone" officer.
- Carry out follow up clearing mitigation activities once weed control has been completed.



### Creeks and Drainage Swales

- Carry out annual inspection of Thozet Creek corridor (March-May).
- Identify high hazard areas where creek vegetation connects with private property, overgrown grass creating high fuel loads, and occurrences of garden waste dumping.
- Carry out mitigation works along private property boundaries where required in high risk sites (May – September)
- Implement annual weed management operations in high risk areas (September - March)
- Implement education and public awareness strategies targeting residents that share boundary with creek, focusing on maintaining overgrown yards and dumping garden waste (April – September)
- Maintain clear path of access where roads and Council properties can be used as access and escape points for Thozet Creek corridor.
  - Roselt Street, Kirby Street, Gable Street, Dawbarn Street, Peltophorum Street, Macarthur Street, Rockonia Road
  - Ken Baker Park, Enoid O'Toole Park, Peltophorum Street Park

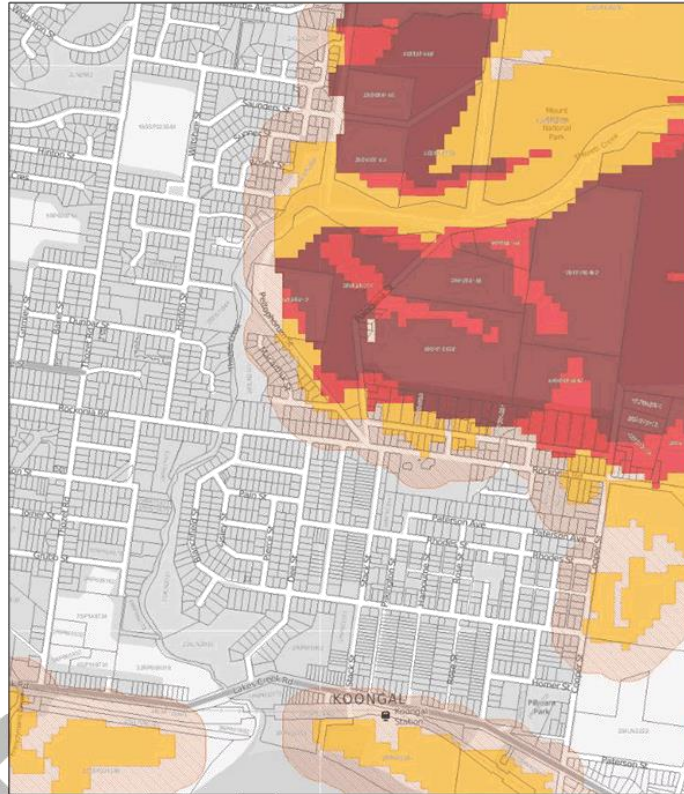
### Private Land

Properties located at the end of Peltophorum, Poinciana and Cooper Streets have been identified in the Residential Risk Zone, as shown in the map below and are considered to be a high bushfire risk. The bushfire control line is easily accessible to carry out mitigation works which reduces the bushfire risk to these properties.

There are several residences located on large bush blocks that have access from Peltophorum and Cooper Streets. These properties do not have the protection of the bushfire control line and are considered to be very high bushfire risk.

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- Arrange for inspection of unconstructed road by QFES "IZone" officer and identify high bushfire risk areas and maintenance works.
- Work with private land owners that share boundary with council vacant land to identify bushfire hazards and carry out mitigation works.
- Implement education and public awareness strategies targeting residents that are located in the Residential Risk Zone focusing on maintaining overgrown yards, preventing dumping garden waste and working with neighbours to keep boundaries clear (March - September).

- Implement early warning system for residents in high risk areas located on Peltophorum Street.



**Figure 8 - Koongal Section – Residential Risk Zone**

**Bushfire Control Line**

The bushfire control line follows the unconstructed Holt Street road reserve from Bloxson Street to Peltophorum Street. This section of the control line is considered to be a high priority due to its proximity to densely populated areas. The control line then continues south from Thozet Creek through larger rural residential properties. The land between Thozet Creek to Hind Street is privately owned and will require permission from the owners to access and carry out maintenance works

- Arrange for annual inspection of bushfire control line with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements.

- Develop annual maintenance agreement with QPWS based on QFES annual inspection and assessment.
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or as instructed by "IZone".
- Implement weed management operations along unconstructed road reserve in accordance with regular weed management schedule or as instructed by QFES "IZone" officer.
- Implement provisions for bushfire risk mitigation when constructing new roads.
- Establish access and maintenance works agreements with private landowners where control line is located on private land.

#### **4.4.6. Lakes Creek Section – Cooper Street – Hartington Street**

Lakes Creek is the least populated management section in the Mount Archer "IZone" management area. It is made up of a mix of farming, light industry and rural residential land use with some medium to low residential zoning. The bushfire risk is considered to be medium due to the low population and relatively cleared and fragmented bushland. However the presence of significant infrastructure with regards to the meat works and Lakes Creek School does increase the bushfire risk.

The majority of the management section is located on the Fitzroy River flood plain and is relatively flat with gently sloping hills. The terrain becomes steeper as you approach the ranges where the majority of the intact bushland is located. The vegetation on the floodplain has been significantly cleared and disturbed and is limited to fragmented remnants of blue gum (*Eucalyptus tereticornis*) and coolibah (*E.coolibah*) with large open areas of grassland. As you move further up the slope towards the ranges the vegetation is relatively intact and is dominated by mixed woodland of narrow leaved Ironbark (*Eucalyptus crebra*), lemon scented gum (*Corymbia citrodora*) and morton bay ash (*E.tessellaris*) with a relatively sparse shrub layer dominated by acacia species.

The residential and industrial property is located on land that is mostly cleared. Although, caution should still be taken as there are large open areas of dense grassland which can still pose a bushfire risk to life and property.

Priority areas for private property in the Lakes Creek section have been identified as the properties located along Cooper Street and Rockonia Road where the properties are adjacent to the National Park and close to bushland or open grassland that is susceptible to

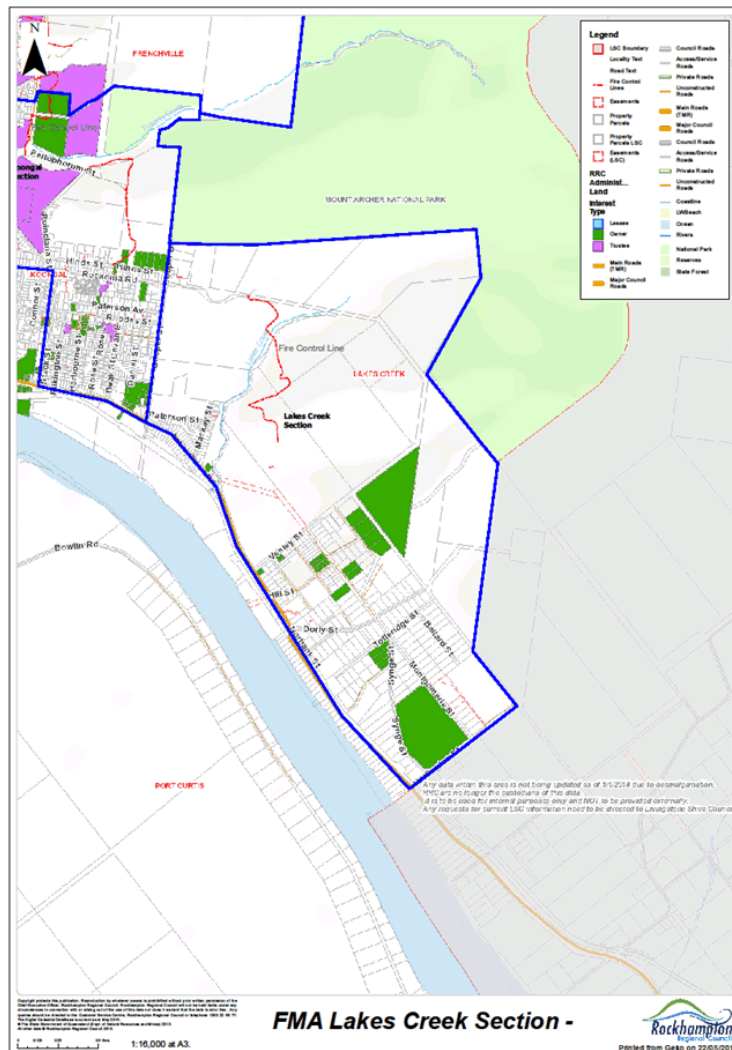
DRAFT Mount Archer "IZone" Bushfire Management Plan

July 2015

bushfire. Other areas of concern include the Rockhampton Pistol Club on Dorly Street and residential properties that are at risk from grass fires.

The Lakes Creek meat works and State Primary School are high priorities to the community with regards to the infrastructure and equipment that is at risk. The only relevant Council infrastructure is the Rockhampton Memorial Gardens cemetery located on Hartington Street which is considered to be a low bushfire risk due to its accessibility and regularly serviced grounds. There are several bushland reserves that are susceptible to bushfire although are considered to be a low risk due to their isolation from populated areas.

DRAFT



Map 7 - Mount Archer "IZone" – Lakes Creek Section

Vacant Land - Cleared

There are two council properties used for community purposes, Michael O'Hanlon Park and Rockhampton Memorial Gardens cemetery. Both properties are maintained under council's regular maintenance program and do not require further mitigation actions. There are several small properties that Council owns scattered throughout the management section

but do not pose a bushfire risk; these are currently not included on the regular maintenance schedule.

- Carry out mitigation slashing in open grassed area upon direction of QFES "IZone" officer and at least twice a month during high fire season from (June – December).
- Carry out mitigation slashing if burns occurring within close proximity.
- Carry out regular maintenance slashing during wet season (December – April).

#### Vacant Land – Bushland

There is a large bushland reserve located on Vesty Street (Lot 276 on Plan LIV40612) The property is considered a low risk as it is not located near private residents. However, there is an opportunity to utilise this property boundary as a possible control line in the absence of a formal control line.

- Arrange for annual inspection of bushland with QFES "IZone" officer and QPWS staff to identify high risk areas and maintenance requirements. (May - June)
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or on the instruction of QFES "IZone" officer.
- Maintain 3-10m tree free buffer along boundary shared by private residences.
- Carry out weed management activities in accordance with regular weed management schedule (September – March) or as instructed by QFES "IZone" officer.
- Carry out follow up clearing mitigation activities once weed control has been completed.

#### Private Property

Properties located at the end of Rockonia Road and Cooper Street are adjacent to the National Park and are considered to a medium to high risk as they are outside the bushfire control line and are included in the Residential Risk Zone as shown by the map below. Other areas of concern include properties located on Ballard and Spurfoot Roads.

Properties located along Cooper, Paterson, Mackay, Vesty Streets are adjacent to large areas of grassland and are susceptible to risk to grassfires.

- Work with QFES "IZone" officer and Fire Warden to notify residents when and where back burning will occur in the local area.
- RRC and QFES to provide support and advice to meet works to help manage bushrisk and mitigation actions

DRAFT Mount Archer "IZone" Bushfire Management Plan

July 2015

- Work with private land owners that share boundary with Council vacant land to identify bushfire hazards and carry out mitigation works.
- Implement education and public awareness strategies targeting residents that are located in the Residential Risk Zone focusing on maintaining overgrown yards, preventing dumping garden waste and working with neighbours to keep boundaries clear (March - September).

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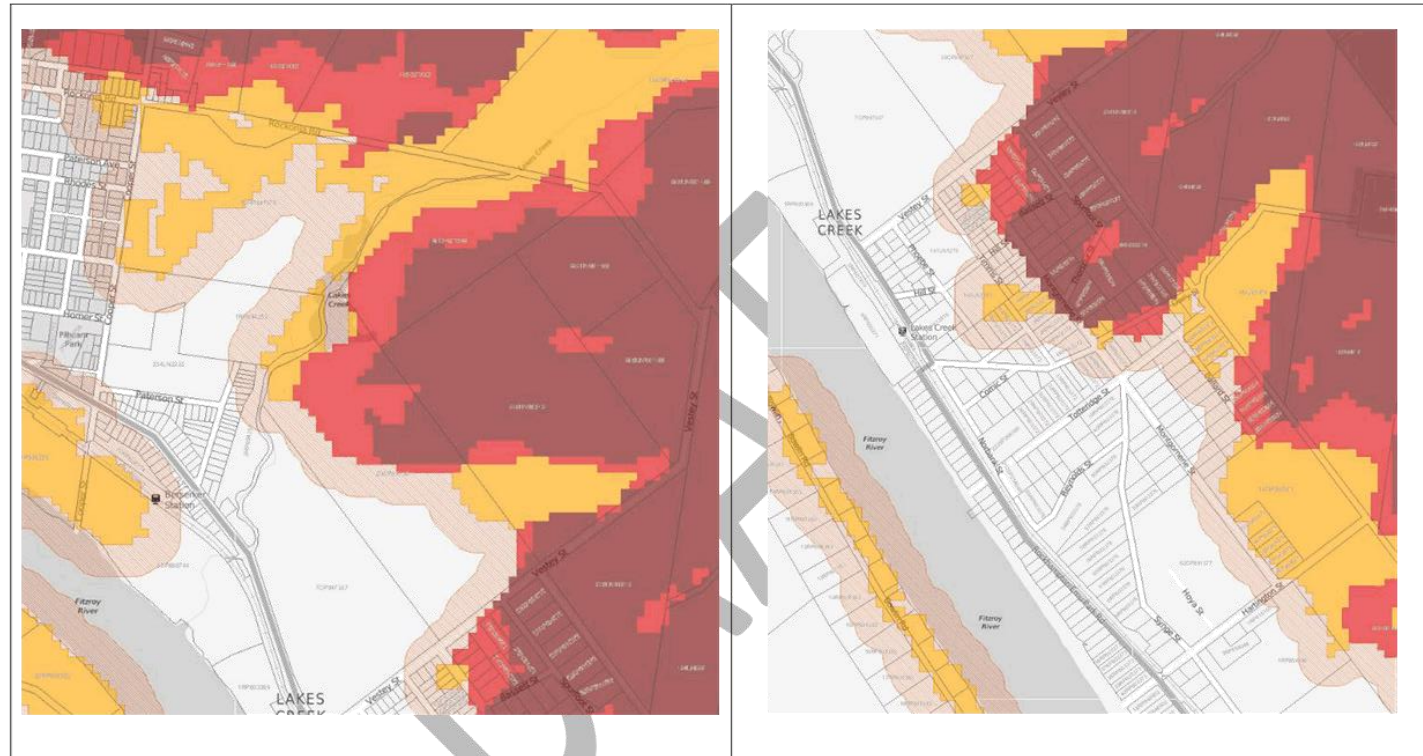


Figure 9 - Lakes Creek Management Section - Residential Risk Zone



### Bushfire Control Line

The bushfire control line has been constructed from the end of Rockonia Road to the Northern boundary of the Lakes Creek meat works. The entire length of the Lake Creek section is located on private property. There is currently no formal control line beyond the meat works. However, there are several road reserves and Council property boundaries that can be maintained as a fire break in the absence of a formal control line.

- Arrange for annual inspection of bushfire control line with QFES "iZone" officer and QPWS staff to identify high risk areas and maintenance requirements.
- Develop maintenance agreement with QPWS based on QFES annual inspection and assessment.
- Carry out fuel reduction burns in accordance with QFES and QPWS annual burning plan or as instructed by "iZone".
- Implement weed management operations along unconstructed road reserve in accordance with regular weed management schedule or as instructed by QFES "iZone" officer.
- Establish access and maintenance works agreements with private landowners where control line is located on private land.

**8.2 KEEP QUEENSLAND BEAUTIFUL - 2015 TIDY TOWNS COMPETITION**

<b>File No:</b>	<b>24</b>
<b>Attachments:</b>	<b>Nil</b>
<b>Authorising Officer:</b>	<b>Michael Rowe - General Manager Community Services</b>
<b>Author:</b>	<b>Kerri Dorman - Administration Supervisor</b>

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**SUMMARY**

*This report is submitted for Council consideration to entering the 2015 Tidy Towns Competition.*

**OFFICER'S RECOMMENDATION**

THAT due to the ongoing cyclone recovery efforts and the concomitant constraints on community participation, Council not enter the 2015 Tidy Towns Competition.

**COMMENTARY**

Keep Queensland Beautiful (KQB) 2015 Tidy Towns Competition is now open for nominations closing 28 August 2015.

To revitalise the Tidy Towns program, an accreditation process was introduced in 2014 allowing towns to also be recognised on a 1 to 5 star rating system.

Accreditation will provide participating towns with star ratings based on their performance in key focus areas such as: Environmental Innovation and Protection, Heritage and Culture, Community Spirit, Litter Action, Resource Recovery, Waste Management, Water Conservation and Energy Efficiency.

The program also continues to recognise the Friendliest Town and any outstanding contributions to Queensland communities by volunteers; individuals, businesses and not-for-profit associations through special achievement awards.

KQB believes becoming accredited through the Tidy Towns program provides towns with the following:

- Boost community morale
- Encourage positive social change
- Promote local businesses, community groups, unique natural environment and cultural heritage
- Encourage tourism (through a dedicated tidytowns.net directory profile)
- Enhance the reputation of your town as a great place to live, work and stay

An information booklet outlining the criteria for the program will become available to entrants upon receipt of registration including information on how to take part in a series of webinars, workshops and a how-to-guide for creating your tidy towns (online) profile.

**BACKGROUND**

Rockhampton Regional Council last participated in KQB's Tidy Towns program in 2010 being awarded the National Water Conservation Award in the Australian Tidy Towns competition after its success the previous year in 2009 winning Queensland's Tidiest Town Award.

Council's Marketing and Engagement Unit took on the role of collating and producing Council's submission in 2010 after Community Services undertook this role for the previous 5 years.

However, in 2012 Council encouraged Community Groups to enter the Tidy Towns program directly while Council focused on submitting entries for the Sustainable Cities Award.

More recently Council has had the impact of TC Marcia and currently much of the region is undergoing restoration and remediation works due to that event with much of the public and private assets of the region still very much under insurance work-in-progress. This places a constraint on participation ability.

**BUDGET IMPLICATIONS**

Whilst the KQB Tidy Towns website stipulate a small fee based on the population of the town, an actual cost is unknown at this stage. Further, there is currently no budget allocation for registration and participation in the 2015 Tidy Towns program.

**STAFFING IMPLICATIONS**

Should Council resolve to enter the 2015 Tidy Towns program and in light of a submission now involving a profile on the KQB Tidy Towns website, the collation and publication of Council's submission remain with Council's Marketing section taking advantage of the expertise this team will provide to Council's presentation.

**CONCLUSION**

Given the recent impact of TC Marcia and the ongoing restoration and remediation works having an adverse effect on the ability to maximize community participation it is recommended that Council not participate in the Tidy Towns competition for 2015.

**8.3 ANALYSIS OF ROCKHAMPTON RIVER FESTIVAL & 2016 DATES**

**File No:** 6097  
**Attachments:** Nil  
**Authorising Officer:** Russell Claus - Executive Manager Regional Development  
 Evan Pardon - Chief Executive Officer  
**Author:** Sarah Reeves - Manager Regional Promotions

**SUMMARY**

*This report provides recommendations for selecting the date for the 2016 Rockhampton River Festival. A detailed analysis of the 2015 event is also provided which includes community feedback, marketing analysis, and an assessment of logistics, security and volunteers.*

**OFFICER'S RECOMMENDATION**

THAT Council accept the report for use in informing changes for the 2016 event plan, and select June 23-26 as the date for 2016 as it has no direct clashes and coincides with school holidays.

**COMMENTARY**

The attached report provides a comprehensive review of the 2015 River Festival.

The below calendar provides an overview of current scheduled events, school and university holiday dates and Rockhampton Venues & Events schedules. Capricorn Enterprise, local event organisers, and major event coordinators in Gladstone, Townsville, Mackay and Yeppoon were all contacted to confirm dates for 2016 events to avoid clashes.

Based purely on the analysis of 2015, it would be better holding the festival on the first weekend of school holidays as all schools and university students will be able to attend before going away, boarding school families can attend, and it will be easier to work with schools and parent groups. Based on available dates in the below calendar of events, potential dates for the 2016 festival are provided in the table below. Scheduling and precise event location will also need to take account of the timing for Quay Street redevelopment construction, the details of which are still being worked out.

.Date	Benefits	Considerations
June 23-26	Start of all School Holidays, 2nd week of Uni holidays, no clashes	Is only 1 week following the Rockhampton Show
June 30-July 1	There are benefits to holding the event in school holidays and there are no direct clashes	Extremely difficult to get volunteers and many people are away
July 7 - 10	Provides consistency holding the event on the same weekend, still hits school and university holidays.	It clashes with NAIDOC week, Heritage Village markets, v8 Super Cars and Mackay Festival starts on the Sunday. Extremely difficult to get volunteers and school involvement at this time
July 21-24 OR July 28-31	May benefit from visitor flow south following Mackay Festival, no major clashes and can incorporate the Gold Awards. May be easier to get students involved.	Is not during school or university holidays at all. May be financial fatigue following holidays.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
Jun 2016	6	7	8	9	10	11	12	
	Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7							
	13	14	15	16	17	18	19	
	Queens Birthday	Rockhampton Show						
	Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7							
	20	21	22	23	24	25	26	
	Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7							
	CQU							
27	28	29	30	1	2	3		
Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7								
CQUni Holidays School Holidays								
Jul 2016	4	5	6	7	8	9	10	
				V8 Super Cars Townsville				
							Mackay Festival	
	Naidoc Week						Heritage Village Markets	
	Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7							
	CQUni Holidays School Holidays							
	11	12	13	14	15	16	17	
	V8 Super Cars Townsville	Mackay Festival						
	Paradise Lagoons Campdraft							
	Pat Connor & Indo Pop: Indonesian Art from Asia Pacific Triennial 7							
	Grammar School Extra Week							
	18	19	20	21	22	23	24	
	Mackay Festival						The Spirit of the Anzac Centenary Experience - Mackay	
							The Gold Awards	
25	26	27	28	29	30	31		
The Spirit of the Anzac Centenary Experience - Mackay								
The Gold Awards								
1	2	3	4	5	6	7		
					Mount Morgan Show - TBC			
The Gold Awards								
Aug 2016	8	9	10	11	12	13	14	
	The Gold Awards							
	15	16	17	18	19	20	21	
					Village Arts - Yeppoon			
	The Gold Awards							
	22	23	24	25	26	27	28	
Village Arts -						Cultural Festival		
The Gold Awards								
29	30	31	1	2	3	4		
The Gold Awards								

**CONCLUSION**

It was a pleasure to deliver an event that gave the Rockhampton community a sense of pride in their city centre, riverfront and cultural heritage. Through consistent review and analysis, this event will continue to improve.

Rockhampton  
**RIVER**  
**FESTIVAL**

**2015**  
Review





## OVERVIEW

The inaugural Rockhampton River Festival was a phenomenal success and the Rockhampton community - including Council, sponsors, artists and volunteers - should be very proud for what was delivered in such a short time frame. The festival proved that Rockhampton is keen for growth, prosperity and supporting a new vision for the region.

The event showcased the immense talent, culture, arts, food and spirit of the region. It was inclusive of all community members, socio-economic backgrounds, age groups and interests. In doing this, the festival achieved many supplementary benefits that will help the region achieve its long term vision; it cemented community pride and identity, proved that collaboration and social inclusion can create a safer environment and highlighted to the outside world the lesser celebrated elements that make Rockhampton such a liveable community.

As with all new events, there were also many learnings taken that will be addressed in subsequent years. Fortunately many of these were behind the scenes challenges that can be easily addressed, while others form a building block for the use of the riverside space for large crowds.

## ATTENDEES

It is always difficult to estimate expected numbers for an inaugural event. Given that it was the first year and the time-frames for managing, expectations of visitor numbers were relatively low. We needed visitation to be 10,000 for the event to be a success. We hoped that if everything went to plan, we could expect up to 20,000 and catered as such.

Attendee numbers were calculated through:

- Counters placed at entry ways with volunteers completing attendee forms
- Surveys conducted at entry points collating attendee demographics
- Per metre head counts taken at intervals

The numbers reported show

Friday 10th July	9-10,000
Saturday 11th July	11-12,000
Sunday 12th July	5-6000

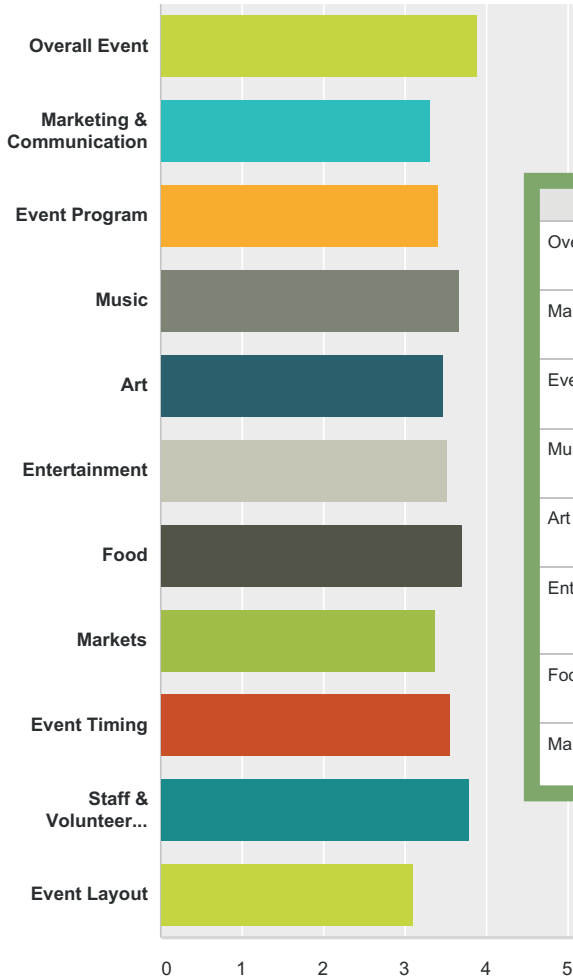
Some of this audience attended on multiple days.

Approximately 56% of attendees were from the Rockhampton Region, approximately 18% from surrounding regions (Yeppoon, Gladstone) and approximately 26% were from further afield including visitors from Cairns, Emerald, Brisbane, the Sunshine Coast, Sydney and Melbourne.

## FEEDBACK

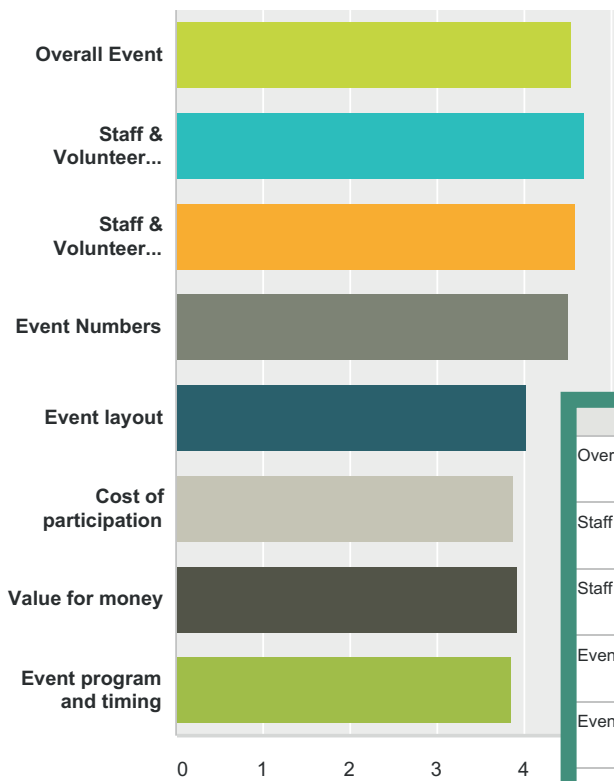
Feedback has been overwhelmingly positive and almost all negative commentary has been constructive suggestions for improvement. Feedback has been collated from social media channels, online surveys and newspapers.

## CONSUMER FEEDBACK



	Poor	Average	Good	Very Good	Amazing
Overall Event	0.00% 0	4.17% 4	21.88% 21	53.13% 51	20.83% 20
Marketing & Communication	3.13% 3	18.75% 18	31.25% 30	36.46% 35	10.42% 10
Event Program	6.25% 6	12.50% 12	26.04% 25	42.71% 41	12.50% 12
Music	2.08% 2	7.29% 7	30.21% 29	41.67% 40	18.75% 18
Art	1.04% 1	10.42% 10	40.63% 39	34.38% 33	13.54% 13
Entertainment	2.08% 2	10.42% 10	33.33% 32	41.67% 40	12.50% 12
Food	0.00% 0	6.25% 6	30.21% 29	50.00% 48	13.54% 13
Markets	0.00% 0	19.79% 19	34.38% 33	34.38% 33	11.46% 11

## STALLHOLDER FEEDBACK



	Poor	Average	Good	Very Good	Amazing
Overall Event	0.00% 0	0.00% 0	8.33% 3	27.78% 10	63.89% 23
Staff & Volunteer friendliness	0.00% 0	0.00% 0	5.56% 2	19.44% 7	75.00% 27
Staff & Volunteer organisation	0.00% 0	0.00% 0	5.88% 2	29.41% 10	64.71% 22
Event Numbers	0.00% 0	0.00% 0	11.11% 4	27.78% 10	61.11% 22
Event layout	0.00% 0	5.88% 2	23.53% 8	32.35% 11	38.24% 13
Cost of participation	0.00% 0	5.56% 2	33.33% 12	27.78% 10	33.33% 12
Value for money	0.00% 0	5.56% 2	30.56% 11	30.56% 11	33.33% 12
Event program and timing	0.00% 0	8.33% 3	30.56% 11	27.78% 10	33.33% 12



## COMMUNITY INVOLVEMENT

The Rockhampton River Festival aimed to celebrate the community and the lesser known attributes that make it so culturally diverse. It also hoped to instil a sense of pride and develop a stronger regional identity. By collaborating and liaising with multiple community groups, the event successfully reached this objective:

### Local Artists:

The contribution by local artists provided a very public and engaging method of showcasing local talent and stories. The four RADF programs were a huge success and the management of these projects by Sarah Lewis was exceptional. The programs brought people of different backgrounds together to celebrate art, community and history; Indigenous groups who congregate at the riverbank participated and felt more a part of the community, young people felt a stronger connection to the region and enjoyed the accessible and participatory element of public art, visitors were amazed at the strength of the Region's artistic community.

The open day at the Walter Reid Cultural Centre saw over 300 people through the door and the gallery shop was a great success. Talks are already underway for increased collaboration.

Already artist groups are developing ideas for next year and want to reciprocate the support Council provides the art community. This is a great outcome for the community and a testament to the strength of the RADF program.

### Indigenous Groups:

A lot of existing events that focus on indigenous groups are often quite segregated from mainstream society. One of the biggest strengths and achievements of the River Festival was the inclusiveness of indigenous cultural celebration into the general program. Not only did they succeed in engaging indigenous artists, but assisted in breaking down cultural barriers. Crowds enjoyed local music and multicultural food down the laneway while the walls communicated messages and graphics onto the walls; all walks of life from young children to the elderly worked alongside indigenous artists and groups to decorate the footpaths and the Welcome to Country by indigenous dancers took place in the gardens of Customs House overlooking the riverbank.

### Local Businesses:

The management team worked with a number of local businesses to make the event a success. Catering companies, event supplies, signage, website, videography, electrical works and lighting were all sourced locally.

City Centre businesses were supported of the road closures and no major complaints were received. It was difficult to close Quay Lane when desired as businesses required access to the rear of buildings. Hopefully now that the community understands what we were trying to achieve, it will be easier to get more businesses on board for 2016.

### Multicultural Groups:

Celebrating the multiculturalism of the community played a big part in the art and food offering - creating a positive space for people of all walks of life and backgrounds.

### Local Musicians:

Specific attention was paid to utilising the strong pool of local musicians - not only did this give them additional exposure and performance confidence, it also assisted in creating a wonderful festival atmosphere, allowing for multiple performances on different stages for different genres. Feedback from bands and attendees has been overwhelmingly positive for taking this approach.

### Not for Profit Groups:

A number of not-for-profit groups benefited from the festival in different ways. Some groups benefited from fundraising through bar management, running stalls or performing. Others became involved in the event through open days and involvement in the arts program.

### Youth:

There has been a clear gap in events that attract and engage young adults and teens, often leaving them feeling disconnected, disengaged - or simply looking to move elsewhere. The festival saw this demographic clearly inspired and proud of the region.

## TIMING

The initial rationale behind the date selection was to coincide with traffic moving north towards the festival in Mackay. This date worked well in some aspects, but was restrictive in others. The program timing for each day has also been assessed with comments below.

	Positive	Negative
Overall Timing	Worked well having event during school holidays	Holding the event at the end of the public school holidays meant many people were away
		Having the event in the middle of private school holidays meant opportunities were missed to draw in visitation from parents of boarding school students
		Having the event at the end/middle of school holidays meant it was difficult to engage students and parent groups to participate
	Holding event during university holidays meant university students were able to return home for the festival	
	Event did not clash with other major events in region, however the proposed visitor flow to Mackay was not effective in driving additional visitation	
Outcome	It would be better holding the event on the first weekend of school holidays where possible as all schools and university students will be able to attend before going away, otherwise on a long weekend to attract visitation.	
Thursday timing	Holding an opening night was important for the inaugural festival to build excitement and to thank sponsors	There was some public expectation that more activity would be happening on the Thursday night
	Either do not promote the event as starting on this date, or have enough public events to cater for visitor expectation	
Friday timing	Timing worked beautifully at the end of the work day and running into the night	Market stalls could be closed earlier but would need to be in a different area
		Given that it was school holidays, the event could have started earlier
Saturday timing	Again it worked well having the event running into the night, and having it run late.	The event should definitely start earlier on Saturday
Sunday timing	Was great to have a morning start and allowed families with young children to get out and about in the winter sun	Event should start later and finish later, taking into consideration the need to allocate time for pack down and road reopening

Depending on which dates are selected for 2016, the opening times for each day are proposed as:

- Thursday: Only activate if the event is during school holidays. If this goes ahead, ensure that there is more activity taking place
- Friday: 4pm - 11pm - although if during school holidays it could be earlier
- Saturday: 10am - 10pm - people were turning up well before the 2pm start
- Sunday: 10am - 4pm - promote breakfast at café's, start later and finish later as people did not want to leave

## SPONSORSHIP

The Regional Promotions Unit purposely did not actively seek community or business sponsorship for the inaugural event for a number of reasons:

1. The financial impact of Cyclone Marcia
2. The number of other events that were seeking sponsorship, especially Beef Week
3. Preference to prove the capacity of the unit before asking for external financial support
4. The short time frame for delivering the event

Nonetheless, many community groups, individuals and businesses wanted to see the festival succeed and provided direct or in-kind support in many ways:

Pink Lily Sands	70 tonnes of sand	\$12,000 in kind
Empire Apartment Hotel	Fireworks display	\$10,000 cash
Stage and Audio	Lighting, stage and audio	\$10,000 in kind
Tourism & Events Queensland	Event sponsorship	\$10,000 funding
Queensland Government	RADF Grants	\$9000 funding
Southern Cross Austereo	Advertising	\$9,000 in kind
Flexi Hire	Power	\$8000 in kind
Fireworx	Part sponsorship	\$8000 in kind
Criterion Hotel	Stage partnership	\$4000 in kind
Mad Dog Productions	Digital Production part sponsorship	\$4000 in kind
Treasury Estate Wines	Wine part sponsorship	\$4000 in kind
Pat Law Security	Part sponsorship security	\$2500 in kind
Yellow Cabs	Free advertising	\$3000 in kind
4RO	Advertising part sponsorship	\$3000 in kind
DC Motors	donation for our Pallet Palace.	\$2000 in kind
ADZ Power Agency	Part sponsorship of website	\$2000 in kind
Body'n Soul	Yoga on Sunday morning	\$500 in kind

There were a few complaints from major sponsors about content discussed on air. It is recommended that all Council representatives liaise with staff prior to speaking about the event on air or online. While additional promotion is highly appreciated, it is also important that sponsorship agreements are not breached in the process.



# Event Breakdown

## MARKETS

The organisation of the marketplace encountered a number of challenges in the lead up to the event. The initial agreement with the Handmade Market Expo was cancelled when organisers requested a significant management fee on top of the original agreement without taking on any additional work or risk. Fortunately enough market stallholders were generated internally. The feedback on the stalls was largely positive and attendees were happy to see different products from what is usually seen at markets. Feedback from stallholders was also extremely positive and almost all hope to attend next year.

Learnings for 2016:

- Ensure marquees can be closed at night, while considering cost
- Provide a clear image of the set up
- Find alternate solution for cement blocks which are both unattractive and obstructive. Best option is to install - preferably through permanent anchors (every 6m) in road as part of the redevelopment
- Need to remove bars for structural support that were placed in inconvenient areas.
- 6m gap between each marquee was good as it allowed cars to enter and turn properly
- Additional lighting required for inside marquees, but cost needs to be included in fee
- Additional triangular sign at marquee entrance
- Ensure bump in time is understood and signed by all stallholders
- Provide coffee and food closer to the market area

## BAR RAMUNDI BOARDWALK

Three ticketed events took place at the Boardwalk, which was decorated in a Black & White Theme. Ticket sales exceeded expectations:

Friday Night Fitzroy Sampler: 340 tickets sold

Saturday Delizie High Tea on Boardwalk: 140 tickets (sold out)

Saturday Night Crocktail Party: 420 tickets sold

The area looked spectacular and the food served was exceptional thanks to Olive Catering and Delizie's, who also shared the risk of a new event and worked with us all the way.

Some challenges were experienced with the location, logistics and operations:

### Ticketing

In order to comply with rigorous financial reporting standards, additional paid Council employees were brought in to manage ticket sales on the night. A huge thank you to Alicia Cutler and Craig Pettett who arranged the teams and were more than willing to help out. Unfortunately this came at a cost and thus increased the budget. Now that the event has proved successful, it will be much easier to tender bar management without Council management.

### Bar Management

Initial plans had Project Mex managing the bars for all events. Liquor Licensing had initially indicated that this would be approved, but close to the event informed us there would be changes to the legislation that meant Project Mex would need to prove they would sell more food than alcohol, even though the catering was managed by a separate supplier. Their advice was to use a not for profit group as the requirements were not needed. This is a major challenge for industry and shows severe inconsistencies with liquor licensing - if the issue is about responsible service of alcohol then the requirements should be the same. Businesses are losing potential to earn income, events are less well managed and businesses are generally more apt at RSA than a not for profit. The Regional Promotions Unit would like to approach Liquor Licensing to discuss this inconsistency so that we can support local businesses at events.

Fortunately the Rowing Club was able to step in at the last minute and we are extremely grateful for this support, but it meant there were a number of areas for improvement:

- Ability to source volunteers and staff was difficult due to school holidays. This not only effects service standards but the ability to monitor RSA.
- Friday night service was too slow due to a combination of above logistics and staff numbers, but the

club was able to improve this greatly for Saturday night.

- While it was great to have such an extensive wine list, this created confusion and complication. It is recommended to either reduce the wine varieties, or set up a separate wine bar.
- Cocktails were only served on the Saturday, creating disappointment by some attendees on the Friday. This was unavoidable due to the above, but needs to be considered for next year.

### Water Supply

There were challenges with having a reliable potable water supply close to the location, so additional water needed to be purchased, increasing the budget.

### Electricity Supply

Generators were contracted as the existing supply was not enough to support electricity requirement for cold rooms and the commercial kitchens. The plan was to use the existing supply to meet the needs for the high tea which needed 2 pie warmers and 3 urns. Only 1 key was provided to open the boxes and this only worked for 1 pole. The pole that was accessible did not function. The council unit was contacted to come in and fix this but more concern was given to providing the job number than rectifying the problem. Upon arrival only 20 minutes out from the start of the high tea, we were informed that the supply was not adequate and the box kept tripping. No other solution was provided. Fortunately event staff were able to acquire additional extension leads to rewire the generators to avoid the event becoming a disaster, however the safety and responsibility of this was an issue.

### Floors

The existing wooden floors become extremely slippery when wet and/or used for catering. The gaps between the flooring create a trip hazard, especially for women in high heels. This should be taken into consideration in the redevelopment design.

### Seating

Although the ticketed night-time events were promoted as only partially tabled, some attendees felt that more tables should have been made available. This will be taken into consideration for 2016.

### Location of Marquees

Access to water, electricity and licensing requirements dictated where the marquees were located. This meant that the southern steps could not be used for access to the beach area. Consideration needs to be given in the redesign for these requirements, taking into account liquor licensing, access, sewerage points, electricity and water supply.

### Other Logistics

Chairs supplied at the boardwalk were extremely dirty and required cleaning. This has been communicated to the contractors so that it is not repeated next time. Placing of equipment also needs to be better planned, and a storage area would be preferable.

## SANDY PAUPER BEACH

The locations was needed as it provided flat areas allowing for food caravans - the upper bank is too curved to allow for pedestrian traffic and food vans. Inability to place amenity blocks was problematic as the walk to the toilet truck was too far, this can only be resolved by new sewer points.

### SAND

Unfortunately due to numerous pot holes and the state of the road, it was necessary to fill the area. This is why the concept of the beach was developed. While it was consistently and persistently promoted as being a beach area, there were numerous complaints about difficulty pushing strollers through the sand. This was unavoidable as the alternative (leaving it as is) would create trip hazards and an unsightly look. A pathway either side of the sand was in place to overcome this.

### LIGHTING

Lighting was a problem @ last ramp behind bar where stall holders were meant to park. First night the light wasn't on and the second night the light was on - something that will be fixed with the revitalisation.

### XXXX BAR

XXXX bar was a great set up and made bar management easy. The size of the structure and the space required by liquor licensing meant it needed to be placed at the southern end. It will be worth consideration reallocating this to the upper bank.

## FENCING

Police required the entire riverbank be fenced for safety reasons. It will be worthwhile revisiting this and discussing options with the police. While the solution provided met their needs, it was unattractive and probably created a false sense of security rather than a safety solution. Children could fit through the gaps, meaning parents might think they did not need supervision. The fence would fall over easily (potentially into the river) if too many people leaned on it. If this continues to be a requirement, either a permanent solution or a more expensive temporary solution needs to be found.

Fence behind bar needed a pedestrian gate for direct access to the carpark - The black fence near the bar was a hindrance as people were using it as an entry/exit point and also as a bathroom.

## CRI ME A RIVER STAGE

The Cri Me a River Stage was managed independently and this created a number of issues:

- The exit area was moved and therefore leaving the marketplace exposed to risk.
- Although it was clearly communicated that security would need to patrol the exit area, this did not happen
- Black out was placed on the river side of the security fence, creating an unattractive entry way and blocking the view to the river
- The stage management worked very well, however it was disappointing that the same musicians were utilised for an event outside of the River Festival without notification, and marketed as a River Festival event. Participation is fully supported, but communication is vital so that the message is not confused.

It is recommended that all licensed areas be tendered with stricter protocols for how it is managed as part of the festival.

## RIDES

A few challenges were encountered with the rides but all can be easily amended for 2016:

- The location of the rides would be better located on the lower bank or somewhere more out of sight. The look and feel was not attractive, especially with the large generators required.
- Bump in did not happen at the times requested and this created some issues with access for other operators
- The operator had a lot of vehicles on site blocking access for others
- Feedback indicates attendees would like to see rides provided for a wider age group
- The operator did not shut down when required. The need to stop operations was clearly communicated. The operator elected to sell tickets until the last minute, and therefore wanted to run rides after shut down time. It has been communicated again that this creates a safety hazard as other operators need road access for bump out and the pack down needs to proceed as scheduled so roads can be reopened.
- It is recommended that the rides be tendered for next year and a set fee be established for rights to manage rides.

## CROC TALE LANE

The use of the laneway was a huge success and feedback has been extremely positive. The small stage worked really well for that space and demographic, creating an intimate experience. The food was also a great success and there were many comments about the array of food. Both RADF art projects were fantastic and really created a strong ambience, while celebrating the people and history of the region. Suitcase Rummage was also a big hit and the organisers were extremely professional. Issues that need addressing for next year:

- A licensed area is required - while attempts were made to secure a bar, due to school holidays and being the inaugural event, nobody was willing to take it on. Hopefully the timing and success of this year will make subsequent years easier
- Area can be extended - budget limitations and reluctance of food operators to use the laneway meant that the areas used had to be limited. Now that we have proved the laneway works, it will be much easier to secure stallholders and extend the area, also increasing income to make it viable
- Access to electricity and water was problematic. The width of the laneway makes it difficult to use caravans, but other types of stalls require water and electricity access. While generators can be brought in, the noise and smell in such a confined space is problematic.

- Hours can be extended - the times were set as business owners wanted access to the laneway on Friday. Hopefully the success of this year will encourage stronger support and allow laneway closure much earlier.

## FIREWORKS

The fireworks display was spectacular and fortunately kept crowds from leaving due to the rain.

- Timing could potentially be later to keep crowds around.
- Potentially have a PA system so that music can be better synchronised and announcements made (but this depends on cost).

## ENTERTAINMENT

The decision to utilise local talent was extremely well received and was the right decision to make. While additional funding may allow for a key act in the future, it is still great to have multiple stages and music types to create ambience, appeal to different audiences and support our local music industry.

Areas for improvement:

- Need stage managers at each location to be sure that bands are on time and schedule. A stage manager was contracted but did not deliver on expectations. Again the need to have more volunteer support will improve this, but the dated make this difficult.
- Better vetting of musicians - most were amazing but some work needs to be done to ensure the style fits the venue. One particular performer under-delivered and slipped through.
- Stages need covering and this needs to be factored into the budget
- The beach stage needed a better location - again due to licensing and the width of the area, there were not many other options for that location. Once the redevelopment occurs, it will make more sense to have the rides on the lower bank and place an addition stage and licensed area on the upper bank.

## Logistics

Logistical challenges were the biggest impediment to the success of the festival. Fortunately the management team was able to rely on the goodwill of sponsors and volunteers to overcome these challenges so that the event could proceed and attendees would not be aware of behind-the-scenes problem. For the long term viability of the event a number of issues need to be addressed as outlined below.

## LIGHTING

The existing lighting at the riverside was problematic. Some lights worked, some didn't. Requests were put forward prior to the festival, but on the day were not functional. Again this required additional lighting, and thus generators, to be brought in to overcome this.

## ELECTRICITY

Electricity supply throughout the venue was a key challenge and was in large due to conflicting information provided prior to the event. The existing infrastructure does not meet minimum requirements and there was a general unwillingness to improve this prior to the event. This was exacerbated by not having access to power points within light poles, and some of the points were not operational even though advice provided said otherwise. There were also issues with stallholders using more power than requested on application forms, meaning additional generators were required last minute to carry the load.

Learnings for 2016:

- Charge stallholders for each amp per outlet at time of booking, additional electricity required on site charged at a significantly higher rate.
- Preference is for mains power
- Flexihire staff member on standby at all times
- Utilising a static tower
- No small generators

## RUBBISH

Rubbish collection was another huge challenge, and it was only thanks to the team and volunteers that rubbish bins were emptied at all. While contracting professional cleaners was an obvious solution, it would have had significant impact on the budget, so while this was a mammoth and exhausting task, it was necessary to focus expenditure on making the event great. Quay Lane was also a problem - while the requested street sweeper went through the lane, it was too large a machine to clean the sides of the road, which were extremely dirty.

Plans were in place to run two collections each day and the site plan was provided well in advance. Only after the event started were staff informed that the trucks could not get close enough to the site and drivers would not collect the bins manually.

Rubbish collection was therefore managed by staff members and volunteers, and a huge amount of credit goes to these teams for continuously carting 60 full bins over 250m over the three days, including late at night after working a 16 hour day.

Clean up was also a huge challenge. The initial plan was to 'contract' cleaning to a not for profit group who would receive a financial contribution, however the timing of the event during school holidays meant this was not a possibility. Again staff and volunteers undertook all the clean up so that the site would be presentable each day.

Learnings for 2016:

- Ensure a team is dedicated to clean-up and rubbish collection - if a not for profit group is not available, then contract staff will need to be hired, although this will affect the budget.
- Ensure the laneways are cleaned with suitable equipment, not the large street sweepers

## ROAD CLOSURES

Road closures were generally well received by CBD businesses, although it did mean that Quay Lane could not operate on Friday as businesses required rear access. There were a number of incidents of people ignoring the road closure signs, creating a safety risk. The initial plan was to have the road closure areas and traffic management overseen by SES, but they were not available to do this. The main issues occurred in the parking area on Denham St as cars were coming through Quay Lane. A huge thank you to the planning staff who door knocked to notify businesses that if cars weren't removed they would be towed - this fixed the problem very quickly.

Learnings for 2016:

- Book SES in for traffic management as soon as date is confirmed
- If SES is unavailable, additional fencing will be required to completely block cars
- Activate street closures earlier to allow additional and safer bump in

## WATER

Access to potable water is necessary for food licensing. It was assumed that the lower bank contained water taps as existing infrastructure is in place. In the final lead up it was realised that this was not the case and stallholders would not have access to water of any kind. There was also miscommunication as to what could be accessed and how the issue could be rectified. Fortunately potable and non potable water taps were installed to overcome this and the work undertaken by Fitzroy Water is much appreciated. Unfortunately it also came at an unplanned cost, effecting the River Festival budget. Access to potable water was not available near the boardwalk, creating challenges for the ticketed event.

Learning for 2016:

- Utilise hand wash stations in food area - they are plastic standalone structures that work back to back and are easy to drain.
- Ensure the redevelopment plans allocate sufficient potable water points



## WET WEATHER

A wet weather plan was developed and included insurance if the event was cancelled and provision for additional marquees. The cost of implementing the wet weather plan would add an additional \$25,000 to the cost of the event and would also affect the overall look and feel. It also needed to be activated 3 days prior to the start of the event. The decision was taken on Tuesday not to implement the plan as the weather forecast was improving. Unfortunately it rained prior to the fireworks, but crowds were not deterred.

Learning for 2016:

- The cost of the wet weather plan will need to be incorporated into the budget, including into the price of stallholder fees and ticketed events.

## VOLUNTEERS

Utilising volunteers is paramount to the viability of almost every major festival - it simply is not sustainable to run a major event with existing labour costs and compliance requirements (financial, safety, logistically or otherwise). Suggestions were made that using volunteers was unprofessional and was a reflection of poor management. Fortunately we had many community and family members on hand to help do what needed doing and for this the team is extremely grateful. Unfortunately the timing of the event made it extremely difficult to get volunteers, which would normally be sourced through schools, parent and community groups. Being at the end of the holidays simply meant they were not available.

The volunteers we did source did an exceptional job and worked long, hard hours without adequate breaks or provision of meals. Their dedication to seeing it through is astounding and a sign of the commitment these people have to building a stronger, prouder community. Work will be done to build a strong volunteer base and contract a paid volunteer manager, but timing of the festival will be paramount to securing availability.

## SECURITY

Overall security at the event was an overwhelming success; not only were there no major security incidents, but police have indicated that there was a general reduction in troubling behaviour along the riverbank and in the CBD.

The minor incidents that did occur involved opportunistic attempts at accessing the market stalls, accessing the rides and attempts to increase the population. The security team did a wonderful job and the number of guards sufficient. The trouble that did occur was solely in the late hours while groups were exiting the Criterion. Exit points for The Criterion were not placed in the agreed location, meaning the exit point led straight into the market area. This was not helped by the fact that The Criterion managed their security separately from the festival.

Learning for 2016:

- Need to use one security company to avoid confusion
- Need night time covers on the market stall areas so they are fully walled - clear walls preferred for visibility

## PARKING

Surprisingly, feedback results show that parking posed no major problem, which is often the case for major festivals and especially for first time events. Only one comment was received about parking, suggesting that additional light was needed at the Kern Arcade carpark as the second floor access was dark and intimidating. The Council decision not to patrol the CBD areas was a major contributor to the success of the parking plan.

## FENCING/SAFETY

Fencing was required for both liquor licensing and police and this will need to be taken into consideration for the riverbank redevelopment:

Riverfront fencing - was required by the police. Barricade fencing was used as it is cost effective and did not break the view to the river. While compliant, it created safety issues as it fell down quite easily when lent on and gaps were wide enough for children to fit through.

White picket fencing - used at the bar and between marquees. Was both attractive and functional however is more expensive

Fencing at the criterion - was unattractive but required for that type of licensed area. The black screening on the river side was installed by the operator, but blocked views of the river and did not provide a pleasant entrance from the Victoria Parade end.

Learnings for 2016:

- Be more insistent on the set up with event partners, potentially tender the stages so that criteria will be met
- Liaise with police to see if fencing the riverfront is necessary. If this fails, investigate alternate and cost effective options for fencing, or not utilise the lower bank at all

## **MARQUEES & STAGING**

Need to remove the bars for structural support that were placed in inconvenient areas. Be good to remove all together

Need to get arts grant or invest in covers for cement blocks.

Straps to attach cement blocks to marquees were unattractive and need to be rethought

Activity during the festival to get schools or artists to paint the blocks or covers

Idea to put temporary fencing across marquees each night to be able to see in still

6m gap between each marquee was good as it allowed cars to enter and turn properly.

## **AMENITIES & SEWERAGE**

Amenity block location was dictated by access to sewer points. No sewer points are available on the lower bank, which is ideally where amenity blocks would be located. This needs to be addressed in the riverbank redevelopment by ensuring enough permanent facilities are available, and/or installing additional points. It is recommended to supply 1 toilet for each 100 people, but the ratio is lower for women and decreases with alcohol consumption down to 1:50.

The disabled toilet access in Denham St. was locked.

Amenity blocks were supplied were sufficient and kept clean throughout the festival.

## **COMMUNICATION**

Communication during the event was assisted with the provision of walkie-talkies to key staff by the security company. It is recommended that the Regional Promotions Unit purchase a set so that communication between staff and volunteers is easier.

All volunteers and stallholder were provided with a laminated contact sheet, but the same was not done for key contractors. This will need to be included in 2016.

# Marketing

## ADVERTISING SPEND:

### Print Media:

The Morning Bulletin  
Travel section of Northern Star and Sunshine Coast Daily \$7,299.41

TVC  
Southern Cross Austereo \$7,500.00  
Channel 7 \$5,500.00

Radio  
Southern Cross Austereo (SEA & HOT FM) \$12,500.00  
Grant Broadcasters \$2,200.00

Facebook  
Advertisements / Post Boosts \$876.14  
13 Campaigns = 47, 859 Reach

Billboard \$1,064.00

## RETURN ON INVESTMENT

The above advertising costs were correlated against surveys that asked attendees how they heard about the festival to calculate the return on investment for each type of advertising. The calculations show that Social Media and press coverage were the most effective means of marketing.

### FACEBOOK

All data below is based on 1 April 2015 till 18 July 2015.

Facebook Likes as at 1 April 2015 40  
Facebook Likes as at 8 July 2015 3023  
Grew by 7457.5% over 14 week period

Average Weekly Likes Growth 213

5 Star Event Rating on Facebook

### Page and Tab Visits

The number of times each of your Page tabs was viewed.

■ Timeline ■ Photos Tab ■ Info Tab ■ Events Tab ■ Others

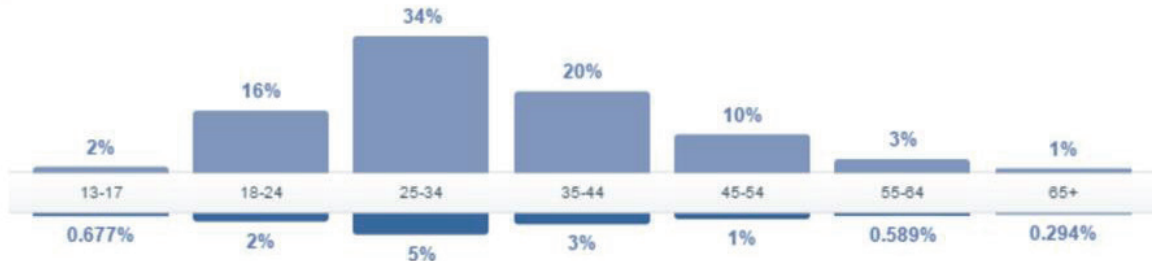


## Women

86% Your Fans

## Men

13% Your Fans



Country	Your Fans	City	Your Fans	Language	Your Fans
Australia	3,382	Rockhampton, QLD, Austr...	2,155	English (US)	2,458
Philippines	3	Yeppoon, QLD, Australia	242	English (UK)	931
Switzerland	1	Brisbane, QLD, Australia	213	English (Pirate)	3
Taiwan	1	Gracemere, QLD, Australia	144	Simplified Chinese (China)	2
Canada	1	Gladstone, QLD, Australia	87	Portuguese (Brazil)	1
Germany	1	Biloela, QLD, Australia	41	French (France)	1
Japan	1	Emu Park, QLD, Australia	39	Traditional Chinese (Taiwan)	1
Papua New Guinea	1	Emerald, QLD, Australia	32	Japanese	1
United States of America	1	Mackay, QLD, Australia	23		
Hong Kong	1	Blackwater, QLD, Australia	21		

## MEDIA

Media Releases issued 25  
Media Opportunities 3

Media releases were issued to a range of different audiences. National Media, Food and Travel Specialists, Regional and State Media, and Queensland and Northern NSW Art Specialists.

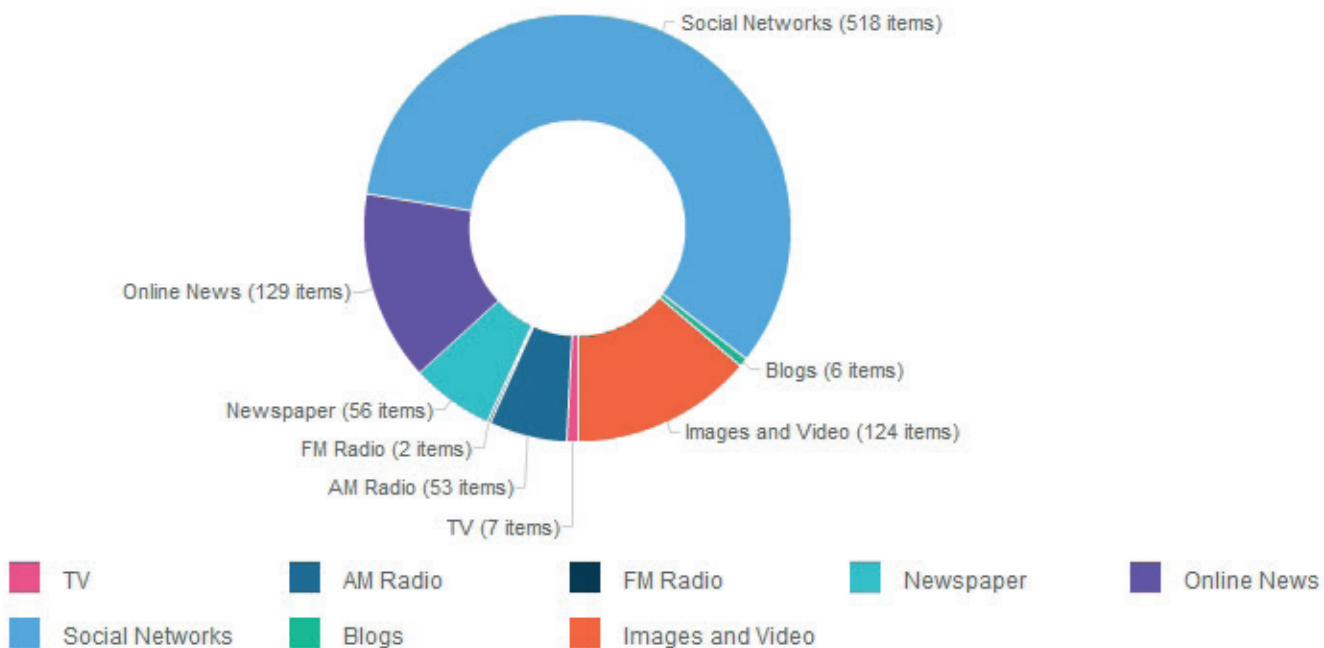
Facebook  
Photo Posts 44  
Video Shares 1  
Status Update 10  
Video 4  
General 13

\*includes boosted posts.

Media Coverage  
Total Coverage 895  
Accumulative Audience 1,444,972  
Advertising Space Rate (1:1 Ratio) \$360.506

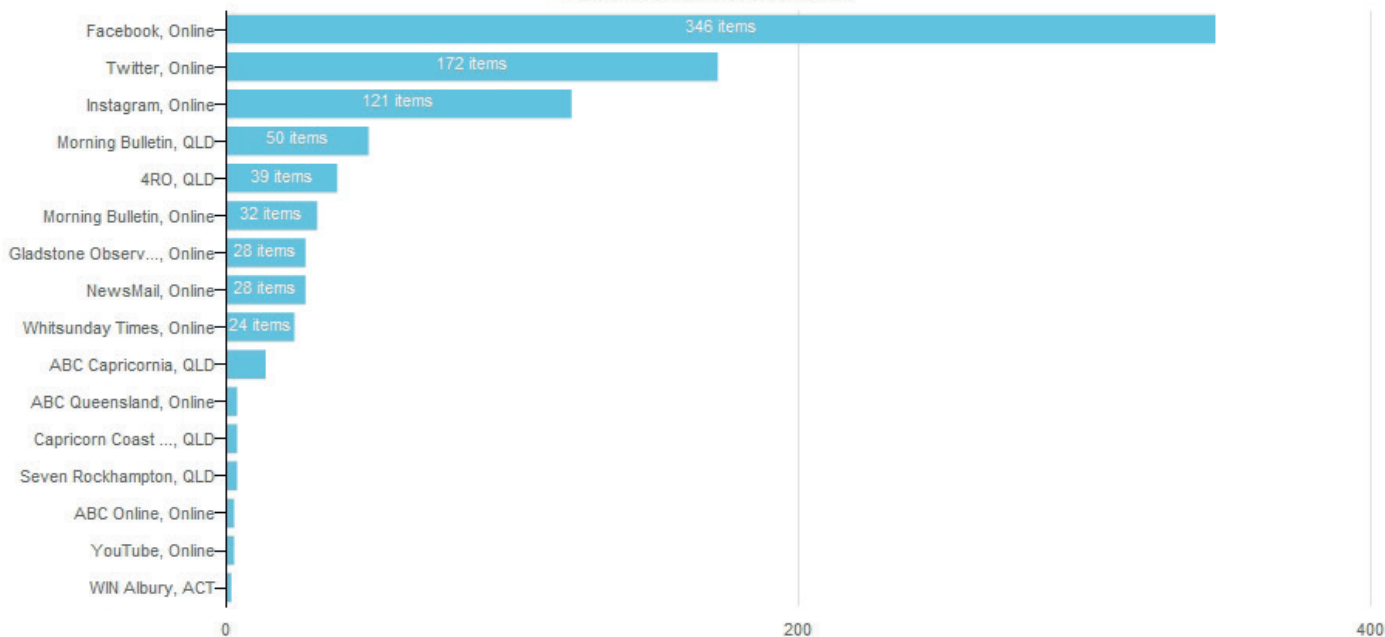
### Media Type Breakdown (Volume)

\* ASR is not available for social content



### Top Media Outlets (Volume)

\* ASR is not available for social content



# Budget

The full implications of the budget are still being reviewed as the festival crossed two different budget years. This in itself is another compelling reason to hold the event in late June, as it is a requirement to meet all budget expenditure in that year, while it is also policy not to pay invoices until the product/service has been delivered, making it virtually impossible to comply with both requirements.

All budgeted items came in at or below the forecasted amounts, however the following items will effect the final bottom line:

Income generated from Quay Lane - income was lower than forecast as the plan to sell tickets and take a 15% commission was abandoned as it was too expensive and impractical to comply with internal process.

- Generators - the requirement for additional generators was \$5500.
- Steps - Additional steps were requested to open access from the beach to Quay St. This came with additional costs
- Council Staff - additional paid staff were required in order to follow administrative process.
- Water - cost of connecting potable water to the lower bank
- Mermaid - the mermaid required some additional items to keep the water at the right temperature



**8.4 RATES CONCESSION POLICY AMENDMENTS**

**File No:** 5237  
**Attachments:** 1. Rates Concession Policy - Marked Up Version  
**Authorising Officer:** Ross Cheesman - General Manager Corporate Services  
**Author:** Alicia Cutler - Manager Finance

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**SUMMARY**

*A slight alteration is proposed to the Rates Concession Policy for Pump Sites, as a result of a review of a number of properties.*

**OFFICER'S RECOMMENDATION**

THAT the Amended Rates Concession Policy be adopted under S.119 of the Local Government Regulation 2012.

**COMMENTARY**

At the Performance and Service Committee Meeting held during July, there was a discussion in regards to whether the Rate Concession Policy should be expanded to incorporate water pumping sites that are not "Permit to Occupy" in nature, but essentially have the same characteristics.

Currently water pumping sites are held within Category 27A and there are 5 properties that have an area of 25 square metres or less and a Valuation of \$2,000. The use of these properties are sites for pumps to obtain irrigation from the River. Where properties have purchased a water allocation, but do not have direct access to the river, they are required to lease a site for the pumps. The lease then triggers a separate rateable assessment.

The gross minimum rate for these properties is \$500, which is less than any other category however they also attract a Road Levy and Environment levy of \$447.70 and \$51 respectively.

Under the existing Rate Concession policy, a concession is granted for similar properties (under a Permit to Occupy) of \$600 of General Rate and a full rebate of Separate Charges (Being the Road and Environment Levy). This would essentially remove any rates and charges for these properties. Given the nature of these properties is essentially the same, it is proposed to make a slight alteration of wording to the policy to cover these properties as well.

A marked up version of the policy is attached where the criteria of are of 25 square meters or less and a valuation of \$2,000 or less has been added. The requirement to also own another property within the boundaries has been removed as it seems that the property name for Council records is unique as in a number of cases it represents a consortium of a few property owners.

Given that the change only adds eligibility to a small number of properties, there is minimal budgetary impact of widening the criteria of this concession.

# **RATES CONCESSION POLICY AMENDMENTS**

## **Rates Concession Policy - Marked Up Version**

**Meeting Date: 25 August 2015**

**Attachment No: 1**





## RATES CONCESSION POLICY (COMMUNITY POLICY)

**1. Scope:**

This policy applies to any person, group or organisation seeking rebates and concessions for rates and/or charges.

**2. Purpose:**

To identify target groups and establish guidelines to assess requests for rates and charges concessions in order to alleviate the impact of rates and charges, particularly in relation to not-for-profit/community organisations and ratepayers who are in receipt of an approved government pension.

**3. Related Documents:**

**Primary**

Nil

**Secondary**

*Local Government Act 2009*

*Local Government Regulation 2012*

Pensioner Rate Subsidies (Council and State Government Schemes) Application Form

Revenue Policy

Rockhampton Regional Council Revenue Statement

Concession Application Form for CBD Commercial Properties with Mixed Residential Use

**4. Definitions:**

To assist in interpretation, the following definitions apply:

CBD	Central Business District
Council	Rockhampton Regional Council

**5. Policy Statement:**

Rate concessions are considered for the following ratepayers categories, noting that Council's prompt payment discount is calculated on gross rates prior to concession.

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**Corporate Improvement and Strategy use only**

**Adopted/Approved:** Draft

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## 5.1 Approved Government Pensioners

Rate concessions/subsidies are available to approved pensioners, who are in receipt of a pension for entitlements from Centrelink or the Department of Veterans' Affairs or Widow's Allowance.

The Queensland Government Pensioner Rate Subsidy Scheme is directed to the elderly, invalid or otherwise disadvantaged citizens of the community whose principal or sole source of income is a pension or allowance paid by Centrelink or the Department of Veterans' Affairs and who are the owners of property in which they reside and have responsibility for payment of Council rates and charges thereon.

### 5.1.1 Eligibility

#### Approved Pensioner – A Person who:

- 5.1.1.1 Is and remains an eligible holder of a Queensland "Pensioner Concession Card" issued by Centrelink or the Department of Veterans' Affairs, or a Queensland "Repatriation Health Card – For All Conditions" issued by the Department of Veterans Affairs; and
- 5.1.1.2 Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and
- 5.1.1.3 Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.

#### Approved Widow/er – A Person who:

- 5.1.1.4 Is and remains in receipt of a Widow's Allowance.

Unless stated otherwise the terms and conditions of the Queensland Government Pensioner Rate Subsidy Scheme will apply to the application of the Council subsidy.

### 5.1.2 Close of Applications

Applications for concessions are considered during the rating period (i.e. half year). Applications received after the date of levy are considered only from the commencement of the current rating period. Rebates are not granted retrospectively without prior approval from the State Government Concessions unit.

Applications must be in writing using Council's approved form and a new application needs to be submitted where a change of address occurs.

### 5.1.3 Amount of Rebate

For an approved ratepayer whose property in which they reside is located within the boundaries of the Council a rebate of 20% (to a maximum of \$250) of all rates levied in respect of each eligible property, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

Should an applicant/person be entitled to only part of the State Subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.

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## 5.2 Not-For-Profit/Charitable Organisations

Rate concessions are available to approved organisations whose objectives do not include the making of profit and who provide services to their membership and the community.

### 5.2.1 Eligibility

Not-For-Profit/Community Organisation – An incorporated body who:

- 5.2.1.1 Does not include the making of profit in its objectives;
- 5.2.1.2 Does not charge a fee for service;
- 5.2.1.3 Is located within the Council area and the majority of its members reside in the Council area;
- 5.2.1.4 Does not receive income from gaming machines and/or from the sale of alcohol in an organised manner (e.g. bar with regular hours of operation with permanent liquor license);
- 5.2.1.5 Is the owner, lessee or life tenant of the property and is the incorporated bodies main grounds/base/club house or residence;
- 5.2.1.6 Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property; and
- 5.2.1.7 Is not a religious body or entity or educational institution recognised under State or Federal statute or law.

Should an applicant only have part ownership of the property the Council remission is similarly reduced.

### 5.2.2 Close of Applications

Eligibility for a concession is assessed by Council annually prior to issue of the first rate notice each financial year (generally June/July). Organisations not automatically provided with a concession, and believe they meet the relevant criteria, may apply for approval at any time. If an application is approved by Council, concessions are applied from the beginning of the current rating period (concessions are not applied retrospectively).

### 5.2.3 Amount of Rebate

#### (a) Category One (1) – Surf Life Saving Organisations

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap – N/A

#### (b) Category Two (2) - Showground Related Organisations

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates

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Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap – N/A

**(c) Category Three (3) – Kindergartens**

Rebate Level General Rates – 50%  
 Rebate Level Road Network Separate Charge – 50%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Environment Separate Charge – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 1,000.00

**(d) Category Four (4)–Charitable Organisations Benefiting the Aged/Disadvantaged**

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – 0%  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 1,000.00 for Service Charges only

**(e) Category Five (5) – Sporting Clubs and Associations – Without Liquor and Gaming Licenses**

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 2,000.00 for Service Charges only

**(f) Category Six (6) – Sporting Clubs and Associations – With Liquor Licenses but No Gaming Licenses**

Rebate Level General Rates – 50%  
 Rebate Level Road Network Separate Charge – 50%  
 Rebate Level Environment Separate Charge – 0%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 2,000.00

**(g) Category Seven (7) – Sporting Clubs and Associations situated on highly valued leasehold land – With Liquor Licenses but No Gaming Licenses**

Rebate Level General Rates – 75%  
 Rebate Level Road Network Separate Charge – 75%

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Rebate Level Environment Separate Charge – 0%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 1,000.00 for Service Charges only  
 Applies to Assessment Number 105813 – Rockhampton Bowls Club only.

**(h) Category Eight (8) – Sporting Clubs and Associations – With Liquor and Gaming Licenses**

Rebate Level General Rates – 0%  
 Rebate Level Separate Rates/Charges – 0%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 0%  
 Rebate Level Water Consumption Charges – 0%  
 Rebate Level Sewerage Charges – 0%  
 Rebate Level Waste Charges – 0%  
 Cap – N/A

**(i) Category Nine (9) - All Other Not-For-Profit/Charitable Organisations**

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 2,000.00 for Service Charges only.

**(j) Category Ten (10) - Rural Fire Brigade**

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 100%  
 Rebate Level Water Consumption Charges – 100%  
 Rebate Level Sewerage Charges – 100%  
 Rebate Level Waste Charges – 100%  
 Cap - N/A

NOTE: Sewerage charges are not levied in respect of public amenities blocks that are locked and controlled by clubs.

**5.3 General Rate Rebates**

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, the properties where 100% rebate of general rates applies may be exempted from payment of general rates in lieu of the provision of a rebate.

**5.4 Permits to Occupy (Pump Sites) and Separate Pump Site Assessments**

Council grants rebates on the following basis for 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 rate or charge has been levied:

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- (a) Separate Charges – 100% rebate
- (b) General Rates – Maximum rebate of \$600.00.

#### 5.5 Water Consumption Charges

Council grants a rebate on the following basis for the following assessments:

- 237107 – Gracemere Lakes Golf Club
- 237109 – Gracemere Bowling Club

Water Consumption Charges – 50% rebate.

#### 5.6 Lot 1 South Ulam Rd, Bajool

Council grants a rebate on the following basis for the following assessment:

- 146963-2 – being Lot 1 South Ulam Rd, Bajool (L1 MLG80014 Parish of Ultimo)
  - a) General Rate 100%
  - b) Road Network Charge 100%
  - c) Environment Separate Charge 100%

#### 5.7 Exclusions from Capping of General Rates as an Unintended Consequence

Council grants a concession of general rates for those assessments impacted as a result of an unintended consequence which negates or negatively impacts upon the application of the intent of capping of general rates as per Council's Revenue Policy. (For example, minor changes to property area as a result of boundary realignment.)

The amount of concession is set to reduce the amount of general rates payable to the amount that would have been levied if capping had been applied to the individual assessment subject to the event leading to the unintended consequence.

#### 5.8 CBD Commercial Properties (see map below) 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.

Council grants concessions of up to \$2,000 per annum to assessments primarily within the CBD area (as defined in the Commercial Properties in CBD with Mixed Residential Use Qualifying for Concession Map below) that are rated in Category 1 (commercial/light industry) and have a mixed use of commercial and residential. The concession is primarily intended to facilitate the adaptation of vacant commercial spaces, particularly above ground floor, to residential use. The actual concession amount is \$2,000, or a maximum of 75% of the General Rate whichever is the lesser.

Eligibility for concessions must be in writing using the approved form and are subject to approval by Council's Planning Unit.

Applications for concessions are considered during the rating period (i.e. half year). Applications received after the date of levy are considered only from the commencement date of the current rating period (concessions are not applied retroactively).

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**5.8.1 Conditions:**

- Residential component should not be vacant longer than 6 months within the financial year to qualify for the concession.
- Verification of use may be provided by a registered real estate agent or through pre-arranged inspection by a Council Officer.
- Properties receiving the concession must advise Council if the residential use is discontinued.

The rates concession may be subject to reversal if the above conditions are not adhered to.

**5.9 Leased Council Vacant Land**

Council grants rebates of 100% of the general rate and separate charges on vacant land owned or held as Trustee by Council if the land is leased to another person and the land is not used for any business or commercial/industrial purpose.

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, properties where 100% rebate of general rates and separate charges apply may be exempt from the payment of general rates and separate charges in lieu of the provision of a rebate.

**6. Review Timelines:**

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

- 6.1** Annually in accordance with the Revenue Statement;
- 6.2** The related information is amended or replaced; or
- 6.3** Other circumstances as determined from time to time by the Council.

**7. Responsibilities:**

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Finance Manager
Policy Quality Control	Corporate Improvement and Strategy

**EVAN PARDON  
CHIEF EXECUTIVE OFFICER**

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**8.5 LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND INC ANNUAL CONFERENCE, 19 TO 21 OCTOBER 2015, TOOWOOMBA**

**File No:** 8291  
**Attachments:** 1. LGAQ Conference Program  
2. Letter from LGAQ  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Evan Pardon - Chief Executive Officer

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**SUMMARY**

*Local Government Association of Queensland Inc advising the 119<sup>th</sup> Annual Conference will be held at Empire Theatre, Toowoomba from 19 to 21 October 2015.*

**OFFICER'S RECOMMENDATION**

THAT:

1. Councillor \_\_\_\_\_ and Councillor \_\_\_\_\_ be authorised to attend the Local Government Association of Queensland's Annual Conference to be held at Empire Theatre, Toowoomba from 19 to 21 October 2015 as a matter of Council business;
2. Councillor Greg Belz be authorised to attend in his role as a member of the LGAQ Executive;
3. Councillor \_\_\_\_\_ and Councillor \_\_\_\_\_ be appointed as delegates with voting rights for Rockhampton Regional Council;
4. Council not submit a nomination to host the Conference in 2017.

**BACKGROUND****(1) Nomination of Delegates**

The Local Government Association of Queensland Inc (LGAQ) has advised that their Annual Conference with the theme "Taking Control of our Destiny" will be held at the Empire Theatre, Toowoomba from 19 to 21 October 2015 and requesting nomination of delegates from Council.

**(2) Registration**

Member Councils pay a Conference Levy in conjunction with their Membership Subscription, which entitles Council to be represented at the Conference by two (2) delegates.

This year, the Conference Levy, which entitles Council to be represented at the Conference by two (2) delegates, has been set at \$2860 including GST. Should more than 2 delegates wish to attend, a Registration Fee of \$1430 (including GST) per person will apply.

Early bird cut off for registrations is 11 September 2015 and no registrations will be accepted after 18 September 2015.

It should be noted that the Tuesday evening function is not included in the registration fee (\$150 per person).

**(3) Nominations for Venue 2017 Conference**

The LGAQ are also inviting nominations for hosting the conference in 2017. It is recommended that Council does not nominate to host the 2017 conference.

**(4) Certificates of Service**

Qualifying period for Certificates of Service is 15 years. There are no Councillors eligible for 2015 conference.

(5) Motions for Consideration

Motions for consideration were resolved at Council meeting 11 August 2015.

**LOCAL GOVERNMENT ASSOCIATION  
OF QUEENSLAND INC ANNUAL  
CONFERENCE, 19 TO 21 OCTOBER  
2015, TOOWOOMBA**

**LGAQ Conference Program**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

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119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY

19 – 21  
OCTOBER 2015

EMPIRE THEATRE  
56 NEIL STREET  
TOOWOOMBA



#LGAQ2015



119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



## WELCOME TO THE LGAQ 119<sup>TH</sup> ANNUAL CONFERENCE

This year's conference theme, Taking Control of Our Own Destiny, reflects on both its proximity to the 2016 council elections and the broader economic and political environment in which we operate. We certainly live in interesting times.

This year's line up of speakers will challenge our thinking on many diverse fronts, from technology to the business of council elections.

It is great to again have the minister responsible for roads speak at our annual conference after many years' absence. The ever popular council segment groups will give us all an opportunity to hear from and exchange views with councils that have similar challenges.

All in all, there is something for every delegate and observer at this year's event in Toowoomba.

*Margaret de Wit*

**Cr Margaret de Wit  
PRESIDENT**



## WELCOME TO TOOWOOMBA

Welcome to Toowoomba, a region which is continuing to develop, prosper and grow to its full potential.

My colleagues and I are delighted to host the 119th LGAQ Conference at a time when our region will still be abuzz from the 2015 Carnival of Flowers – Australia's longest running horticultural event.

Currently on the cusp of remarkable growth, Toowoomba is fast becoming the hub of one of Australia's most attractive regions. The temperate climate, beautiful gardens and serene countryside remain, but rapidly expanding opportunities are attracting an influx of new businesses and residents keen to be part of the success of the region. Our vision for Toowoomba respects our rich heritage as much as it embraces remarkable potential.

We are fortunate to have strong levels of employment, affordable housing, excellent health facilities, a range of retail opportunities and is internationally recognised for its high quality educational institutions. In fact, Toowoomba was recently ranked in the top five of Australia's most family friendly cities (Suncorp Bank Family Friendly City Index 2014).

The Local Government Association of Queensland continues to be a powerhouse in supporting good governance and leadership in this great State, and I thank all involved in bringing together such a comprehensive and informative program.

Please enjoy all our beautiful region has to offer.

**Cr Paul Antonio  
MAYOR – TOOWOOMBA REGIONAL COUNCIL**

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## SUNDAY, 18 OCTOBER 2015

- 12.30pm – 5.00pm**      **Policy Executive Meeting**
- 2.00pm – 5.00pm**      **REGISTRATION**  
Delegates, observers and accompanying persons  
Trade Exhibition  
56 Neil Street, Toowoomba
- 4.00pm – 4.30pm**      **Trade and Sponsor Briefing**

## MONDAY, 19 OCTOBER 2015

- 8.30am – 5.00pm**      **REGISTRATION**  
Delegates, observers and accompanying persons  
Trade Exhibition  
56 Neil Street, Toowoomba
- 9.00am – 4.30pm**      **Professional Development Streams:**  
*Change Management - Elected Member (Accredited) LGACOM602B*  
  
*Councillors' Roles and Responsibilities - Elected Member (Accredited) LGAGENE503 & LGAGENE501A*  
  
*Financial Reports and Budgets - Elected Member (Accredited) Member (Accredited) BSBGOV403A*
- 10.45am – 11.30am**      **MORNING TEA**
- 12.45pm – 2.00pm**      **LUNCH**
- 2.00pm – 4.00pm**      **Regional Roads and Transport Group Assembly**
- 2.00pm – 5.00pm**      **Indigenous Leaders Forum**
- 4.30pm – 5.00pm**      **First Time Delegate Briefing**
- 5.30pm – 7.30pm**      **WELCOMING CEREMONY**  
Empire Theatre  
56 Neil Street, Toowoomba  
*Hosted by King & Company*
- 5.30pm**      **Blockbuster Opening Act – Laser Man**
- 5.40pm**      **Welcome to Country**

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# TAKING CONTROL OF OUR OWN DESTINY



**5.45pm**      **Welcome to Toowoomba**  
*Cr Paul Antonio*  
*Mayor, Toowoomba Regional Council*

**5.50pm**      **Response**  
*Cr Margaret de Wit*  
*President, LGAQ*

**5.55pm**      **Sponsor Address**  
*Tim Fynes-Clinton*  
*Partner*  
*King & Company*

**6.00pm**      **2015 LGAQ Journalism Award**  
Now in its fourth year of inception the LGAQ Regional Journalism Award is dedicated to showcasing excellence in reporting in regional Queensland. Aimed at highlighting the importance of rigorous reporting and analysis of government business decisions affecting Queensland communities, the awards honour the memory of ABC journalists John Bean, Paul Lockyer and Gary Ticehurst.

Listen to the official announcement of the 2015 winner, who will receive a \$15,000 prize.

**6.05pm**      **Keep Queensland Beautiful Tidiest Town Award**

**6.10pm**      **Networking Drinks** (90 minutes)  
Trade Exhibition

## TUESDAY, 20 OCTOBER 2015 MEMBER COUNCIL DAY

**7.45am**      **REGISTRATION**  
Trade Exhibition  
56 Neil Street, Toowoomba

**8.15am**      **Security Briefing**  
Master of Ceremonies – David Swan (the “other” Voice of Australia)

**8.16am**      **CALL TO ORDER BY THE PRESIDENT**

**8.18am**      **Presentation of Policy Executive**

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119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



8.30am

**Official Opening:**

*Hon Jackie Trad MP  
Deputy Premier, Minister for Transport,  
Minister for Infrastructure, Local Government and Planning  
Minister for Trade*

9.00am

**PRESIDENTIAL ADDRESS**

*Cr Margaret de Wit  
President  
LGAQ*

9.30am

**KEYNOTE ADDRESS:**

**One of the world's leading authorities and speakers on the 3D printing revolution and its impact on society, industry and the economy**

*Dr Terry Wohlers  
Founder, Principal Consultant and President  
Wohlers Associates Inc.  
Colorado, USA  
'Courtesy of Saxton Speakers Bureau'*

10.15am

**MORNING TEA**

10.45am

**Panel Session: Stepping Out on Our Own – Councils taking the lead**

**Chair:** *Cr Ray Brown, Mayor, Western Downs Regional Council  
Cr Butch Lenton, Mayor, Winton Shire Council  
Cr Mark Jamieson, Mayor, Sunshine Coast Regional Council  
Cr Belinda Murphy, Mayor, McKinlay Shire Council  
Cr Allan Sutherland, Mayor, Moreton Bay Regional Council*

11.55am

**Sponsor Address:**

12.00pm

**KEYNOTE ADDRESS:**

**Councils and the Rising Cost of Energy Challenge – Smart Ways Forward**

LGIS

12.30pm

**LUNCH**

1.30pm

**Council Forums**

Rural and Remote councils  
South East Queensland councils  
Coastal councils  
Resource Regions councils  
Indigenous councils

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119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



3.00pm	<p><b>Panel Session: Council Elections 2016 – Polls, Politics and new tricks</b>  <b>Chair:</b> <i>Mr Craig Johnstone, Media Executive, LGAQ</i>  <i>Mr Alan Morton, Principal, Morton Consulting Pty Ltd</i>  <i>Mr John Black, Political Consultant and Commentator</i></p>
3.45pm	<b>Sponsor Address:</b>
3.50pm	<b>LGM/LGW Member Update</b>
4.05pm	<b>Sponsor Address:</b>
4.10pm	<p><b>Local Government Remuneration and Discipline Tribunal Update</b>  <i>Deputy President Adrian Bloomfield</i>  <i>Chair</i>  <i>Local Government Remuneration and Discipline Tribunal</i></p>
4.30pm	<p><b>KEYNOTE ADDRESS:</b>  <i>Ms Holly Ransom</i>  <i>Courtesy of ICMI Speakers Bureau</i></p>
5.00pm	<b>Program Concludes</b>
6.30pm for 7.00pm	<p><b>GALA DINNER</b>  Rumours International Convention Centre  323 Ruthven Street, Toowoomba</p> <p><i>Gala Dinner: Hosted by Hastings Deering</i>  <i>Dress: Coat and tie</i>  <i>Act: Jessica Mauboy and her world class backing vocalists</i>  <i>"Singing 60's songs from The Sapphires Movie as well as Jessica's own compositions"</i>  Long Service Certificate Presentations</p>
11.30pm	<b>Dinner Concludes</b>

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## WEDNESDAY, 21 OCTOBER 2015 YOUR COUNCIL DAY

8.30am	<b>CONFERENCE RESUMES – HOUSEKEEPING</b>
8.35am	<b>AGM/Motions (Debate)</b>
9.45am	<b>State Opposition Update</b> <i>Ms Fiona Simpson MP</i> <i>Shadow Minister for Local Government and Main Roads,</i> <i>Community Recovery and Resilience</i>
10.15am	<b>MORNING TEA</b>
10.45am	<b>State Government Main Roads Update</b> <i>Hon Mark Bailey MP</i> <i>Minister for Main Roads, Road Safety and Ports</i> <i>Minister for Energy and Water Supply</i>
11.15am	<b>Sponsor Address:</b>
11.20am	<b>Debate</b>
12.35pm	<b>LUNCH</b>
1.20pm	<b>Sponsor Address:</b>
1.25pm	<b>Debate</b>
3.30pm	<b>KEYNOTE ADDRESS:</b> <i>Ms Catherine DeVrye</i> <i>'Courtesy of Saxton Speakers Bureau'</i>
4.00pm	<b>Plenary Concludes</b>

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## COUNCIL FORUMS MONDAY, 19 OCTOBER 2015

**2.00pm – 5.00pm**  
**INDIGENOUS LEADERS FORUM**

Hosts: Cr Alf Lacey (Mayor, Palm Island Aboriginal Shire Council) and Cr Fred Gela (Mayor, Torres Strait Island Regional Council)

Since 2011, the Indigenous Leaders Forum has been a valuable way for Aboriginal and Torres Strait Islander councils to come together in order to discuss specific challenges and to put forward issues they would like the LGAQ to assist them in addressing.

The Forum is held twice-yearly.

## TUESDAY, 20 OCTOBER 2015

**1.30pm – 3.00pm**

Come and join with your council peers in one of four forums to discuss, share and debate key issues.

This year, these forums will be hosted by the LGAQ Policy Executive members. Join your local government colleagues in discussing common issues and interests, emerging policy priorities and brainstorming innovative solutions. This is also your opportunity to talk with each other and your Policy Executive members about ways the LGAQ can help and support your council.

Please register for the forum that you believe will most interest your council – if you can't decide you are welcome to send delegates to separate forums.

Delegates/observers are welcome to attend any one of the forums:

### **RURAL AND REMOTE COUNCILS**

Hosts: Cr Fred Pascoe and Cr Joe Owens

### **SOUTH EAST QUEENSLAND COUNCILS**

Hosts: Cr Peter Matic, Cr Pam Parker, Cr Allan Sutherland, Cr Paul Pisasale

### **COASTAL COUNCILS**

Hosts: Cr Greg Belz, Cr Deirdre Comerford, Cr Jenny Hill and Cr Bill Shannon

### **RESOURCE REGIONS COUNCILS**

Hosts: Cr Ray Brown, Cr Rob Loughnan

### **INDIGENOUS COUNCILS**

Hosts: Cr Alf Lacey and Cr Fred Gela

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## ELECTED MEMBER PROFESSIONAL DEVELOPMENT OPPORTUNITIES

For those who choose one of the accredited units and then successfully complete the post-conference assessment a credit will be earned towards the *LGA50712 Diploma of Local Government (Elected Member)* that the Association is offering.

That's right. You can now elect to use your conference session attendance to obtain a formal qualification.

For further information on any of the accredited course options, or the Diploma please contact our Members' Hotline on 1300 542 700.

To register for these sessions please email [training@lgaq.asn.au](mailto:training@lgaq.asn.au)

LGAQ'S ACCREDITED TRAINING COURSES Elected Member Professional Development	2015 DATES / TIMES	PRICE PER PERSON GST INC
<p><b>Change Management-Elected Member (Accredited) LGACOM602B</b></p> <p>This workshop focuses on identifying and implementing change management strategies and the causes and effects of change.</p> <p><i>*This unit forms part of the Diploma of Local Government (Elected Member) LGA50712 but can be undertaken as a 'stand-alone' professional development workshop day.</i></p>	<p><b>Date:</b> Monday 19<sup>th</sup> October</p> <p><b>Time:</b> 9.00am - 4.30pm</p>	<p><b>\$530.00 ex GST pp</b></p> <p>+ \$220 ex GST if you wish to complete an assessment</p> <p><i>*For assessments, please contact LGAQ Training Solutions by email <a href="mailto:training@lgaq.asn.au">training@lgaq.asn.au</a></i></p>
<p><b>Councillor Roles and Responsibilities-Elected Member (Accredited) LGAGENE503 &amp; LGAGENE501A</b></p> <p>LGAQ's 'roles and responsibilities' workshop will discuss behaviours and actions required by elected members in meeting their roles and responsibilities using legislation as its basis.</p> <p><i>*This unit forms part of the Diploma of Local Government (Elected Member) LGA50712 but can be undertaken as a 'stand-alone' professional development workshop day.</i></p>	<p><b>Date:</b> Monday 19<sup>th</sup> October</p> <p><b>Time:</b> 9.00am - 4.30pm</p>	<p><b>\$530.00 ex GST pp</b></p> <p>+ \$220 ex GST if you wish to complete an assessment</p> <p><i>*For assessments, please contact LGAQ Training Solutions by email <a href="mailto:training@lgaq.asn.au">training@lgaq.asn.au</a></i></p>
<p><b>Financial Reports and Budgets-Elected Member (Accredited) BSBGOV403A</b></p> <p>This training workshop will explore the legislative requirements for local government accounting and will help participants further understand the budgeting and financial report processes.</p> <p><i>*This unit forms part of the Diploma of Local Government (Elected Member) LGA50712 but can be undertaken as a 'stand-alone' professional development workshop day.</i></p>	<p><b>Date:</b> Monday 19<sup>th</sup> October</p> <p><b>Time:</b> 9.00am - 4.30pm</p>	<p><b>\$530.00 ex GST pp</b></p> <p>+ \$220 ex GST if you wish to complete an assessment</p> <p><i>*For assessments, please contact LGAQ Training Solutions by email <a href="mailto:training@lgaq.asn.au">training@lgaq.asn.au</a></i></p>

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## KEYNOTE SPEAKER PROFILES

### HON JACKIE TRAD MP



#### Deputy Premier, Minister for Transport, Infrastructure, Local Government and Planning and Minister for Trade

Jackie Trad was elected as the Member for South Brisbane to the Queensland Parliament on 28 April 2012. Following the 2015 State Election, Jackie was appointed Deputy Premier, Minister for Transport, Minister for Infrastructure, Local Government and Planning and Minister for Trade.

With a Bachelor of Arts from Griffith University and a Masters of Public Policy from the University of Sydney, Jackie has always been interested in how public policy shapes and forms our cities, our communities and ultimately our lives.

The influences of economics and politics on public decision-making and policy development, together with a genuine love of her community, drew her to a career in politics. Jackie is a second generation Lebanese migrant who grew up in a small business family on the inner-Southside of Brisbane. Jackie and her husband Damien live in West End where they are raising their two young sons.

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## MR TERRY WOHLERS

**Founder, Principal Consultant and President Wohlers Associates Inc.**

Terry Wohlers is the founder, principal consultant, and president of Wohlers Associates, Inc., an independent consulting firm that was launched 28 years ago.

Wohlers and his team have provided consulting assistance to more than 240 organizations in 24 countries, as well as to 150+ companies in the investment community. He has authored 400 books, articles, and technical papers and has given more than 125 keynote presentations on five continents. Wohlers has twice served as a featured speaker at events held at the United States White House. He has appeared on many television and radio news programs, including NPR, CBS Radio News, Bloomberg TV, CNBC, MSNBC, Fox Business, Australia's Sky News, and China's CCTV.

For the past 20 years, Wohlers has been a principal author of the *Wohlers Report*, an annual worldwide publication focused on additive manufacturing and 3D printing. It has served as the undisputed industry-leading report on the subject for two decades. In 2007, more than 1,000 industry professionals from around the world selected Wohlers as the #1 most influential person in rapid product development and additive manufacturing.



## CR RAY BROWN

**Mayor Western Downs Regional Council**

Councillor Ray Brown has 24 years experience in local government; 17 years for the previous Tara Shire and the remainder as Mayor of Western Downs.

His areas of expertise include managing agricultural properties with interests in accounting, governance, economic development, aged care and disaster management.

Outside of the office, Mayor Brown is passionate about his family, rugby, cricket (any sport really), pecan nut trees and supporting mental health issues.

Cr Brown and his family have recently relocated to Dalby but also maintain their grain and cattle property in Moonie.

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## CR BUTCH LENTON

**Mayor  
Winton Shire Council**

Cr Butch Lenton was born and raised in Winton and attended Winton State School. Cr Lenton completed his motor mechanics apprenticeship at the Winton Shire Council workshop and now, with his wife Ros, have a mechanical business in Winton.

Cr Lenton is a past President of Winton Senior Rugby League and Central West Rugby League and still remains as a Board member. Cr Lenton is a keen motorcycle rider, having raced and ridden motorcycles from a young age.

Cr Lenton has a keen interest in transport infrastructure and currently chairs the Outback Regional Roads and Transport Group as well as the Inland Roads Alliance. Cr Lenton is also on the Outback Highway Committee.

Cr Lenton also has a strong commitment to economic development and promoting sustainability in rural communities. Cr Lenton is a member of the Fitzroy Central West RDA Committee.

Cr Lenton is the Chairman of the Waltzing Matilda Centre Board and also sits on the Boards of RAPAD, Australian Age of Dinosaurs and the Diamantina Heritage Truck and Transport Museum.

Cr Lenton was first elected to Winton Shire Council in 1997 to 2008, and was Deputy Mayor from 2004 to 2008, and elected Mayor in 2012.



## CR MARK JAMIESON

**Mayor  
Sunshine Coast Regional Council**

Cr Mark Jamieson was elected in Mayor of the Sunshine Coast in May 2012. He has enjoyed an extensive career in senior leadership roles with strategic and operational responsibilities and accountabilities for customer satisfaction, staff development, business performance/expansion and shareholder growth.

Aside from a proven track record of successful business expansion and a demonstrated capacity to grow and develop himself and those around him, he has also been actively involved in ensuring his companies and the Sunshine Coast Regional Council not only “do well but do good”.

Cr Jamieson has completed a Bachelor of Business in distinction with double majors in Marketing and Human Resource Management with the University of Southern Queensland (Toowoomba) and an Executive Leadership Program, Harvard University, Cambridge USA.

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## CR BELINDA MURPHY

**Mayor  
McKinlay Shire Council**

Belinda was born in Tasmania. She completed year 12 at St Michaels Collegiate Girls School in Hobart and then went onto train as a commercial pilot and grade 3 flying instructor.

Belinda moved to Queensland in 1998 and spent the following years working as a pilot on various stations in the North West Qld and Northern Territory for cattle company's such as Stanbroke Pastoral, NAPCO and McDonalds Pastoral Company. Belinda meet her now husband Wayne Murphy and moved into Julia Creek in 2004 as the Branch Manager for the Queensland Country Credit Union and then became a Senior Manager for McKinlay Shire Council from 2005 until 2010. During this time Belinda completed a graduate degree in Public Sector Management and various Local Government training programs.

Belinda has been on many community organisations since moving to Julia Creek and enjoys campdrafting in the North west.

She is also a member of the Julia Creek Triathlon Club and has over the years participated in triathlons in Mount Isa and also participated in the iconic Julia Creek Dirt N' Dust Triathlon. She is also preparing herself for a charity run event Marathon for Bravehearts.

Belinda is passionate about the shire and the lifestyle that it provides which is only enhanced by the people who reside here. Belinda and Wayne have two children, daughter Madeline and son Liam.



## MR ALAN MORTON

**Principal  
Morton Consulting Services Pty Ltd**

Alan Morton, (B.E., M.Eng. Sc.) is the Principal of Morton Consulting Services Pty. Ltd., a Queensland based consulting company which has undertaken a wide range of projects involving local government operations, policy development, regional planning, social and economic research. Clients have included Federal, State and Local Governments as well as the private sector.

Alan has over 30 years professional consulting experience covering policy analysis, transport planning, regional, social and economic development, government finance and organisation development.

He has consulted extensively for local government in Queensland and elsewhere in Australia. Alan has coordinated the LGAQ Community Satisfaction Tracking Studies since they were introduced in 1997, as well as undertaking a wide-range of other market research projects for LGAQ.

He has also worked with a number of Regional Councils on the integration of rating systems. Alan was a co-author of *Building our Future*, a report prepared for the Civil Engineering Construction Alliance on the need for investment in infrastructure and for *The Roads Solution*, a report on South East Queensland road and transport issues published by the *Courier Mail*.

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### MR JOHN BLACK

#### Political Consultant and Commentator

John Black is CEO of Australian Development Strategies, a company that specialises in demographic profiling and current client list includes major media outlets, finance companies, religious groups and independent schools.

John is a Founder Member of the Board of the Australian Sports Anti Doping Agency, the body in charge of sports anti-doping in Australia.

He is also a Demographic profiler and opinion writer for The Australian Financial Review and is a guest demographer for Radio 612 ABC in Brisbane.

John interests include being a fly fishing and travel writer for Life and Leisure and FlyLife Magazines and he is a Mentor for Griffith University.



### DEPUTY PRESIDENT ADRIAN BLOOMFIELD

#### Chair Local Government Remuneration and Discipline Tribunal

Adrian Bloomfield is the continuing Chairperson of the Tribunal to and including 30 June 2015 and brings to the role extensive knowledge of and experience in industrial relations, local government and public administration. He was a founding member of the former Local Government Remuneration Tribunal in 2007 before his appointment as Chairperson of the Local Government and Remuneration and Discipline Tribunal in 2010.

Adrian Bloomfield concurrently serves as Deputy President of the Queensland Industrial Relations Commission. Prior to joining the Queensland Industrial Relations Commission in 1993, he was the Director, Queensland Branch of Metal Trades Industry Association of Australia. Adrian Bloomfield also has an accountancy background having held chartered accountancy positions in both Australia and New Zealand.

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## MS HOLLY RANSOM

### Courtesy of ICMI Speakers Bureau

In 2012 Holly was made one of the AFR's '100 Most Influential Australian Women', was named both Young Western Australian of the Year and Young Volunteer of the Year, and became the world's youngest Rotary president.

Holly has since worked with Rio Tinto CEO Sam Walsh and Australia's largest youth oriented non-profit, the Foundation for Young Australians. In 2014 Holly was appointed by the Australian Prime Minister to Chair the G20 Youth Summit.

Holly currently works as a strategic project consultant for NAB Wealth CEO Andrew Hagger and runs international consulting and leadership development company, HRE Global, which focuses on change management, intergenerational engagement and maximising the performance of millennials and women in the workplace.



## MS FIONA SIMPSON MP

### Shadow Minister for Local Government and Main Roads, Community Recovery and Resilience

Fiona Simpson is a senior member of the LNP State team with extensive experience connecting with communities across Queensland in her previous roles as Shadow Minister for Transport, Main Roads and Health and as Speaker in the 54th Parliament.

Before entering parliament, she was an award-winning journalist (Dalgety's Excellence in Rural Journalism Award) and a former Rotary Exchange Student who speaks conversational Japanese. She holds post-graduate management qualifications and in 2013 was included in Queensland YWCA's list of 125 Leading Women.

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### HON MARK BAILEY MP

#### Minister for Main Roads, Road Safety and Ports Minister for Energy and Water Supply

Mark Bailey is the State Member for Yeerongpilly on Brisbane's southside. He has a long connection with his electorate, having previously spent nine years on Brisbane City Council representing Moorooka Ward residents.

He was sworn in as Queensland's first ever Minister for Road Safety in February. As Main Roads Minister, he has responsibility for the state's vast road network.

As Minister for Energy and Water Supply, Mark is committed to delivering safe, efficient and affordable electricity and water to Queensland households and businesses.

He is a strong advocate for renewable energy and a champion for a cleaner, greener energy future in Queensland.

Mark recognises the important role Queensland's ports play in supporting the state's economy and fostering stronger regional economies.

The Minister acknowledges the significance of his portfolio as a jobs generator and the importance of roads, water and energy to business, industry and everyday Queenslanders.



### MS CATHERINE DEVRYE

#### Courtesy of Saxton Speakers Bureau

Catherine DeVrye develops ideas, delights audiences and delivers results.

Twice voted Australian Keynote Speaker of the Year in 1999 and 2010, Catherine is an entertaining communicator with proven international management experience. She now speaks globally on customer service, change and turning obstacles to opportunities, through resilience.

Catherine is a best-selling author of eight books and past winner of the Australian Executive Woman of the Year Award. A former IBM executive, Catherine held roles in sales, marketing, communication and leadership development, spending two years in Tokyo as Asia Pacific Headquarters Human Resource Manager.

Always in search of adventure and new material, she has cycled over the Andes, trekked to Timbuktu, beyond Everest Base Camp and was given the honour of carrying the Olympic Torch on the day of the opening ceremonies of the Sydney 2000 Olympics.

Catherine is also an Australia Day ambassador, and was involved in the establishment of the Life: Be In It fitness campaign.

She holds a Master of Science degree, but believes the best education is common sense!

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## VENUE AND DATES

**Empire Theatre**  
56 Neil Street  
Toowoomba

**19 – 21 October 2015**

## ACCOMMODATION (GST Incl)

Corporate Traveller has sourced the accommodation providers at the following venues:



### TOOWOOMBA CENTRAL PLAZA APARTMENTS

**532-544 Ruthven Street, Toowoomba**

*Distance to conference: 350mtrs*

*Distance to gala: 600mtrs*

This prestigious 4.5 star establishment is located in the very centre of the CBD, directly across the street from the Town Hall. The hotel is centrally located near shops, cafes, restaurants, and the historic Empire Theatre. Boasting an exceptional modern contemporary design, panoramic city views, spacious suites and superb hotel facilities at your finger tips, including Ella Baché Day Spa and the large mezzanine pool deck. Free WIFI, high speed broadband, large flat screen TVs, Austar/Foxtel and airconditioning are provided in all rooms.

<b>Studio Room</b>	\$201.00 per night - includes 1 queen bed
<b>One Bedroom Apartment</b>	\$220.00 per night - includes 1 queen bed
<b>Two Bedroom Apartment</b>	\$350.00 per night - includes 1 queens & 2 single beds or 2 queen beds
<b>Three Bedroom Apartment</b>	\$425.00 per night - includes 2 queens & 2 single beds or 3 queen beds

*Buffet Breakfast at Burke and Wills Hotel (next door) included for 1 guest per room*

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## LAGUNA APARTMENTS



**189 Hume Street, Toowoomba**

*Distance to conference: 600mtrs*

*Distance to gala: 1.5km*

Unwind in a stylish, contemporary apartment close to the heart of Queensland's famous 'Garden City'. Laguna Apartments is located only two minutes stroll from the CBD, in a central location surrounded by the city's inviting gardens, vibrant international restaurants and picturesque National Parks. With an onsite café, wireless internet access in each apartment, business facilities at reception and superb sweeping views of the city throughout the building, the self contained, two bedroom apartments are an ideal choice.

**Two Bedroom Apartment**      \$260.00 per night

*Onsite café with breakfast available. Can be charged back to the accommodation room*

## BURKE AND WILLS HOTEL



**554 Ruthven Street, Toowoomba**

*Distance to conference: 400mtrs*

*Distance to gala: 650mtrs*

The Burke and Wills, Toowoomba's Landmark Hotel, is conveniently located in the heart of the central business district boasting an ideal location being only minutes walk to the retail, legal, medical and business precincts. The hotel offers 24 hour reception, bars and an amazing choice of food and dining with the added benefit of off street parking. All rooms have a feeling of soft luxury that, coupled with the staff's commitment to quality and comfort, ensures all guests' stay are a memorable experience.

**Executive Room**      \$199.00 per night

**Twin Room**      \$209.00 per night    *- includes 2 single beds*

**Suite**      \$249.00 per night

*Buffet Breakfast included for 1 guest per room*

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## HIGHLANDER MOTOR INN

226 James Street, Toowoomba

*Distance to conference: 1.8km*

*Distance to gala: 2km*

The Highlander Motor Inn is a 4-star AAA Rated Motel and Apartment complex. The property offers free Wifi, Austar TV channels and free in house movies. For your comfort, all rooms have split system reverse cycle air conditioning. There is also a solar heated swimming pool onsite and a sheltered BBQ area.

<b>Standard Queen Room</b>	\$169.00 per night
<b>Executive Queen Spa Room</b>	\$189.00 per night
<b>Executive King Room</b>	\$189.00 per night
<b>Twin Room</b>	\$189.00 per night - <i>(includes 1 queen and 2 single beds)</i>
<b>One Bedroom Apartment</b>	\$205.00 per night
<b>Two Bedroom Apartment</b>	\$230.00 per night - <i>(includes 1 queen and 2 single beds)</i>
<b>Three Bedroom Apartment</b>	\$260.00 per night - <i>(includes 2 queen and 2 single beds)</i>

*Room service breakfast is available daily.*

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## QUALITY HOTEL PLATINUM INTERNATIONAL

**326 James Street, Toowoomba**

*Distance to conference: 2.9km  
Distance to gala: 2.9km*

Quality Hotel Platinum International is one of Toowoomba's signature motel properties. It is situated at the western end of James Street (Warrego Highway), opposite Clifford Gardens Shopping Centre. This motel is only minutes from the Toowoomba Showgrounds and the CBD with shopping, cinema, theatre, Eat Street Cafés and some of Toowoomba's major tourist attractions. The property boasts one of Toowoomba's best known restaurants - Images Lounge Bar & Restaurant. Quality Hotel Platinum International also boasts a heated pool & spa, BBQ Facilities, Gymnasium and Guest Laundry.

**Standard Room** \$210.00 per night

*Buffet Breakfast available at an additional cost daily from 6am till 9am.*



## CITY GOLF CLUB MOTEL

**775 Ruthven Street, Toowoomba**

*Distance to conference: 2.4kms  
Distance to gala: 2.7kms*

The City Golf Club Motel is located on the edge of Toowoomba's CBD. This property is adjacent to the City Golf Club, with great restaurant, bars, cafe and all the facilities you would expect from an award winning club. Only five minutes from the centre of town and offering the very best there is in service, this 4.5 Star motel will not disappoint. The property offers rooms with stunning new designer effects and decor. The majority of rooms have balconies with some overlooking the golf course and others overlooking Toowoomba's majestic jacaranda trees. Plus there is free wifi in every room & public areas.

**Executive King Room** \$206.00 per night

**Executive Queen Room** \$206.00 per night

**Executive Twin Share Room** \$206.00 per night

*Breakfast is available onsite daily at the City Golf Club or Room Service.*

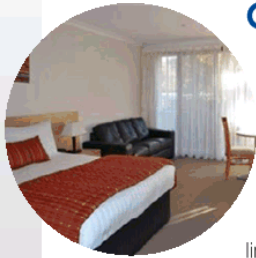


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## COMFORT INN GRAMMAR VIEW

**39 Margaret Street, Toowoomba**

*Distance to conference: 1.6kms  
Distance to gala: 2.1kms*

Comfort Inn Grammar View is a 4 Star AAA Tourism rated property proudly boasting one of the Premier Locations in Toowoomba. Situated in quiet, tree-lined Margaret Street it's an easy stroll to just about everything Toowoomba has to offer, including the City's Business Centre, the Empire Theatre and the Queens Park Botanical Gardens. Facilities at the Comfort Inn Grammar View include "Vista Restaurant" which is open for Breakfast six days a week and Dinner Monday to Saturday, private saltwater swimming pool plus ample Parking. Each room has reverse cycle airconditioning, Large Flat Screen TV's, Austar - with 3 Sports Channels, and Queen Size Pillow Top Ensemble Beds.

**Standard Single Room** \$139.00 per night  
*Breakfast is available onsite.*



## ASTERS ON JAMES

**Cnr James and Wilmot Streets, Toowoomba**

*Distance to conference: 1.6kms  
Distance to gala: 1.9kms*

Asters on James Motor Inn is 3 1/2 star accommodation located in the heart of Toowoomba. The Motor Inn is only walking distance to many of the city's restaurants, Grand Central Shopping Centre and the city centre. The non smoking accommodation at Asters on James features queen sized beds, reverse cycle air conditioning, free wireless internet, flat screen TV, free Foxtel 8 channels, microwave, tea and coffee making facilities, toaster and bar fridge. Room service breakfasts and dinners are also available.

<b>Standard Single Room</b>	\$140.00 p/n	<b>Standard Twin Room</b>	\$155.00 p/n
<b>Spa Suite</b>	\$185.00 p/n	<b>One Bedroom Self Contained</b>	\$175.00 p/n
<b>Family Room</b>	\$165.00 p/n - (includes 1 queen and 2 single beds)		

*Breakfast is available onsite.*



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## CLIFFORD GARDENS MOTOR INN

**316 James Street, Toowoomba**

*Distance to conference: 3.3kms*

*Distance to gala: 3.2kms*

Clifford Gardens offers the very highest of AAA 3½ star rating. This Motor Inn is well located and situated directly opposite the Clifford Gardens Shopping Centre which has a variety of shops. The property is also within walking distance to the CBD. Breakfast is served daily to your room. For your convenience Images Lounge Bar and Restaurant is located just a 2 min stroll up the road open 7 days from 6.00 pm to 9.00pm with the Bar open from 5.00 pm. Room service is also available.

**Standard Single Room**                      \$155.00 per night

*Breakfast is available onsite*



## QUEST APARTMENTS

**133 Margaret Street, Toowoomba**

*Distance to conference: 350mtrs*

*Distance to gala: 650mtrs*

**OPEN FOR BUSINESS – 1 July 2015**

Quest Toowoomba serviced apartments offers guests a relaxed and comfortable Toowoomba accommodation experience. Travellers will enjoy 6 levels of superbly furnished, fully equipped serviced apartment accommodation, just minutes from Grand Central Shopping Centre, Queens Park & Botanical Gardens and Clive Berghofer Stadium. This purpose built property is a great alternative to your traditional hotel room, featuring kitchen and laundry facilities, separate living/dining area, 42" Flat Screen TV, WIFI, Foxtel, car parking, gymnasium and conference room facilities.

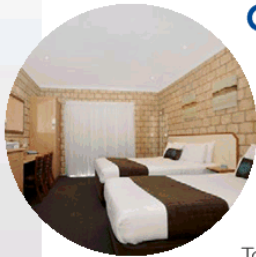
**Studio Apartment**                              \$209.00 per night

**On Bedroom Apartment**                      \$249.00 per night

*Breakfast can be charged back to the room from the GPO Café located directly across the road.*

119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



## GREAT DIVIDE MOTOR INN

5 Herries St, Toowoomba

*Distance to conference: 2.4kms*

*Distance to gala: 3.1kms*

Your hosts Amanda & Trent will welcome you to the Great Divide Motor Inn, Toowoomba. Truly a home away from home, this property is situated within close proximity to shops, restaurant's and parks. On business or holiday, you can guarantee a pleasant stay at the Great Divide Motor Inn.

<b>King Executive</b>	\$175.00 per night
<b>Twin Share</b>	\$175.00 per night
<b>Two Bedroom Balcony Apartment</b>	\$245.00 per night
<b>Two Bedroom King Apartment</b>	\$264.00 per night

*Hot Breakfast available at \$29 per person per day.*

### BOOK YOUR ACCOMODATION NOW

Click [HERE](#) to secure your accommodation and breakfast requirements

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**#LGAQ2015**  
www.lgaq.asn.au

119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



## CONFERENCE SHIRT (COUNCIL DELEGATES/OBSERVERS ONLY)

Council delegates and observers will be issued with ONE shirt whilst at conference. These need to be ordered online as part of your conference registration. The sizing is as follows:

<b>Mens Modern Fit</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>XL</b>	<b>2XL</b>	<b>3XL</b>	<b>5XL</b>
GARMENT ½ CHEST (cm)	52	55	58	62	65	71	79

<b>Ladies Modern Fit</b>	<b>8</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>18</b>	<b>20</b>	<b>22</b>	<b>24</b>
GARMENT ½ CHEST (cm)	46.5	49	52	54	56.5	59	62	65	68

Please select your size carefully as there wont be the opportunity to change your size once at conference.

#LGAQ2015  
www.lgaq.asn.au

CONNECT . INNOVATE . ACHIEVE

119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



## CONFERENCE REGISTRATION (GST Incl)

### Early Bird Registration – prior to and including 11 September 2015

Council or State Government observer .....	\$1430.00
5 or more observers from one Council/Government Department .....	\$1320.00
Corporate (Private Sector) .....	\$2860.00

### After 11 September 2015

Council or State Government observer .....	\$1630.00
5 people or more observers from one Council/Government Department .....	\$1500.00
Corporate (Private Sector) .....	\$3100.00

### Early Bird One Day Registration – prior to and including 11 September 2015

Council or State Government observer .....	\$660.00
Corporate (Private Sector) .....	\$1100.00

### After 11 September 2015

Council or State Government observer .....	\$770.00
Corporate (Private Sector) .....	\$1500.00

## FUNCTIONS

**Welcoming Ceremony** ..... \$50.00  
*Accompanying persons, day registrations and additional trade exhibitors*

**Dinner** ..... \$150.00  
 Gala Dinner – Tuesday evening (20 October 2015)

*Please note that the Welcoming Ceremony on the Monday evening is included in the conference fee for delegates, observers and corporates attending the full three days of conference.*

*Accompanying persons are welcome to attend the Welcoming Ceremony and Gala Dinner.*

Register via links below or online at [www.lgaq.asn.au](http://www.lgaq.asn.au) under the Events Tab  
**119<sup>th</sup> LGAQ Annual Conference**

**SINGLE REGISTRATION**  
 please click here

**MULTIPLE REGISTRATION**  
 please click here

Please refer to registration cancellation policies on [www.lgaq.asn.au](http://www.lgaq.asn.au) when making your registration.

119<sup>TH</sup> LGAQ ANNUAL CONFERENCE

# TAKING CONTROL OF OUR OWN DESTINY



## ENQUIRIES

### CONFERENCE

Members Hotline – 1300 542 700

Email [ask@lgaq.asn.au](mailto:ask@lgaq.asn.au)

### EXHIBITION

Carolyn McSweeney, Trade and Liaison Local Buy

Phone 0437 822 142

Fax 07 3252 8863

Email [cmcsweeney@localbuy.net.au](mailto:cmcsweeney@localbuy.net.au)



#LGAQ2015  
[www.lgaq.asn.au](http://www.lgaq.asn.au)

CONNECT . INNOVATE . ACHIEVE

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**LOCAL GOVERNMENT ASSOCIATION  
OF QUEENSLAND INC ANNUAL  
CONFERENCE, 19 TO 21 OCTOBER  
2015, TOOWOOMBA**

**Letter from LGAQ**

**Meeting Date: 25 August 2015**

**Attachment No: 2**



10 August 2015

The Chief Executive Officer  
ALL MEMBER COUNCILS

Policy Executive Members  
LOCAL GOVERNMENT ASSOCIATION

Dear Sir/Madam

#### **CERTIFICATES OF SERVICE**

**This is to bring to your attention the Association's revised policy with regard to the issuing of Certificates of Service as a result of 1996 Annual Conference Resolution No 6.**

As you are probably aware, since 1969 the Association has issued to Member Councils at their request a Certificate of Service to Elected Members who have served 20 years or more in Local Government. The 1996 Annual Conference resolved that the qualifying period for Certificates of Service **be reduced from 20 years to 15 years.**

The following relevant information is presented for your information.

1. **Service Requirement**

**Certificate of Service**

The period of service necessary to entitle an Elected Member to a Certificate **must be 15 years or more.**

**Certificate of Extensive Service**

The minimum **additional** period of service necessary to entitle an Elected Member to a Certificate of Extensive Service shall be:

- 5 years - where the Elected Member retires, resigns, or for some other reason ceases to be a member of the Local Government; or
- 10 years - for a service Member

In ascertaining the period of an Elected Member's service:

- It is not necessary for the service to be continuous, and
- It is not necessary that such service be with the Council making requests

2. **Procedure**

Please complete the attached application form and send it back to Bron Browning via post, or email [bron\\_browning@lgaq.asn.au](mailto:bron_browning@lgaq.asn.au).

Requests for Certificates to be presented at the Annual Conference must be received in this office no later than **FRIDAY 25 September 2015**.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Hallam', is written over a light blue horizontal line.

Greg Hallam PSM  
CHIEF EXECUTIVE OFFICER



**NB: Requests for Certificates to be presented at the Annual Conference 2015 must be received in this office no later than FRIDAY 25 September 2015**

Recipient's Details (Please Print)			
Title:		Award (MBE, OBE, OA, etc.):	
Surname:		Given Names:	
Work Phone: (    )		Work Fax: (    )	
Mobile Phone:		E-mail:	
What type of certificate are you applying for?		Long Service <input type="checkbox"/>	Extensive Long Service <input type="checkbox"/>
Preferred Name on Certificate (if different from above)			
Please specify date of service (i.e. 24/07/1999 – 25/07/2014)		Please specify period of service (i.e. 15, 20 years)	
--/-- -- --/--		<input type="text"/> years	
Where/when certificate is to be presented?	2015 Annual Conference Gala Dinner <input type="checkbox"/>	District Association Meeting <input type="checkbox"/>	
	Council meeting <input type="checkbox"/>	Others <input type="checkbox"/>	Please specify:
Additional requests/comments		<i>Please note that a lead time of two weeks is necessary for completion and framing of Certificates.</i>	
Council Administrative Contact			
Name:		<i>All correspondence regarding long service certificates will be sent to this contact.</i>	
Direct Line (if different from above):			
Email (if different from above):			
If award is to be presented at Annual Conference, have you registered recipient and/or accompanying person online for the dinner?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
Not Applicable <input type="checkbox"/>			
Approval of Request			
1. Cost of framing is to be borne by the Council, and actual costs will be invoiced to the Council after framing is completed. Currently this is \$70.00 + \$7 GST.			
Name & Signature of Mayor or Deputy		Date:	
Name & Signature of Chief Executive Officer or Deputy		Date:	
For LGAQ Use Only			
Is recipient eligible?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Name & Signature of Chief Executive Officer		Date:	





10 August 2015

All Councillors – Member Councils

Dear Sir/Madam

**LGAQ 119th Annual Conference: 19-21 October 2015 Empire Theatre, 56 Neil Street, Toowoomba:  
Delegates, Observers and Accompanying Persons Registrations**

I am writing to inform you that we are now accepting registrations for our Annual Conference.

A copy of our brochure is attached for your information.

Member Councils pay a Conference Levy in conjunction with their Membership Subscription. This year the Conference Levy, which entitles your Council to be represented at Conference by two (2) Delegates, has been set at **\$2860.00 including GST**.

You will need to check with your Council as to whether you will be attending as one of their delegates otherwise you may attend as an observer and if this is the case a **Registration Fee of \$1430.00 (GST Incl) per person** attending, is required to be paid. **Note** that the Tuesday evening function **is not** included in the registration fee. This initiative was authorised by the Policy Executive to assist those councils who wished to reduce the costs of conference for their local government.

This year you can only register online by clicking on [www.lgaq.asn.au](http://www.lgaq.asn.au) and following the prompts. This is now our method of registering. Note that **each and every person** attending the conference must be registered so that name tags, voting cards, lists of attendees etc, can be prepared in ample time and the Hosts of the various functions advised as soon as practicable of the numbers attending those functions, to enable necessary arrangements to be made. If you have any problems registering on-line, please do not hesitate to ring the Members Hotline 1300 542 700.

**Please note** that as per last year we are allowing **One Day Registrations only** (i.e. you cannot book two single days), to provide the opportunity for more observers to attend. One Day Registration includes a conference satchel and a lunch. Because of space limitations, One Day Registration is **strictly limited** to 100 on a first-in basis.

Because of the high costs of catering arrangements, it is imperative that the registrations be carefully and accurately completed. In previous years, the differences between registered numbers and actual attendances have resulted in over-catering at considerable cost.

*The Early Bird (\$1430.00 GST Incl) Cut Off date for Registrations is 11 September 2015. From then, the cost is \$1630.00 GST Incl, and no registrations will be accepted after 18 September 2015.*

I look forward to seeing you at Conference.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G Hallam', is written over a light blue horizontal line.

Greg Hallam PSM  
CHIEF EXECUTIVE OFFICER



10 August 2015

The Chief Executive Officer  
ALL MEMBER COUNCILS

Policy Executive Members  
LOCAL GOVERNMENT ASSOCIATION

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Greg Hallam PSM  
CHIEF EXECUTIVE OFFICER



10 August 2015

The Chief Executive Officer  
ALL MEMBER COUNCILS

Policy Executive Members  
LOCAL GOVERNMENT ASSOCIATION

Dear Sir/Madam

**118<sup>th</sup> Annual Conference, 19-21 October 2015: Accommodation**

Corporate Traveller has been appointed as the official accommodation agent for the 2015 Annual Conference, being held at the Empire Theatre, Toowoomba and a link to their online booking tool can be found on the brochure or LGAQ's website [www.lgaq.asn.au](http://www.lgaq.asn.au) under Events 2015 LGAQ 119<sup>th</sup> Annual Conference.

To ensure all councils are able to take full advantage of the special rates I ask that bookings made reflect the needs of those travelling.

**TERMS AND CONDITIONS OF BOOKING**

Each property will have their own terms and conditions in regard to bookings. Please ensure you check the terms and conditions for each property prior to making bookings.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Hallam', is positioned above the printed name.

Greg Hallam PSM  
CHIEF EXECUTIVE OFFICER



10 August 2015

The Chief Executive Officer  
ALL MEMBER COUNCILS

Policy Executive Members  
LOCAL GOVERNMENT ASSOCIATION

Dear Sir/Madam

**Nominations for Venue 2017 LGAQ Annual Conference:**

**Those councils who wish to host the Association's Annual Conference and who so desire, are formally invited to submit their nominations for the 2017 Annual Conference.**

The attached statement sets out the roles and responsibilities of the host Council in relation to Annual Conference.

Your Council is also required to fill out in full, the attached venue attributes form. A nomination will not be received unless all requests for information are satisfied prior to the closing date.

There must be availability to host the Conference in the 2nd or 3rd week of October.

Normally some 500 to 550 delegates, observers, trade exhibitors and sponsors, as well as 50 partners attend the Annual Conference, although some functions such as the Official Opening may need to cater for up to 700 people.

The Chief Executive Officer will visit and inspect each venue nominated prior to this year's 119th Annual Conference at the Empire Theatre, Toowoomba.

If there is more than one nomination, delegates at the 119th Annual Conference will be asked to select the venue for the 2017 Annual Conference. Nominating councils will be required to make a five (5) minute presentation on their venue to delegates.

Closing date for the receipt of nominations to host the 2015 Annual Conference is **FRIDAY, 18 SEPTEMBER 2015.**

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Hallam', is positioned above the printed name.

Greg Hallam PSM  
CHIEF EXECUTIVE OFFICER

Attach

## Venue Attribute Form

### **Attribute No 1**

Please specify availability and details of a conference venue as per requirements below;

#### **Plenary Hall**

The Plenary must have a minimum of 550 pax capacity and a 12m x 6m size stage

The trade exhibition area must be located immediately adjacent to conference plenary and break-out sessions, such that delegates and observers must pass through displays before entering into conference facility proper;

The Conference venue must also have rooms to house media, AV technicians, VIP suite, 3 x deputation rooms, registration and administration office as well as on site or nearby access to the following break out space:

#### **First Day of Conference - usually a Monday**

Three break-out spaces, each capable of seating up to 100 pax classroom style or cabaret style (8 per table)

4 break-out spaces each capable of seating up to 20 pax cabaret style (8 per table)

#### **2<sup>nd</sup> Day of Conference – usually a Tuesday**

Five break-out spaces, each capable of seating up to 100 pax classroom style or cabaret style (8 per table)

Breakout spaces must be within a 5 minute walk to the Conference Venue if unable to be held on site.

If a separate structure such as a Marquee, Hoecker or Circus Tent is required for the Trade Exhibition the following is required:

Must be fully air conditioned.

Must be able house 90 trade exhibitors and have the facilities to provide catering for all conference attendees at allocated meal breaks ie approx 1200 square metres.

Must be located immediately adjacent to facility, such that delegates and observers must pass through displays before entering into conference facility proper.

Must have flooring included.

**YOUR COMMENT:**

**Attribute No 2**

Please specify availability and having details of: a dining facility for Tuesday evening Gala Dinner function.

**Gala Dinner Venue On Site (separate to Plenary, Break Outs and Trade Exhibition Space):**

Must have capacity to seat 550 pax for the Gala Dinner function (normally held on the Tuesday evening).

Must be fully air conditioned

Must have a wooden floor

Minimum wall height must be 3.5 metres with a minimum 6 metre roof clearance to allow for rigging and lighting

Must be able to house a minimum 9 metre stage

If a separate structure such as a Marquee, Hoecker or Circus Tent is required for the Gala Dinner the following is required:

Must have appropriate kitchen facilities, crockery, glasses and cutlery

Must be fully air conditioned

Must have a wooden floor

Minimum wall height must be 3.5 metres with a minimum 6 metre roof clearance to allow for rigging and lighting

Must be able to house a minimum 9 metre stage

All infrastructure costs for a dinner venue off site (including Marquee/Hoecker or Circus Tent, kitchen facilities and transport of infrastructure requirements) **MUST** be met by council.

**YOUR COMMENT:**

**Attribute No 3**

Please advise of accommodation facilities (including standards & cost per night) and number of beds available, indicating travelling time from conference venue. Numbers to be independently verified by Corporate Traveller. We require written confirmation from either local tourism body or actual accommodation operators on availability at the specified time of conference.

**YOUR COMMENT:**

**Attribute No 4**

Please advise availability of catering firms able to cater for number of delegates, observers and partners with sample menus for morning tea and lunches Monday/Tuesday/Wednesday; canapés Monday night Welcoming Ceremony and 3 course alternate drop meal for Tuesday night Gala Dinner.

**YOUR COMMENT:**

**Attribute No 5**

Please advise the names of transport companies to meet bus transfers for delegates and observers if required.

**YOUR COMMENT:**



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## 9 STRATEGIC REPORTS

### 9.1 ANNUAL 2014/2015 OPERATIONAL PLAN REVIEW AND QUARTER 4 ASSESSMENT

<b>File No:</b>	<b>8320</b>
<b>Attachments:</b>	<ol style="list-style-type: none"><li><b>1. Office of CEO Summary and Results</b></li><li><b>2. Corporate Services Summary and Results</b></li><li><b>3. Community Services Summary and Results</b></li><li><b>4. Regional Services Summary and Results</b></li></ol>
<b>Responsible Officer:</b>	<b>Tracy Sweeney - Manager Workforce and Strategy</b> <b>Ross Cheesman - General Manager Corporate Services</b>
<b>Author:</b>	<b>Kerrie Barrett - Coordinator Corporate Improvement &amp; Strategy</b>

---

#### SUMMARY

*The 2014/15 Operational Plan annual review and fourth quarter progress report as at 30 June 2015 is presented, pursuant to s104(7) of the Local Government Act and s174(3) of the Local Government Regulation 2012.*

#### OFFICER'S RECOMMENDATION

THAT the 2014/15 Operational Plan annual review and fourth quarter progress report as at 30 June 2015 be 'received'.

#### COMMENTARY

The 2014/2015 Operational Plan annual review which incorporates the fourth quarter progress results is attached for Council's consideration. Data is presented in accordance with the framework previously adopted.

To ensure performance of the 2014/15 Operational Plan Key Performance Indicators (KPIs), standardised monthly departmental reports are now presented to Committee. This ensures that the performance of each unit is consistent with Council's strategic direction.

Overall each of the Corporate Plan Activities have been achieved for the year. There are some individual Operational Plan KPI's that have not been met and comments have been provided in the attachment against those items.

Please note that the 'Actual YTD' expenditure figures displayed throughout the report are preliminary at this stage and do not reflect the final audited position of Council.

#### PREVIOUS DECISIONS

The 2014/15 Rockhampton Regional Council Operational Plan was adopted at the Special Council meeting on 27 June 2014.

Quarterly progress updates have been presented to Council on 24 November 2014, 24 February 2015, and 26 May 2015.

#### LEGISLATIVE CONTEXT

Section 104 (5) of the *Local Government Act 2009* and s174 of the *Local Government Regulation 2012* requires the local government to prepare and adopt an annual Operational Plan that is consistent with the annual budget, manages operational risk and progresses the implementation of the Corporate Plan.

In accordance with s174(3) of the *Local Government Regulation 2012* the CEO must present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months.

In addition to this, the local government is required by s104(7) of the *Local Government Act 2009* to conduct a review of the implementation of the Operational Plan annually.

**CONCLUSION**

The fourth quarter assessment and year end position of the Rockhampton Regional Council Operational Plan as at 30 June 2015 has been prepared in accordance with legislation and is presented to Council for adoption.

# **ANNUAL 2014/2015 OPERATIONAL PLAN REVIEW AND QUARTER 4 ASSESSMENT**

## **Office of CEO Summary and Results**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

**General Manager Office of CEO Summary  
Operational Plan Report  
4<sup>th</sup> Quarter and Annual Review**

**Directorate**

Activities within the Directorate have generally been directed towards ensuring the departmental service deliverables and standards are met. The Regional Development unit was created during May-June 2015 and added as a unit of the Office of CEO, with Russell Claus taking up the role of Executive Manager Regional Development. It is expected that combining the existing Strategic Planning, Economic Development and Regional Promotions units will enable the synergies to be better utilised and therefore provide more cohesive planning processes to allow the region to achieve improved growth.

Directorate budgets have come in on target overall in line with the post cyclone budget revision.

**Economic Development**

The Economic Development unit performed well during the quarter and is currently working on delivery of the Economic Development Strategy and having military airport conversations.

**Internal Audit**

Internal Audit (IA) facilitated the Audit and Business Improvement Advisory Committee meeting on 19 June 2015.

The Chief Audit Executive has provided the 2015-16 annual Internal Audit Plan to the CEO and Council. This benchmarked annual plan shows an auditor efficiency increase of 7%.

The 2015-16 Audit Plan includes a large number of significant differences to the way audits will be conducted in future including:

- **Partnering** with management internally vs use of external consultants (decreasing audit costs);
- Increased use of **Coordination** (more effective coverage);
- Implementing '**3 Lines of Defence**' approach (more integrated reviews, providing better outcomes, facilitated by IA).

Both the budget and the annual Internal Audit Plan for 2014-15 have been delivered on target.

**Governance Support**

The Governance Support unit tracked well throughout quarter four. There have been some staffing disruptions due to staff movements however as a whole the unit achieved all targets. The unit is currently recruiting to fill an Executive Support Officer position.

A significant amount of resources were committed to community engagement, with the second round of community Pets in the Park recently being held.

Workloads continue to be heavy with a number of planned engagements and ad-hoc or unplanned events affecting work practices. The Communications team have been kept busy with a constant stream of media releases, alerts and photo opportunities.

The unit continues to deliver services in accordance with program and customer service response timelines with statutory and regulatory requirements being met and maintained.

The overall budget position for the unit has come in on target for the year.

**Regional Promotion**

A major focus of the Regional Promotions unit within quarter four was planning for the first annual Rockhampton River Festival. This festival was successfully delivered in July 2015. Currently the unit is working on the execution of the riverfront redevelopment design contract.

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



**2014 - 2015 OPERATIONAL PLAN  
CEO'S OFFICE**

CEO DIRECTORATE		
Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$91	\$3,937
Operating Expenses	\$852,224	\$841,715
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

**CORPORATE PLAN ACTIVITIES**

1. Provide leadership, corporate oversight and strategic direction

*CEO Directorate - The Office of the CEO directorate is led by Council's Chief Executive Officer who is responsible for managing the Council in a way that promotes: the effective, efficient and economical management of public resources, excellence in service delivery, continual improvement, responsiveness to the Council's policies and priorities and establishing and implementing goals and practices in accordance with the policies and priorities of the Council. The directorate consists of three units, Governance Support, Economic Development and Internal Audit.*

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	N/A	NA	N/A	100%	Delivery of reception area finalised. This was the only capital project within Governance Support for the year.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	



## 2014 - 2015 OPERATIONAL PLAN CEO'S OFFICE

### GOVERNANCE SUPPORT

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$24,000	\$26,036
Operating Expenses	\$3,362,777	\$2,922,796
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

### ACTIVITIES LEGEND

R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

### CORPORATE PLAN ACTIVITIES

1. Increase the reach and consistency of key branding and associated taglines for the Rockhampton Region
2. Work collaboratively with other Council departments to increase awareness of Council's services
3. Use a variety of communication channels to regularly and accurately deliver Council messages and maintain a positive reputation
4. Increase staff familiarisation and compliance with the Community Engagement Policy, Framework and Procedure across Council
5. Work collaboratively with other Council departments to deliver campaigns which encourage responsible resident behaviour
6. Provide professional agenda management services
7. Manage relevant civic events
8. Facilitate Councillor interactions with constituents
9. Manage investigations as authorised by the CEO in accordance with legislation and Council's Complaints Management Process

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	C	C	C

**Governance** - manages the Council's committee meeting processes collating reports to create agendas for the Council and Committee meetings, minute taking for those meetings and distribution of the meeting action sheets, Councillors discretionary funds, corporate travel arrangements, executive administrative support to the Mayor, Councillors and Chief Executive Officer, Councillor's customer service requests and diary management, public communications, media releases, marketing activities, civic events, citizenship ceremonies, administrative action complaints, and complaint referrals to state government departments.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	N/A	N/A	N/A	100%	Delivery of reception area finalised. This was the only capital project within Governance Support for the year.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	



2014 - 2015 OPERATIONAL PLAN  
CEO'S OFFICE

INTERNAL AUDIT		
<b>Section Budget Summary</b>		
<b>Budget</b>	<b>Adopted</b>	<b>Actual YTD</b>
Operating Revenue	\$0	\$0
Operating Expenses	\$234,581	\$217,038
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0
<b>CORPORATE PLAN ACTIVITIES</b>		
1. Provide assurance, consulting and assigned investigation services		
2. Provide independent reporting to an audit committee		
3. Facilitate an audit advisory committee of Council		
<i>Internal Audit - undertake risk-based review of all management activity, systems, risks and processes; independent and objective (unbiased) assessment and review by highly qualified and certified staff based on professional internal audit (and other) standards; independent reporting, directly to an audit committee of Council, which includes external committee members; protection of the public interest; professional consulting (non-audit activities) services; assurance (audit activities) services in-house; fraud related services and risk management related services.</i>		
<b>KEY PERFORMANCE INDICATORS</b>	<b>TARGET</b>	<b>TIMEFRAME</b>
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	Not relevant to Internal Audit unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	Not relevant to Internal Audit unit.
N/A	N/A	N/A	N/A	0%	Not relevant to Internal Audit unit.
100%	100%	100%	100%	100%	





2014 - 2015 OPERATIONAL PLAN  
CEO'S OFFICE

**ECONOMIC DEVELOPMENT**

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$0	\$0
Operating Expenses	\$514,605	\$504,629
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

**CORPORATE PLAN ACTIVITIES**

- Act as a Council ambassador to support development of key projects across the Region, in line with Council's strategic direction.
- Assist industry and developers with business expansion within the Region and advocate associated benefits
- Collaborate with government agencies to identify and foster the development of new industries in the Region
- Collaborate with Capricorn Enterprise to ensure the delivery of services to promote the tourist potential and economic development of our Region
- Assist developers through the development application process to facilitate economic growth

*Economic Development - handles Council's economic development interests; present topics of particular interest, development of the GIA, relations with the resources sector, Fitzroy Agricultural Corridor and broadband rollout; also answers development questions and helps developers through the development application process.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**ACTIVITIES LEGEND**

R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	Performance against operational standards is shown, as no customer service requests are relevant for the Economic Development unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects for Economic Development unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Economic development is a multi-faceted program that can only be measured in general performance indicators over many years, some of which can be directly attributed to Council actions, but many of which require multiple parties working together or independently in a global environment subject to impossible to control variables. Therefore assessment of success can only occur against application of adequate resources and best practice methodologies which Council staff are seeking to apply.



2014 - 2015 OPERATIONAL PLAN  
CEO'S OFFICE

REGIONAL PROMOTIONS

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$10,000	-\$21,137
Operating Expenses	\$669,065	\$509,938
Capital Revenue	\$0	\$0
Capital Expenses	\$250,000	\$8,159

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

CORPORATE PLAN ACTIVITIES

- Increase the reach and consistency of key branding and associated taglines for the Rockhampton Region
- Use a variety of communication channels to regularly and accurately deliver Council messages and maintain a positive reputation
- Manage relevant civic events
- Work collaboratively with other Council departments to increase awareness of Council's services
- Deliver and facilitate community events and celebrations

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

*Regional Promotions - Facilitates and manages community events, develops strategic plans for the promotion of the Rockhampton Region, implements the promotion action plan for Rockhampton as an ideal location to live & work, works with other Council departments to improve the liveability of the Rockhampton region, develops events strategy*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	100%	100%	100%	100%	All customer service requests actioned.
N/A	100%	100%	100%	100%	All statutory and regulatory requirements observed and training either taken or scheduled accordingly.
N/A	N/A	N/A	N/A	0%	No capital projects were undertaken by the Regional Promotions unit.
N/A	100%	100%	100%	100%	All projects scheduled were completed on time and on budget.
N/A	100%	100%	100%	100%	River Festival successfully delivered.

# **ANNUAL 2014/2015 OPERATIONAL PLAN REVIEW AND QUARTER 4 ASSESSMENT**

## **Corporate Services Summary and Results**

**Meeting Date: 25 August 2015**

**Attachment No: 2**

**General Manager Corporate Services Summary  
Operational Plan Report  
4th Quarter and Annual Review**

As an overall review for the 2014-15 year the Corporate Plan activities have been completed. With regards to the Key Performance Indicators there was generally a positive result across all areas.

The Airport was below target on two KPI's. The first was the achievement of the capital program. This was mostly due to the runway lighting project. As a major project, its timing has been impacted by weather conditions including Cyclone Marcia and as a knock-on effect, the military exercise. The second KPI below target was the delivery of services and activities in accordance with Council's adopted service levels. The shortcomings here are around bird strikes and the falling passenger numbers. Both issues are largely out of management control (wildlife management plans are in place) and also being felt by many other regional airports. Despite this, at the time of writing the final financial position was not completed but it was expected that the budgeted returns to Council would be made.

As a whole, across the department there were six other KPI's that fell below the 100% mark. These were however all finalised with a completion rate above 94%. The detail of these are included in the tables attached.

Operational challenges faced by Corporate Services have certainly been Cyclone Marcia which has impacted on every section in a substantial way. The changing Industrial Relations area has seen a turbulent year and it is expected that some clarity in this regard will be delivered soon. As mentioned, falling passenger numbers at the Airport has continued to challenge Airport revenue targets but this is not dissimilar to many other regional airports. Asset assessments and valuations/revaluations continue to be a challenge that is being managed in conjunction with all stakeholders.

During this year under review Queensland Treasury Corporation completed its credit review on Council. This was the first one since de-amalgamation and the moderate rating was an excellent result. The 2015-16 budget and ensuing years have been based on this credit review. The organisation achieved a very solid score of 76% in regards to an independent audit of its Safeplan System (up substantially from the previous audit). Over the next financial year the Safety and Training unit will roll out the rectification plans around the recommendations from this audit. Improvement to responses to customer requests has improved across the organisation and Corporate Services will continue to report these statistics and follow up where necessary. Amongst all the challenges the organisation faced this financial year it was able to complete its corporate risk register and fraud and corruption control plan which were both approved by the Audit and Business Improvement Committee. In addition a positive report following a review of Council's Rights to Information processes by the Information Commissioner was presented to Parliament. Council's policy review processes have been refined to make the actual review more streamlined and a referral to Council for changes to statutory, community, administrative and formerly Council approved policy documents.

**Ross Cheesman  
General Manager  
Corporate Services**



## 2014 - 2015 OPERATIONAL PLAN CORPORATE SERVICES

### CORPORATE & TECHNOLOGY SERVICES

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$1,240,591	\$1,353,007
Operating Expenses	\$8,524,283	\$7,794,928
Capital Revenue	\$6,709,043	\$448,825
Capital Expenses	\$12,899,764	\$6,491,926

#### CORPORATE PLAN ACTIVITIES

1. Champion a customer service culture that complies with Council's statutory obligations and Customer Service Charter
2. Deliver fleet and plant asset management in an efficient operating environment
3. Efficiently manage and optimise use of Council's property portfolio
4. Manage and effectively administer Council's contract and tendering, inventory and purchasing processes in accordance with relevant legislative requirements and organisational needs
5. Strategically plan and actively manage Council's information systems to meet Council's needs
6. Ensure Council's recordkeeping practices are in accordance with legislative, policy obligations and Council's Recordkeeping Charter
7. Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community

**Customer Service** - The first point of contact for customers with front-counter services in Rockhampton, Gracemere and Mount Morgan, and a call centre based in Rockhampton. Customer Service also provides QGAP (QLD Government Agency Program) services and facilitates park events and hall bookings.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Procurement & Logistics** - Ensures well governed and disciplined procurement activities and inventory management practices which comply with legislative and policy requirements whilst meeting organisational needs now and into the future. The Unit consists of four interrelated sub-units: Purchasing Compliance; Accounts Payable; Contracts & Tenders; and Logistics (3 x Stores) undertaking centralised purchasing for FRW, Civil Ops and RRWR.


KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No planned/budgeted capital projects for Customer Service unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	90%	100%	100%	98%	One hazard inspection not completed in quarter 2.
N/A	N/A	N/A	N/A	0%	No planned/budgeted capital projects for Procurement & Logistics unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	

			<b>2014 - 2015 OPERATIONAL PLAN CORPORATE SERVICES</b>					
<p><b>Information Systems</b> - A combined unit responsible for information technology and records management services. Information Technology Services' role is to acquire, manage and support information and communication technology related equipment and services for the organisation. Records Management oversees and assists with the management of Council records and is responsible for ensuring that Council's official records are captured and managed in a way that improves business processes and fulfils legislative requirements. Records also coordinates the RTI / IP processes.</p>								
KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME	Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
Compliance with Customer Service Requests	100%	QTR	100%	100%	100%	100%	100%	
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR	100%	100%	100%	100%	100%	
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	IT projects progressing as scheduled.
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR	100%	100%	100%	100%	100%	
<p><b>Property &amp; Insurance</b> - Management of Council owned and controlled properties by ensuring Council's and the community's interests are appropriately risk managed through the negotiation and establishment of formal lease arrangements. Responsible for the effective and efficient management of the day-to-day insurance claims processing; including liaising with Council's insurers, assessors, repair agents and claimants. Land resumptions, acquisitions and sales. Enterprise risk management.</p>								
KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME	Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
Compliance with Customer Service Requests	100%	QTR	100%	100%	100%	100%	100%	
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR	100%	100%	100%	100%	100%	
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	All major planned land sales now finalised.
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR	100%	100%	100%	100%	100%	
<p><b>Fleet</b> - Fleet Services has custodianship and management responsibility of all fleet, plant and equipment assets above the \$5,000 capitalisation threshold and / or all assets requiring registration with Queensland Transport. This includes capital and recurrent budgeting, renewal and maintenance planning, and disposal ensuring fit for purpose, safe, reliable and cost effective fleet, plant and equipment, enabling Council to deliver an optimum level of service. Council has a Fleet Asset base comprising just over 800 assets with a replacement value of approximately \$52.8M.</p>								
KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME	Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
Compliance with Customer Service Requests	100%	QTR	100%	100%	100%	100%	100%	
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR	100%	90%	100%	100%	98%	One hazard inspection not completed in quarter 2.
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	Fleet renewal program progressing as scheduled.
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR	100%	100%	100%	100%	100%	



## 2014 - 2015 OPERATIONAL PLAN CORPORATE SERVICES

AIRPORT SERVICES			ACTIVITIES LEGEND					
<b>Section Budget Summary</b>			R	Risk of Incompletion / Delay				
<b>Budget</b>	<b>Adopted</b>	<b>Actual YTD</b>	OK	On Target				
Operating Revenue	\$15,519,379	\$15,545,799	AT	Ahead of Target				
Operating Expenses	\$15,519,379	\$15,052,408	C	Complete				
Capital Revenue	\$0	\$95,000	I	Incomplete (Q4 only)				
Capital Expenses	\$5,034,628	\$3,687,243						
<b>CORPORATE PLAN ACTIVITIES</b>			<b>Q1</b>	<b>Q1-Q2</b>	<b>Q1-Q3</b>	<b>Q1-Q4</b>		
1. Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.			OK	OK	OK	C		
<i>Airport Unit - Is a commercialised business unit and the key objective is to operate a profitable and financially sustainable airport business that is resilient and progressive through ever changing times. The airport main activities are the core business, aeronautical, which involves managing the airside of the airport including the runways, taxiways and aprons in a safe and efficient manner. The landside component of the business involves the commercial activities related to management of the terminal precinct including the terminal and car parking operations as well as property leases on airport.</i>								
<b>KEY PERFORMANCE INDICATORS</b>			<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>ANNUAL</b>	<b>COMMENTS</b>
Compliance with Customer Service Requests	100%	QTR	100%	100%	100%	100%	100%	
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR	100%	96%	100%	100%	99%	
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR	77%	13%	31%	100%	55%	Capital Budget YTD actuals 66% without accruals completed. Once end of year processing complete, expected actuals 79% Lighting project delays due to military exercises and Cyclone Marcia constituted to major percentage of difference.
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR	100%	100%	100%	100%	100%	
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR	88%	76%	88%	50%	76%	4/8 KPI's achieved. Passenger numbers dropped 1.7% (target>1%), aircraft movements dropped 12.2% (target>1%), bird strikes 15 hit (target 10 hit) and public injuries 7 (target 0). All unachieved KPI's had non-controllable targets.
<b>FINANCE</b>			<b>ACTIVITIES LEGEND</b>					
<b>Section Budget Summary</b>			R	Risk of Incompletion / Delay				
<b>Budget</b>	<b>Adopted</b>	<b>Actual YTD</b>	OK	On Target				
Operating Revenue	\$458,100	\$473,918	AT	Ahead of Target				
Resourcing Revenue	\$68,490,643	\$69,734,787	C	Complete				
Operating Expenses	\$5,927,818	\$5,194,036	I	Incomplete (Q4 only)				
Resourcing Expenses	\$24,157,736	\$24,410,359						
Capital Revenue	\$0	\$0						
Capital Expenses	\$0	\$0						
Resourcing Capital Revenue	\$0	\$0						
Resourcing Capital Expenses	\$55,000	\$0						
<b>CORPORATE PLAN ACTIVITIES</b>			<b>Q1</b>	<b>Q1-Q2</b>	<b>Q1-Q3</b>	<b>Q1-Q4</b>		
1. Provide an Asset Services Section focusing on a clear communicative process and accurate data.			OK	OK	OK	C		
2. Provide professional accounting and financial management functions and ensure statutory compliance is met.			OK	OK	OK	C		
3. Manage the Council rating function in aspects of maintenance, levying and collection of rate revenue for Council.			OK	OK	OK	C		
4. Manage the treasury functions of Council to ensure effective and optimised cash management as well as compliance with taxation.			OK	OK	OK	C		
5. Provide accurate Geographical Information System (GIS) and spacial data information			OK	OK	OK	C		



2014 - 2015 OPERATIONAL PLAN  
CORPORATE SERVICES

**Assets & GIS** - Manage, support and develop Council's corporate GIS system ensuring records are accurately maintained and users' needs are supported. In addition the systems are continually developed for optimisation. Provides an interface to custodians of non-current assets to ensure Asset Registers and Asset Management Plans are maintained. The information is used for future investment decisions and legislative compliance.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Financial Systems** - Manage, support and develop Council's corporate financial system ensuring financial records are accurately maintained and users' needs are supported. In addition the systems are continually developed for optimisation.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Revenue & Accounting** - Provides the oversight of the financial governance of Council. This includes Long Term Financial Forecasting, Budget Preparation and Financial reporting within legislative requirements whilst meeting the organisational needs in this regard. The 4 inter-related sub-units related are Financial Accounting, Commercial Accounting, Treasury and Rates.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	No relevant customer service requests for Assets & GIS unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Assets & GIS unit.
100%	100%	100%	75%	94%	Road valuation not quite complete due to hold up with contractors and Cyclone Marcia
N/A	N/A	N/A	N/A	0%	No relevant adopted service levels for Assets & GIS unit.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	No relevant customer service requests for Financial Systems unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Financial Systems unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No relevant adopted service levels for Financial Systems unit.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Revenue & Accounting unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	





## 2014 - 2015 OPERATIONAL PLAN CORPORATE SERVICES

### WORKFORCE & STRATEGY

#### Section Budget Summary

Budget	Adopted	Actual YTD
Operating Revenue	\$55,500	\$58,706
Operating Expenses	\$3,824,407	\$3,302,173
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

#### CORPORATE PLAN ACTIVITIES

1. Implement and oversee a compliant safety management system
2. Provide rehabilitation and injury management support services
3. Manage Council's training and development programs
4. Provide human resource and industrial relations advisory support services
5. Provide payroll services to all of Council
6. Manage Council's strategic business planning function
7. Administer an appropriate corporate governance program

**Safety & Training** - provides specialist advisory services to all departments of Council for the functions of Workplace Health & Safety, Training and Injury Management.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Workforce Relations** - provides Human Resources, Industrial Relations, investigation and payroll services across the organisation.

The Human Resources Sub Unit is focused on delivering quality consultancy services to all areas of Council; enabling the achievement of objectives, while maintaining compliance with relevant legislation, policies and procedures and upholding the Council's values.

The Industrial Relations Sub Unit provides an internal investigation services and Award/Agreement interpretation, while managing the relationship between Council and the Crime and Misconduct Commission for matter of a more serious nature.

The Payroll Sub Unit is responsible for the provision of an accurate and timely payroll service.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

#### ACTIVITIES LEGEND

R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Safety & Training unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Workforce Relations unit.
100%	100%	100%	100%	100%	
95%	94%	95%	90%	94%	The average timeframe for recruitment during quarter 4 was 30.4 days against KPI of 30 days. An increase in the volume of job applications has contributed to delays along with delays from third party providers to complete pre-employment screening checks.



## 2014 - 2015 OPERATIONAL PLAN CORPORATE SERVICES

*Corporate Improvement & Strategy - provides legislatively compliant performance planning and management frameworks that are fully integrated into Council's management and operational strategies maintaining a performance-based organisation.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Corporate Improvement & Strategy unit.
100%	100%	100%	100%	100%	
98%	98%	100%	97%	98%	Policy review within the 10 working day timeframe fell slightly behind in April due to a delay in reviews being undertaken by operational stakeholders.

### CORPORATE SERVICES DIRECTORATE

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$0	\$0
Operating Expenses	\$526,379	\$0
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

#### CORPORATE PLAN ACTIVITIES

1. Provide leadership, corporate oversight and strategic direction

*Corporate Services Directorate - The directorate of Corporate Services provides the oversight of this department. Corporate Services department contains the Financial functions of Council including asset management & GIS, procurement & supply, information technology, workforce & strategy, fleet management, property management and customer service. In addition to this Airport Operations are also included.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	No specific customer service requests for Corporate Services Directorate.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Corporate Services Directorate.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No adopted service levels for Corporate Services Directorate.

#### COMMERCIAL BUSINESS UNITS

The Airport Annual Performance Plan was adopted by Council on 12 August 2014. This Plan is a requirement of s175 Local Government Regulation 2012.

# **ANNUAL 2014/2015 OPERATIONAL PLAN REVIEW AND QUARTER 4 ASSESSMENT**

## **Community Services Summary and Results**

**Meeting Date: 25 August 2015**

**Attachment No: 3**

**General Manager Community Services Summary  
Operational Plan Report  
4<sup>th</sup> Quarter and Annual Review**

**Directorate**

Activities within the Directorate have generally been directed towards ensuring the departmental service deliverables and standards are met, supporting the sectional staff re-alignments and maintaining the mandated operational strategic direction. Specific Directorate customer service requests are being met 100% within service delivery timelines and actual costs of the Directorate are within 1% of the predicted quarter and annual budget outcome.

**Community Standards and Compliance**

Section focus of management activities for the quarter has been:

- Systematic animal and pest control compliance inspections; and
- Streamlining of administrative support processes.

These efforts have seen all three operational units increasing revenue and reducing costs while maintaining staff levels and improving programming and more targeted activities. The net result being the actual budget outcome for the quarter is 30% better than predicted.

Systematic inspections combined with education programmes in all operational areas are yielding increased compliance and positive community feedback, most notably the microchipping days and pest management field days.

**Parks**

Section focus of management activities in Parks for the quarter has been on the following:

- Delivery of parks operational outcomes; and
- Remediation and restoration activities from the impact of Cyclone Marcia

Despite the impact of Cyclone Marcia on the allocation of available resources and the inherent shift in operational emphasis, maintenance service levels have been sustained during this effort with the actual budget outcome being only 10% worse than predicted for the year without increase in staffing levels.

The greatest event impact experienced during the quarter has been the damage to Kershaw Gardens with that facility still remaining closed to the public and subject to a Site Management Plan and concomitant Remediation Management Plan.

The response time for all requests types has been able to be met in all categories with statutory and regulatory compliance being maintained well within organisational tolerance limits.

Specific operational projects such as the Australian White Ibis control program, Riverfest activity preparation, CQ Sports & Health Expo and numerous cyclone repair projects have been delivered within project parameters drawing favourable community feedback.

**Arts and Heritage**

Holding responsibility for Council's major venues; a key component is the delivery of entertainment programming and the unit has been particularly effective in this regard over the quarter.

Attendances at the Pilbeam Theatre, Art Gallery and Heritage Village sites have increased over the previous year's comparative quarter with actual budget outcome for the quarter and

year being 10% better than predicted outcome in the budget when adjusted for event cash flow impacts.

Significant community events conducted during the quarter were the 80<sup>th</sup> Rockhampton Eisteddfod, Beef 2015 and Rockhampton Agricultural Show.

**Community and Facilities**

Section continues to deliver services in accordance with program and customer service response timelines with statutory and regulatory requirements being met and maintained.

Actual budget outcome for the quarter and hence the year is 4% better than predicted but generally the result is in accordance with the quarterly and annual outcome prediction.

The diversity of library programs and mix of care opportunities at the Child Care Centre has seen attendance rates at the library and child care facilities remain high with the current trend indicating increased attendance and utilisation for the year.

Despite the impact of Cyclone Marcia, the integrity of the Facilities unit maintenance schedules remains intact with programmed works occurring and the minor capital program delivering improvements as well as insurance repairs resulting from the cyclone.

**Michael Rowe**  
**General Manager**  
**Regional Services**



## 2014 - 2015 OPERATIONAL PLAN COMMUNITY SERVICES

### COMMUNITY STANDARDS AND COMPLIANCE

#### Section Budget Summary

Budget	Adopted	Actual YTD
Operating Revenue	\$1,294,474	\$1,367,129
Operating Expenses	\$5,011,935	\$3,964,008
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$52,605

#### CORPORATE PLAN ACTIVITIES

1. Provide regulatory and compliance services in line with statutory requirements and best practice
2. Plan and deliver programmes, partnerships, regulation and education relevant to Environment and Public Health
3. Implement Pest Management Plan actions to control declared pests
4. Implement Vector Management Plan actions to establish vector control measures
5. Provide compliance and regulatory services in line with legislative and community standards
6. Plan and deliver Local Laws programs, partnerships, regulation and education

**Health & Environment** - Responsible for licensing and inspecting activities particularly food businesses, environmentally relevant activities and higher risk personal appearance services as well as investigating complaints relating to environmental nuisance, public health risks and licensed activities and being a conduit for State based requirements.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Pest Management** - Responsible for controlling declared pests plants and animals on Council controlled land, inspecting and investigating declared pest activities and/or complaints and being a conduit for State based requirements.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

#### ACTIVITIES LEGEND

R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Health & Environment unit.
N/A	N/A	N/A	N/A	0%	No operational projects relevant to Health & Environment unit.
N/A	N/A	N/A	N/A	0%	No adopted service levels for Health & Environment unit.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Pest Management unit.
N/A	N/A	N/A	N/A	0%	No operational projects relevant to Pest Management unit.
N/A	N/A	N/A	N/A	0%	No adopted service levels for Pest Management unit.



**2014 - 2015 OPERATIONAL PLAN  
COMMUNITY SERVICES**

**Vector Management** - Responsible for the management of designated pests on Council controlled land, inspecting and investigating public health risk activities and/or complaints and being a conduit for State based requirements.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Local Laws** - Enforces State Government Acts and Council's Local Laws in relation to Environmental Nuisances, animals, overgrown land, signage, parking and illegal use of Council land.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Vector Management unit.
N/A	N/A	N/A	N/A	0%	No operational projects relevant to Vector Management unit.
N/A	N/A	N/A	N/A	0%	No adopted service levels for Vector Management unit.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Local Laws unit.
100%	100%	100%	100%	100%	Projects ongoing throughout the year.
N/A	N/A	N/A	N/A	0%	No adopted service levels for Local Laws unit.



## 2014 - 2015 OPERATIONAL PLAN COMMUNITY SERVICES

### PARKS

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$2,000,596	\$2,448,005
Operating Expenses	\$23,089,593	\$23,700,264
Capital Revenue	\$234,783	\$517,950
Capital Expenses	\$2,788,916	\$1,379,856

#### CORPORATE PLAN ACTIVITIES

1. Plan for appropriate open space within the Region.
2. Ensure botanical collections are maintained and developed
3. Provide a well maintained and managed zoological collection
4. Provide developmental programs for sporting and recreational groups
5. Maintain the Region's sports fields, parks, gardens, playgrounds and open spaces
6. Deliver regional cemetery and associated services that meet current and future burial and remembrance needs

***Parks Recreation Services** - manages the presentation, heritage conservation and maintenance of the Rockhampton Botanic Gardens and Zoo, Kershaw Gardens, and burial and memorial services at the Region's cemeteries. This unit is the liaison between Council and the various user groups of Council's parks and sport and recreation facilities to assist in building active and healthy communities.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

***Parks Operations** - manages the construction and maintenance of local parks and playgrounds, street trees and landscape. Amenity and cleansing activities in the high use urban areas of the region are also the responsibility of this unit.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	R	C
OK	OK	OK	C
R	R	OK	C
OK	OK	R	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	90%	100%	98%	Cyclone Marcia response in quarter 3 delayed the completion of non-cyclone related customer requests.
100%	100%	100%	100%	100%	
100%	80%	80%	80%	85%	All projects are underway. Delays in commencing pathway upgrades in Rockhampton Botanic Gardens.
100%	100%	100%	100%	100%	All projects are underway. There have been some minor adjustments to the delivery timeframes for some projects as a result of Cyclone Marcia.
80%	80%	80%	50%	73%	Performance against operational standards is shown, as no service levels have been formally adopted by Council. Delays in finalising tenure renewals for community groups on council land.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	90%	90%	95%	
100%	100%	100%	100%	100%	
100%	100%	80%	90%	93%	All projects are underway.
100%	100%	100%	100%	100%	All projects are underway. There have been some minor adjustments to the delivery timeframes for some projects as a result of Cyclone Marcia.
100%	100%	80%	100%	95%	Performance against operational standards is shown, as no service levels have been formally adopted by Council. Normal maintenance programs were suspended through March enabling resources to be applied to the Cyclone Marcia response.





## 2014 - 2015 OPERATIONAL PLAN COMMUNITY SERVICES

**Parks Administration** - coordinates the workplace administration, allocation of customer work requests, park bookings, procurement and financial management for the Parks Section.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	95%	100%	99%	Parks bookings were affected in March, due to damage sustained in premier parks and gardens during Cyclone Marcia.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	NA	0%	No capital projects relevant to Parks Administration unit.
100%	100%	100%	100%	100%	
100%	100%	90%	100%	98%	Performance against operational standards is shown, as no service levels have been formally adopted by Council.

### ARTS & HERITAGE

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$4,893,515	\$5,305,119
Operating Expenses	\$7,787,602	\$7,512,349
Capital Revenue	\$0	\$0
Capital Expenses	\$254,000	\$204,127

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

CORPORATE PLAN ACTIVITIES	
1. Develop and deliver targeted arts and heritage programs	
2. Deliver and facilitate community events and celebrations	

**Venue Operations** - manages the Council's major venues including the Pilbeam Theatre, Walter Reid Cultural Centre and the Rockhampton Showgrounds while also providing auxiliary services such as food and beverage, ticketing and production services. The unit also delivers the See it Live Theatre program.

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	80%	100%	95%	One project rolled over due to factors beyond the units' control.
N/A	N/A	N/A	N/A	0%	No operational projects relevant for Venue Operations unit.
100%	100%	100%	100%	100%	Performance against operational standards is displayed as no service standards have been formally adopted by Council

**Heritage Services** - manages the Rockhampton Heritage Village, presenting and preserving the region's historical collections.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	All projects completed
N/A	N/A	N/A	N/A	0%	No operational projects relevant for Heritage Services unit.
100%	100%	100%	70%	93%	Overall attendance across financial year is below target. Performance against operational standards is displayed as no service standards have been formally adopted by Council



## 2014 - 2015 OPERATIONAL PLAN COMMUNITY SERVICES

**Events** - coordinates the development and delivery of the Council's major civic events and celebrations.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Art Gallery** - manages the Rockhampton Art Gallery to meet community expectations through art collection, management and development, local and visiting exhibition presentation and inclusive and developmental public programs.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant for Events unit.
N/A	N/A	N/A	N/A	0%	No operational projects relevant for Events unit.
100%	100%	100%	100%	100%	Performance against operational standards is displayed as no service standards have been formally adopted by Council.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	All projects completed
N/A	N/A	N/A	N/A	0%	No operational projects relevant for Art Gallery unit.
100%	100%	100%	80%	95%	Attendance at Art Gallery exhibition below financial year target due to reduced public programs. Performance against operational standards is displayed as no service standards have been formally adopted by Council



## 2014 - 2015 OPERATIONAL PLAN COMMUNITY SERVICES

### COMMUNITY & FACILITIES

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$3,665,067	\$3,874,804
Operating Expenses	\$18,820,577	\$17,687,862
Capital Revenue	\$0	\$0
Capital Expenses	\$3,290,587	\$1,682,323

#### CORPORATE PLAN ACTIVITIES

1. Deliver a range of individual and organisational development services and programmes
2. Provide and maintain regional library services
3. Deliver targeted social programs relating to child care, youth and aged services
4. Facilitate community safety
5. Deliver facilities maintenance programs and projects

**Libraries Unit (Client Services, Collections and Systems)** - provides the community with access to community hubs of resources, services, programs and spaces for recreation, information, literacy (including digital literacy) development, learning and social connection.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Facilities** - responsible for the delivery of minor capital projects, maintenance, cleaning and security services for Council's building assets.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Home Assist** - delivers the CQ Home Assist Program to provide safety related information and referral to home owners or tenants with a disability or aged over 60 years, and subsidised assistance with home maintenance, modifications and repairs for eligible clients, to assist them to remain living in their homes.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	Requests responded to in line with scheduled response times.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Operational projects met all milestones.
100%	100%	100%	100%	100%	Performance against operational standards as no service levels have been formally adopted by Council

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	Requests responded to in line with scheduled response times.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Operational process met all milestones.
100%	100%	100%	100%	100%	Performance against operational standards as no service standards have been formally adopted by Council.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	Customer Service requests and response times tracked externally.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Home Assist unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Performance against mandated funding service levels.



**2014 - 2015 OPERATIONAL PLAN  
COMMUNITY SERVICES**

*City Child Care Centre - provides quality long day and occasional care for children from 6 weeks to school age in accordance with the Early Years Learning Framework and National Quality Standard.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	Not relevant to Child Care Care Centre unit.
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital projects relevant to Child Care Care Centre unit.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Performance measured against mandatory statutory service levels.

**COMMUNITY SERVICES DIRECTORATE**

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$66,433	\$49,801
Operating Expenses	\$1,002,048	\$840,120
Capital Revenue	\$738,507	\$550,000
Capital Expenses	\$3,289,805	\$3,520,005

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

**CORPORATE PLAN ACTIVITIES**

1. Provide leadership, corporate oversight and strategic direction

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C

*Community Services Directorate - The Community Services Directorate provides overall corporate management and coordination of the service delivery and strategic direction of the Health & Environment, Parks, Arts & Heritage, Locals Laws, and Community Services Sections.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No Council adopted service levels set.

# **ANNUAL 2014/2015 OPERATIONAL PLAN REVIEW AND QUARTER 4 ASSESSMENT**

## **Regional Services Summary and Results**

**Meeting Date: 25 August 2015**

**Attachment No: 4**

**General Manager Regional Services Summary  
Operational Plan Report  
4<sup>th</sup> Quarter and Annual Review**

**Directorate**

This reporting quarter has been dominated by the mopping up following Cyclone Marcia, getting back to 'normal' services and progressing with the 2014/15 capital program. However there is still some ongoing work for Regional Services associated with Cyclone Marcia such as creek clean-ups, emergent repairs and claim preparation and submissions including liaising closely with the QRA. Notwithstanding that work, the majority of staff in Regional Services have been able to return to their normal duties and service delivery with no significant anomalies to report during the period. The other organisational issue of note during this reporting period was the establishment of the Regional Development section within the Office of the CEO including the transfer of some functions of Regional Services and staff to that newly established section.

**Civil Operations**

Civil Operations crews were still involved in emergent work at the beginning of the reporting period, especially with creek clean-ups and emergent road repairs. This work lessened during the period with a focus returning to normal duties and the wrap up of the 2013 disaster works and the reporting associated with those works. Those works have now been completed and are currently being audited by the QRA. During the reporting period the 2014/15 resealing program was completed as was much of the capital program for that year with some local road reconstructions completed. The rural crews have been undertaking maintenance gradings and resheetings as well as any emergent works required following the cyclone, and once approved, will also commence the cyclone repair works. The development of the budget and particularly the forward capital programs have been a focus for senior staff in Civil Operations as has the review of plant utilisation with the result being some level of rationalisation within the Civil Operations fleet and a minor realignment of the organisational structure.

**Engineering Services**

Engineering staff have been involved in speaking to property owners impacted by the creek flows and overland flows in order to gain a better picture of the various situations - which will be a significant issue for the Council to address going forward. This will take some time to gather the necessary information/data and assess in order to develop practical and cost-effective solutions. The section has also been involved in preparation of claims for NDRRA funding post the cyclone as well as preparing and assisting in the development of applications for grants from other levels of government. The Engineering Services section has also been involved in a number of compliance matters relating to operational works and many of these are on-going as is the continued assessment of such applications.

**Planning & Building**

The Development Assessment team have had a productive quarter meeting the majority of targets with some minor overruns on operational works applications. Duty planner enquiries continued to be quite high over the reporting period and Planning staff have been assisting with CBD project development. Building approval activity has been steady throughout the quarter with the unit providing a number of insurance approvals for re-roofing of homes in a type of fast track approval system, specifically to assist in recovery and re-occupation of homes. The share of building approvals undertaken by the unit have increased marginally in recent times.

**Fitzroy River Water**

In the early stages of the reporting period and up until recently, the raw water in to the Glenmore Water Treatment Plant was of a variable quality; however, the processes established at the plant have been able to treat this water in order that the usual high quality potable water is available for users. Post Cyclone Marcia, FRW has been getting its capital program back on track and getting back to full maintenance work. Work has progressed on both the hi-lift and lo-lift pumps at the Glenmore Water Treatment Plant and this work will continue through the next few reporting periods. The development of the budget and particularly the forward capital programs have been a focus for senior staff at FRW as has the review of plant utilisation with the result being some level of rationalisation within the FRW fleet.

**Rockhampton Regional Waste and Recycling**

RRWR have also got back to normal operations following Cyclone Marcia and this quarter has seen the near completion of the Waste Transfer Station with it proposed to commence operations by the end of August. Work has also progressed on the modifications to the roadside bin stations with Midgee being closed and the alternative facility being established at Upper Ulam. Works have also commenced on other sites including the bank of bin structures for the western sites. The next quarter should see many of those implemented including the proposed changes to Laurel Bank. The Council also resolved to pursue the 'piggy back' landfill option during the reporting period and work is being done to get that design of that facility to the market. Despite staff availability from time to time during the reporting period, Collections have continued to meet service targets.

**Robert Holmes**  
**General Manager**  
**Regional Services**



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

### CIVIL OPERATIONS

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$10,674,403	\$8,623,540
Operating Expenses	\$38,047,301	\$37,288,793
Capital Revenue	\$7,014,624	\$3,288,641
Capital Expenses	\$33,979,259	\$22,497,960

#### CORPORATE PLAN ACTIVITIES

1. Provide value for money construction, maintenance and community response services for transport and drainage assets

*Urban Operations Unit - manages the construction and maintenance of road pavements and surfacings, bridges, kerb and channel, footpaths and cycle ways, stormwater drainage systems, guardrail, street signs, linemarking and traffic signals that are not on State controlled roads and road lighting for the urban areas of Rockhampton, Parkhurst, Gracemere and Mt Morgan.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

*Rural Operations Unit - manages the construction and maintenance of sealed and unsealed road pavements, bridges, stormwater drainage systems guardrail, road signs, linemarking in the rural towns and areas of the Region.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	95%	98%	98%	Some delays due to Cyclone Marcia response but we are getting back on top of it.
100%	100%	100%	100%	100%	
100%	100%	90%	95%	96%	Delays have occurred due to Cyclone Marcia response. But Urban Operations unit have caught up on some of the delays.
100%	100%	100%	100%	100%	
95%	98%	97%	97%	97%	Some minor overruns in timeframes.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	95%	98%	98%	Some delays due to Cyclone Marcia response but we are getting back on top of it.
100%	100%	100%	100%	100%	
100%	100%	90%	96%	97%	Delays have occurred due to Cyclone Marcia response. But Rural Operations unit have caught up on some of the delays.
100%	100%	100%	100%	100%	
95%	98%	97%	97%	97%	Some minor overruns in timeframes.





## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

### ENGINEERING SERVICES

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$245,398	\$257,667
Operating Expenses	\$3,673,125	\$3,283,972
Capital Revenue	\$1,152,200	\$1,057,415
Capital Expenses	\$1,137,823	\$420,680

#### CORPORATE PLAN ACTIVITIES

1. Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.
2. Maintain a disaster management response capacity able to meet the community's needs when required.

**Infrastructure Operations** - responsible for the provision of engineering advice, assessment of development applications and compliance inspections involving reconfiguration of lots, material change of use and operational works as they relate to traffic, transport, stormwater, water supply and sewerage reticulation networks. The Unit is also responsible for the development and implementation of traffic and road safety initiatives.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Disaster Management** - responsible for the planning, preparation, mitigation and operational response strategies required to ensure Council has the appropriate response capability and processes in place to assist the local community to be prepared for, respond to and recover from disaster events. The Unit also provides support to the State Emergency Service through the provision of a SES Local Controller.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Civil Design** - responsible for the engineering survey and design of civil works principally undertaken by the Regional Services Department but also for various projects undertaken by other Council Departments when required.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
80%	80%	70%	90%	80%	Resources reallocated to this area.
100%	100%	100%	100%	100%	
N/A	N/A	NA	NA	0%	Capital moved to Civil Operations for undertaking the work.
100%	100%	100%	100%	100%	
80%	85%	85%	100%	88%	Development assessment referral timeframes are improving.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
N/A	N/A	N/A	N/A	0%	
100%	100%	100%	100%	100%	
N/A	0%	0%	0%	0%	LDCC equipment upgrade were considered minor and carried out under the operational budget.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	Receive minimal direct customer service requests.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

**Strategic Infrastructure** - responsible for the investigation and planning of new and upgraded infrastructure within the roads, pathways, cyclepaths, public transport, stormwater, floodplain management, reticulated water supply and sewerage networks within the region.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
90%	90%	90%	90%	90%	Minor overruns in response times.
100%	100%	100%	100%	100%	
80%	80%	80%	80%	80%	South Rockhampton levee completed. North Rockhampton Flood Mitigation Project has commenced. Gracemere Industrial Area Planning not commenced.
100%	0%	25%	80%	51%	Programs underway in transport, stormwater and roads alliance areas.
100%	100%	100%	100%	100%	

PLANNING		
Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$2,135,741	\$2,066,389
Operating Expenses	\$4,286,124	\$3,959,295
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

- CORPORATE PLAN ACTIVITIES**
1. Provide regulatory and compliance services in line with statutory requirements and best practice
  2. Contribute to the fair, orderly and sustainable use and development of the Region's resources
  3. Assist in the implementation of a growth management framework which facilitates economic growth whilst preserving the region's character
  4. Plan and deliver programmes, partnerships, regulation and education relevant to activities associated with town planning and operational works
  5. Implement a growth management framework which facilitates economic growth whilst preserving the Region's character
  6. Manage the Region's growth framework to compliment state legislation and policy
  7. Promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity
  8. Promote the sharing of responsibility for resource management and planning between the different spheres of government, the community and industry

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C
OK	OK	OK	C

**Building Compliance** - undertakes three primary functions, these being inspections and certification for building and plumbing, and ensuring compliance of all land use and development activities.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
67%	78%	75%	79%	75%	Some delays in responding to customer requests.
82%	91%	82%	92%	87%	
N/A	N/A	n/a	N/A	0%	No capital programs relevant to Building Compliance unit.
100%	100%	100%	100%	100%	
75%	85%	85%	86%	83%	Response times are steadily improving.



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

**Strategic Planning** - provides strategic planning services to optimise quality of life and economic development opportunities for region residents and businesses through the provision of essential infrastructure, services and community amenities. To utilise strategic planning tools to deliver services in the most efficient and cost effective manner possible. To capture community needs and aspirations through active dialogue and engagement. To analyse and incorporate best practice planning tools in concert with understanding of future growth demands, changing demographics, changing lifestyle choices and the interests of other levels of government as they relate to the use of land in the planning area. Develop land use policies and guide settlement patterns to acknowledge and respond effectively and efficiently to these inputs. Plan for the efficient and timely delivery of necessary trunk infrastructure to service the settlement pattern in a Priority Infrastructure Plan (PIA) in collaboration with the Strategic Infrastructure unit. All planning products will manifest principally in the Planning Scheme (Town Plan) which is a statutory planning instrument requiring Local Council and State Government approval. It has a statutory life of 10 years.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Development Assessment** - manages development applications for material changes of use, reconfigurations of lots, operational works and building works assessable against the planning scheme through the Integrated Development Assessment System under the Sustainable Planning Act 2009. The Unit supports this primary role with ancillary services such as pre-lodgement meetings, negotiating decision notices, issuing infrastructure charges notices and managing development assessment matters in the Planning and Environment Court which involve Council as a party.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
96%	100%	98%	99%	98%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital programs relevant to Strategic Planning unit.
90%	100%	100%	100%	98%	Planning Scheme.
100%	100%	97%	100%	99%	

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
92%	100%	100%	100%	98%	
97%	98%	99%	99%	98%	
N/A	N/A	N/A	N/A	0%	No capital programs relevant to Development Assessment unit.
N/A	N/A	N/A	N/A	0%	
100%	99%	100%	100%	100%	



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

### FITZROY RIVER WATER

#### Section Budget Summary

Budget	Adopted	Actual YTD
Operating Revenue	\$58,439,347	\$58,576,607
Operating Expenses	\$56,813,712	\$55,940,166
Capital Revenue	\$4,111,608	\$3,110,776
Capital Expenses	\$29,589,920	\$15,581,962

#### CORPORATE PLAN ACTIVITIES

1. Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable

2. Operate and maintain sewerage network and treatment assets including re-use schemes

*Treatment and Supply - manages the planning, construction, operations and maintenance of water and sewage treatment plants, water and sewage pump stations, water reservoirs, and water storages enabling the delivery of high quality, safe, reliable and cost effective water and sewerage services to our customers. The unit also manages trade waste licensing, drinking water and environmental compliance reporting for FRW.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

*Network Services - manages the construction and maintenance of trunk and reticulation water and sewerage pipe network enabling the delivery of high quality, safe, reliable and cost effective water and sewerage services to our customers. The unit also conducts water meter reads, new water and sewerage connections and administers irrigator contracts for FRW.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	98%	98%	99%	99%	A small number of minor non-compliances at some sewage treatment plants.
100%	99%	95%	95%	97%	Previous delays and the associated disruptions due to Cyclone Marcia have led to lower than expected completion rates, with a number of carry-over projects.
100%	100%	100%	99%	100%	Some slightly reduced progress in this area due to staff losses.
100%	100%	94%	98%	98%	Significant improvement overall in drinking water quality performance, but some ongoing impacts experienced early in quarter 4.

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	Continued good performance overall.
95%	99%	95%	95%	96%	Previous delays and the associated disruptions due to Cyclone Marcia have led to lower than expected completion rates, with a number of carry-over projects.
100%	100%	100%	100%	100%	
100%	100%	100%	95%	99%	A small number of customer service standards not met in quarter 4.



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

### ROCKHAMPTON REGIONAL WASTE & RECYCLING

Section Budget Summary		
Budget	Adopted	Actual YTD
Operating Revenue	\$17,636,158	\$16,484,199
Operating Expenses	\$16,833,620	\$18,020,468
Capital Revenue	\$0	\$0
Capital Expenses	\$7,052,824	\$6,542,638

#### CORPORATE PLAN ACTIVITIES

1. Provide waste management facilities and services which meet the community's needs through the development and implementation of a Strategic Waste Management Plan

**Collections** - Provision of a reliable kerbside collection service for waste and recyclables from domestic and some commercial premises from within declared waste areas across the Regional Council area. Administration of kerbside recycling collections contract.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

**Waste Operations** - Provision and management of waste and recycling transfer and disposal facilities that are accessible and provided in a sustainable manner.

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

ACTIVITIES LEGEND	
R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

Q1	Q1-Q2	Q1-Q3	Q1-Q4
OK	OK	OK	C

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
98%	98%	98%	99%	98%	Marginal time delays in responding.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
100%	99%	100%	100%	100%	

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
98%	98%	98%	99%	98%	Marginal time delays in responding.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	No delays due the impact of Cyclone Marcia.
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	



## 2014 - 2015 OPERATIONAL PLAN REGIONAL SERVICES

### REGIONAL SERVICES DIRECTORATE

#### Section Budget Summary

Budget	Adopted	Actual YTD
Operating Revenue	\$0	\$0
Operating Expenses	\$545,882	\$548,362
Capital Revenue	\$0	\$0
Capital Expenses	\$0	\$0

#### CORPORATE PLAN ACTIVITIES

1. Provide leadership, corporate oversight and strategic direction

*Regional Services Directorate - Overall corporate management and coordination of the service delivery and strategic direction of Civil Operations, Planning, Engineering, Fitzroy River Water and Rockhampton regional Waste & Recycling. The Directorate also provides media and community awareness programs for those areas.*

KEY PERFORMANCE INDICATORS	TARGET	TIMEFRAME
Compliance with Customer Service Requests	100%	QTR
Compliance with statutory and regulatory requirements including safety, risk and other legislative matters	100%	QTR
Achievement of Capital Projects within adopted budget and approved timeframes	100%	QTR
Achievement of Operational Projects within adopted budget and approved timeframes	100%	QTR
Delivery of services and activities in accordance with Council's adopted Service Levels	100%	QTR

#### ACTIVITIES LEGEND

R	Risk of Incompletion / Delay
OK	On Target
AT	Ahead of Target
C	Complete
I	Incomplete (Q4 only)

#### Q1 Q1-Q2 Q1-Q3 Q1-Q4

OK	OK	OK	C
----	----	----	---

Q1	Q2	Q3	Q4	ANNUAL	COMMENTS
100%	100%	100%	100%	100%	
100%	100%	100%	100%	100%	
N/A	N/A	N/A	N/A	0%	No capital programs relevant to Regional Services Directorate.
100%	100%	90%	95%	96%	Road Review status is currently being arranged and also planning for Levels of Service workshop
100%	99%	98%	99%	99%	

#### COMMERCIAL BUSINESS UNITS

The FRW and Rockhampton Regional Waste & Recycling Performance Plans was adopted by Council on 7 October 2014. These Plans are a requirement of s175 Local Government Regulation 2012.

**9.2 RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

<b>File No:</b>	<b>8780</b>
<b>Attachments:</b>	<ol style="list-style-type: none"><li><b>1. Potential and Current Risk Exposure Profile</b></li><li><b>2. Corporate Risk Register - Quarterly Update as at 17 July 2015</b></li><li><b>3. Office of the CEO Risk Register - Quarterly Update as at 17 July 2015</b></li><li><b>4. Community Services Risk Register - Quarterly Update as at 17 July 2015</b></li><li><b>5. Corporate Services Risk Register - Quarterly Update as at 17 July 2015</b></li><li><b>6. Regional Services Risk Register - Quarterly Update as at 17 July 2015</b></li></ol>
<b>Authorising Officer:</b>	<b>Drew Stevenson - Manager Corporate and Technology Services</b> <b>Ross Cheesman - General Manager Corporate Services</b>
<b>Author:</b>	<b>Kisane Ramm - Risk Management Officer</b>

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**SUMMARY**

*Presenting the quarterly risk register updates as at 17 July 2015 for consideration and adoption. This report also includes a comparison summary of the potential and current risk exposure profile shown at Attachment 1.*

**OFFICER'S RECOMMENDATION**

THAT the quarterly risk register updates as at 17 July 2015, as presented in the attachments to this report, be adopted.

**COMMENTARY**

The Corporate and departmental risk register summary report updates have been produced for Council's consideration, assisting them with their responsibility of providing direction and oversight of risk management across the organisation.

Enterprise risk management is about combining the culture, systems and processes of an organisation to support the achievement of objectives, through informed decision making, by coordinating activities that assist with identification and management of risk. Risk registers are a record of information about identified risks and their associated controls and are used to aid in their management.

Included for Council's information with this quarter's attachments are two tables which, when compared in the graph, depict the movement of risk ratings between "potential exposure" (put simply, before controls are introduced) shown in red, and "current" rating (after controls have been implemented), shown in blue (refer Attachment 1). This is representative of how the established controls have softened Council's risk exposure.

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

Risk Number	Change
<i>Office of the CEO</i>	
108	Has listed the future controls as completed and, as such, next reporting period will be removed from the Further Treatment summary table.
330	Owing to an organisation restructure this risk has been moved from Regional Services to the Office of the CEO's register. (See the attached Regional Services Risk Register extract.)
<i>Community Services</i>	
420	Has listed the future controls as completed and, as such, next reporting period will be removed from the Further Treatment summary table.
413	Completion date extended from 30/6/15 to 30/6/16
414	Completion date extended from 30/6/15 to 30/6/16
<i>Corporate Services</i>	
244, 246, 247	These risks have had additional existing controls identified and added to the register. (See the attached Corporate Services Risk Register extract.)
258	Has listed the future controls as completed and, as such, next reporting period will be removed from the Further Treatment summary table.
245	Completion date extended from 30/6/15 to 31/12/15
248	Completion date extended from 30/6/15 to 30/6/17
249	Completion date extended from 30/6/15 to 31/12/15
<i>Regional Services</i>	
310	Completion date extended from 31/12/15 to 1/7/16
319	Completion date extended from 1/7/15 to 1/7/16
320	Completion date extended from 1/7/15 to 1/7/16
324	Completion date extended from 31/12/14 to 31/12/15
325	Completion date extended from 31/12/14 to 31/12/15
329	Completion date extended from 30/6/15 to 31/12/15
306	Has listed the future controls as completed and, as such, next reporting period will be removed from the Further Treatment summary table.
336	Has been reassessed: the Existing Control deleted and a proposed Future Treatment nominated changing the Risk Evaluation from ALARP to Treat and the Control Effectiveness from Substantial to None. (See the attached Regional Services Risk Register extract.)



**BUDGET IMPLICATIONS**

In some cases the proposed future risk controls may have budget and resourcing impacts.

**LEGISLATIVE CONTEXT**

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

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

**CORPORATE/OPERATIONAL PLAN**

*"Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community"* is listed as an activity in the 2012-2017 Corporate Plan. To assist with the achievement of this, the Enterprise Risk Management Framework, Policy, and Procedure have been implemented as a way of coordinating and standardising actions requiring the identification and assessment of risks to Council's objectives, and providing an opportunity to develop strategies to minimise any impacts. One of the actions required is the presentation of quarterly risk register updates.

While the defined objectives identified in the Corporate and Operational Plans have been used by Officers as a starting point in their risk assessment process, it should be noted that for risk management to be successful it must also be incorporated into the corporate and business planning processes as a mandatory requirement. If not done so the consequence will be decisions being made that have not considered any uncertainties and the possible resulting effects, implications and dependencies, conceivably negatively impacting the successful achievement of objectives.

**CONCLUSION**

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

# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

## **Potential and Current Risk Exposure Profile**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

**POTENTIAL EXPOSURE RISK RATINGS as at 17 JULY 2015**

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

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Corporate Risks	0	2	5	4	0
Community Services	0	5	20	20	1
Corporate Services	0	5	13	35	2
Office of the CEO	0	1	6	8	0
Regional Services	0	1	13	18	3
	0	14	57	85	6

Risk Rating	Number of Risks	%
Catastrophic	6	3.70
Major	85	52.47
Moderate	57	35.19
Minor	14	8.64
Insignificant	0	0.00
<b>Total number of risks</b>	<b>162</b>	

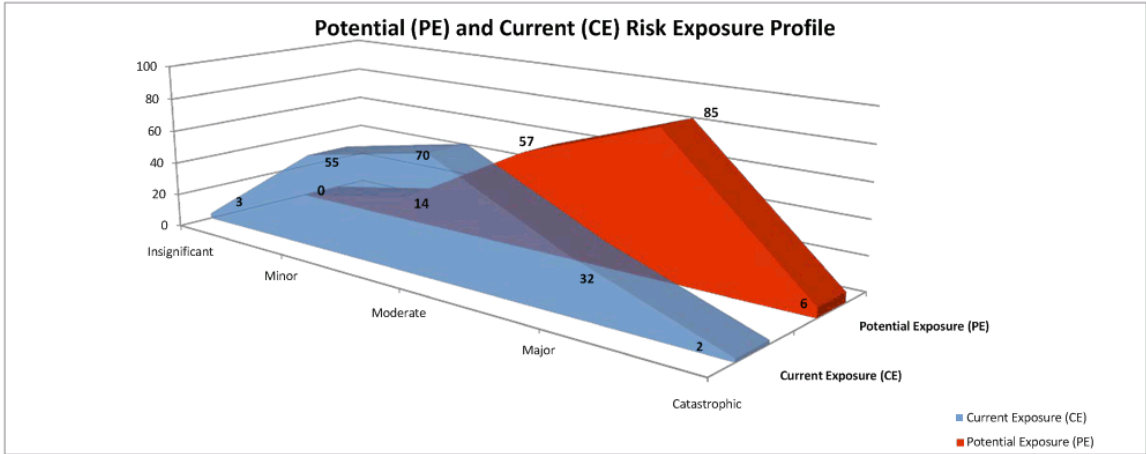
**CURRENT RISK RATINGS as at 17 JULY 2015**

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

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Corporate Risks	0	2	5	4	0
Community Services	1	18	23	4	0
Corporate Services	1	28	23	3	0
Office of the CEO	1	2	8	4	0
Regional Services	0	5	11	17	2
	3	55	70	32	2

Risk Rating	Number of Risks	%
Catastrophic	2	1.23
Major	32	19.75
Moderate	70	43.21
Minor	55	33.95
Insignificant	3	1.85
<b>Total number of risks</b>	<b>162</b>	

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



# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

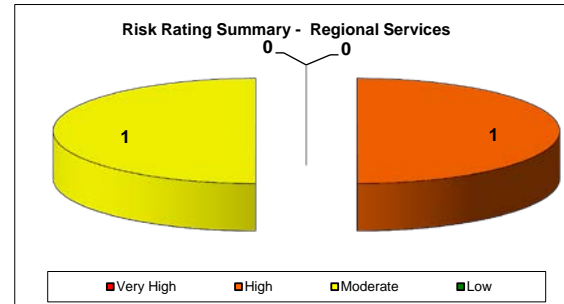
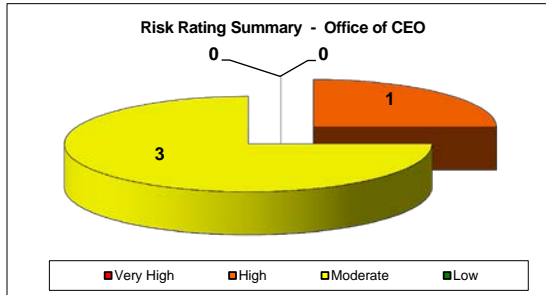
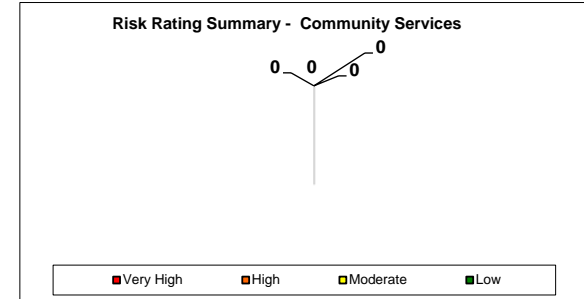
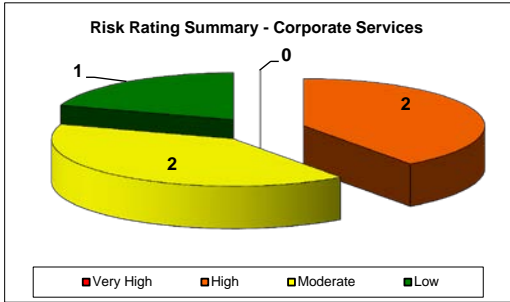
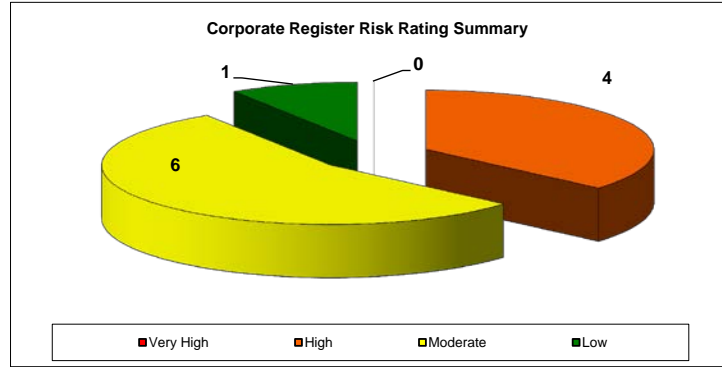
## **Corporate Risk Register - Quarterly Update as at 17 July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 2**

# ERM RISK SUMMARY REPORT

## Corporate Risk Profile



**CORPORATE RISKS**  
**'Very High' and 'High'**

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

**CORPORATE RISKS**  
**Corporate Risks Requiring Further Treatment (ALL)**

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
2	Non-existent or inadequate business continuity initiatives leading to prolonged service / process disruptions resulting in adverse community reactions and possible financial loss.	Moderate 5	1. Business Continuity Framework to be developed and used to draft standardised Sectional BCPs. 2. Additional continuity plans to be implemented across the organisation. 3. Regular review and testing required.	Additional resources required.	Constraint - Lack of Resources.	(30/1/15: 80%)	30/06/2016	17/7/15: BCP Management Policy and procedure drafted and presented to LT June 2015. Responsible areas to draft identified critical function BCP's.	Office of CEO
8	Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs.	High 5	(1) Annual review and report on implementation of disaster mitigation strategies. 17/7/15: (2) Forward works program to be developed for disaster mitigation strategies to be submitted through Council's capital project evaluation and subject to funding approvals under the management system (PEMS) process, and for Natural Disaster Relief and Recovery Arrangements (NDRRA) funding applications. Program or similar as offered by the State Government .	Budgets for project specific mitigation strategies.	Funding and resources	50%	01/07/2015	17/7/15: Future Risk Controls should be amended to read: (1) Annual review and report on implementation of disaster mitigation strategies. (2) Forward works program to be developed for disaster mitigation strategies to be submitted through Council's capital project evaluation and subject to funding approvals under the Natural Disaster Relief Program or similar as offered by the State Government.	Regional Services
10	Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, financial losses and regulatory breaches against Council or individuals.	High 4	(1) Conduct fraud and corruption risk assessment across the organisation.	Existing	0	21/07/15: 90% (31/03/15: 90%)	(17/4/15: 30/06/2015) (30/4/15: 30/03/2015)	21/07/2017 - Training is being presented to WLT on 29 July 2015. It will then be rolled out to the rest of Council.	Office of CEO

# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

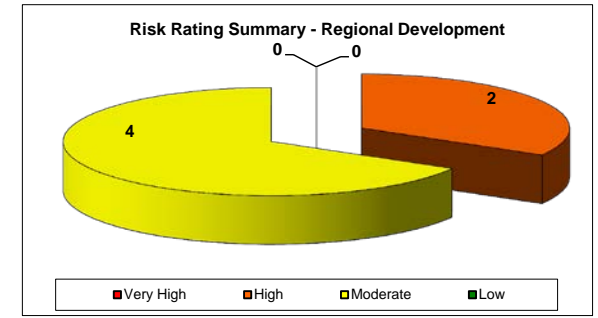
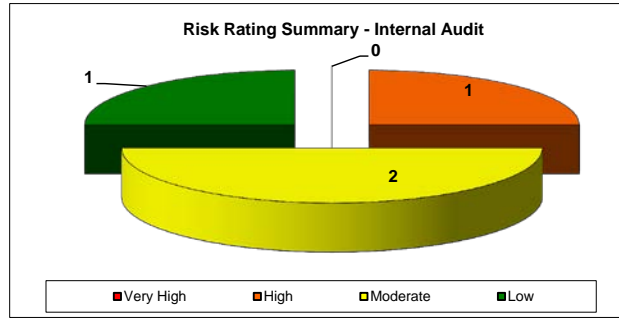
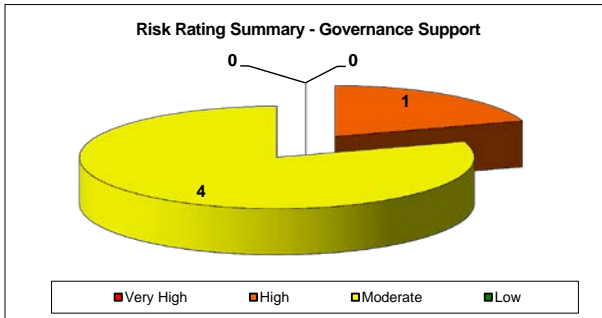
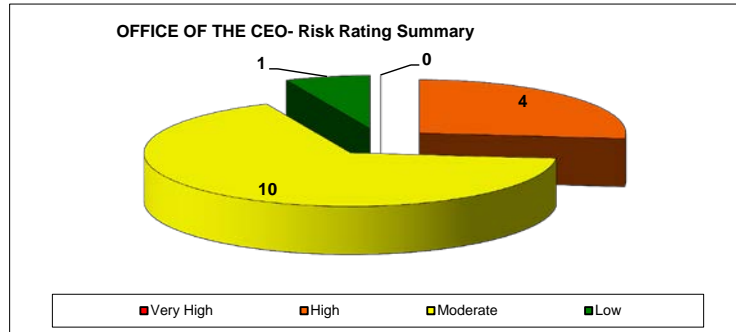
## **Office of the CEO Risk Register - Quarterly Update as at 17 July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 3**

## ERM RISK SUMMARY REPORT

### Office of the CEO Risk Profile







ROCKHAMPTON REGIONAL COUNCIL																						
OFFICE OF THE CEO - RISK REGISTER - 2015 REPORTING COPY AS AT 17 July 2015 (to be adopted by Council 8 September 2015)																						
IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS								RISK ANALYSIS				RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS						RISK ASSURANCE			
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Potential Exposure Rating	Risk Evaluation (don't proceed to Column N if risk is accepted)	Future Risk Control/s	Control Implementation/Monitoring	Resource/Budget Needed	Performance/Constraints	% Complete	Completion Date	Risk Assurance (to be completed by Risk Owner)			
																			Section / Unit	Risk Owner	Dept	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - P, S and/or U - W
106	Manage investigations as authorised by the CEO in accordance with legislation and Council's Complaint Management Process.	Improper release of confidential information resulting in: complaints; investigations; and sanctions.	Legal	Councillors and Staff not abiding with legislation and council policies.	1. Councillors and Senior executive staff have received training from Integrity Commissioner and LGAG's Ethics Advisor. 2. Councillors and staff are regularly reminded of obligations under LGA, Code of Conduct and other relevant legislation and policies.	4. Substantially Effective	CEO	3	C	Moderate 5	4. Major	Accept Risk (ALARP)							Office of CEO / Governance Support	Manager Governance Support	Office of the CEO	17/7/15 Owing to a restructure this risk will show in Corporate Services next quarter.
330	Assist in the implementation of a growth management framework which facilitates economic growth whilst preserving the region's character.	Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city.	Strategic	1. Insufficient and underqualified staff. 2. Insufficient funds to train staff to take on new planning functions. 3. Distraction by inconsequential short term issues. 4. State government limitations on powers to respond to local needs. 5. Lack of support from the business and general community.	1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training.  30/1/15: 3. (1) Use attrition opportunities to hire new staff with required skill sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit.	2. Largely Ineffective	Executive Manager Regional Development	4	C	High 4	4. Major	Accept Risk (ALARP)							Regional Development / Strategic Planning	Executive Manager Regional Development	Office of the CEO	17/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure this risk has been moved from Regional Services to the the Office of the CEO's register.

# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

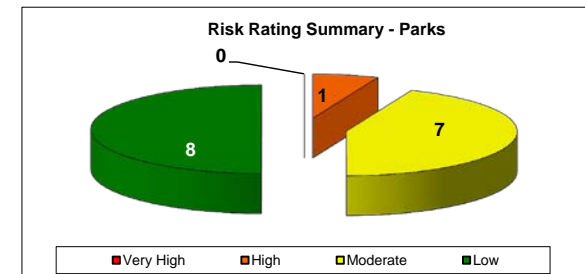
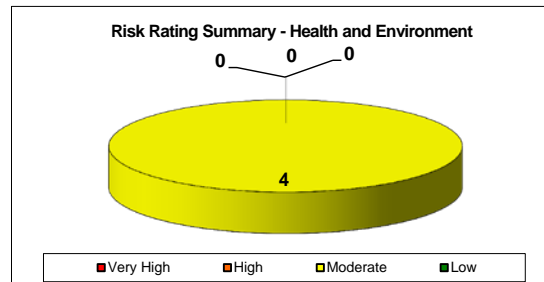
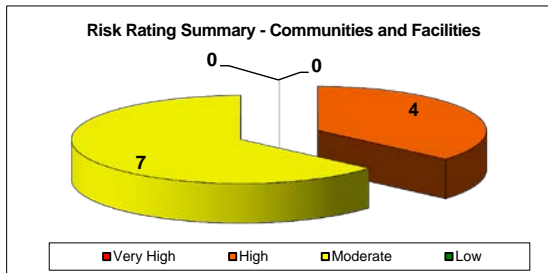
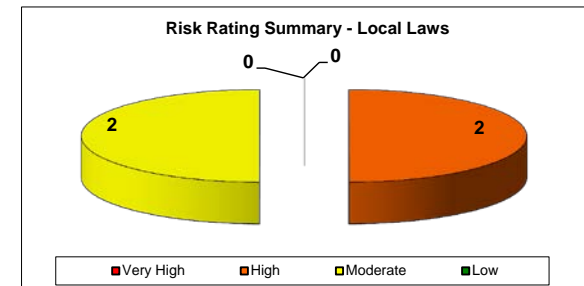
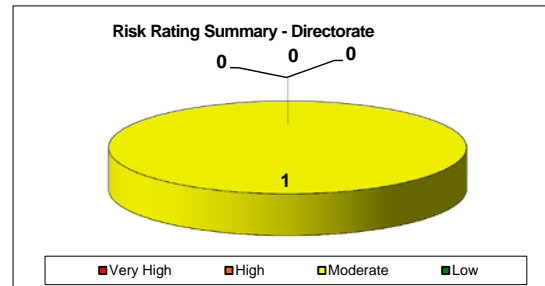
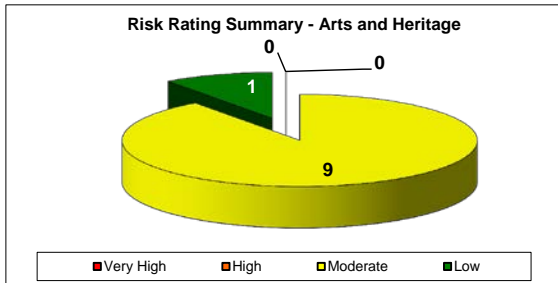
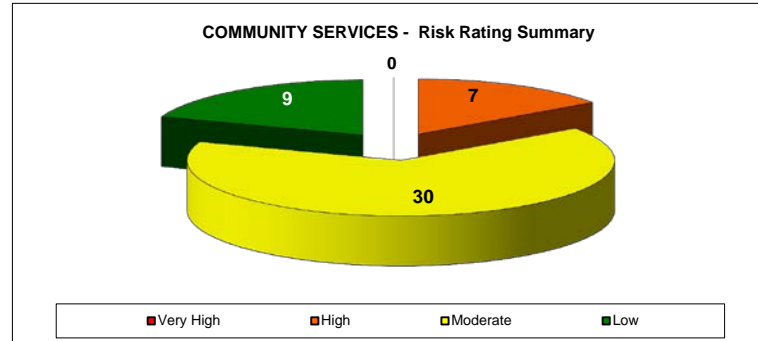
## **Community Services Risk Register - Quarterly Update as at 17 July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 4**

# ERM RISK SUMMARY REPORT

## Community Services Risk Profile



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

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

**COMMUNITY SERVICES**  
**Risks Requiring Further Treatment (ALL)**

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	MANAGEMENT'S COMMENTS	
407	Damage to Council facilities and equipment due to non-compliance by Hirers resulting in financial loss and loss of reputation.	Moderate 6	(17/11/14 Improved business systems in the Venue Operations Unit)	(1) Capital budget provided for new venue management system.	Suitability of existing commercial venue management systems.	25%	30/06/2015	0	Manager Arts and Heritage
411	Child and youth risk management strategies not in place for regulated businesses, high risk activities and special events in accordance with the requirements of the Children and Young People and Child Guardian Act 2000 resulting in children being exposed to harm, Council being exposed to liability issues and reputational damage.	Moderate 5	1. Implementation of blue card policy and procedure throughout Council; 2. Development of child and youth risk management strategy; 3. Development and implementation of risk management plan for special events. (17/11/14: 4. Blue Cards needs assessment for individual on expiry of current card.)	Staff time.	1. Managers not updating PDs for Blue Card requirement; 2. HRA not supplying information to Senior Admin Officer.	17/7/15: 75% (17/4/15-70%) (30/4/15-50%)	17/7/15: 31/12/2015 17/4/15-30/06/2015 (30/4/15-30/06/2014)	0	General Manager Community Services: 30/1/15
413	Child Care Centre does not meet the National Quality Standard and is unable to operate resulting in loss of service to community, loss of income and reputation for Council.	Moderate 6	Ensure policies, procedures and programs are compliant with NQS for 2014 assessment.	Staff time and training.	Staff not providing programs at acceptable standard.	90%	17/7/15: 30/6/2016 (30/6/2015)	17/7/15: Will require an extension of timeframe to 30/6/2016 as DETIR has not yet undertaken the next assessment, and we have not been given any timeline	Manager Communities and Facilities
414	Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public.	High 4	1. Training procedures for volunteers being updated; 2. Responsibility for volunteers at some sites being transitioned to community organisations.	Staff time to deliver training.	1. Ability to provide training at suitable times for volunteers; 2. Staff resource to supervise work at some sites.	50%	17/7/15: 30/6/2016 (30/6/2015)	17/7/15: Extension of time to 31/12/2015 required to complete overall policy and procedure.	Manager Communities and Facilities
420	Damage or failure of Council facilities, plant and equipment resulting in injury to staff or public, potential litigation, and inability to deliver services.	Moderate 5	1. Complete the process of incorporating maintenance plans into Asset Register and Management Plan. 2. Develop a 5-10 year maintenance and renewal strategy based on valuations and condition assessments. 3. Develop forward budget submissions with reference to risk register, corporate plan and legislative requirements.	To be determined based on strategy.	1. Insufficient budget/staff resources.	17/7/15: 100% (30/4/15-90%)	(30/1/15: 31/03/2015)	17/7/15: Completed, with Asset Management Plan and budget adopted by Council.	Manager Communities and Facilities
421	Inability to retain amenity of public buildings resulting in community concern and loss of reputation, with possible injury.	High 4	1. Review cleaning and maintenance schedules. 2. Develop forward budget submission with reference to risk register, corporate plan and legislative requirements.	To be determined based on strategy.	Insufficient budget resource.	90%	(30/1/15: 30/04/2015)	17/7/15: Completed, with new cleaning tender being let.	Manager Communities and Facilities
422	Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council.	High 4	1. Complete the process of incorporating maintenance plans into Asset Register and Management Plan. 2. Develop a 5-10 year maintenance and renewal strategy based on valuations and condition assessments. 3. Develop forward budget submission with reference to risk register, corporate plan and legislative requirements.	To be determined based on strategy.	Insufficient budget resource to complete Conservation Management Plans and undertake required works.	70%	30/1/15: 30/06/2016 (17/11/14-31/12/2014)	17/7/15: Conservation management plans not funded in budget. Works undertaken on some buildings as per budget allocation.	Manager Communities and Facilities
427	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	High 4	1. Effective Infringement financial management process to be put in place. 2. Internal Audit Process Review.	(1) System update budget.  (2) Existing staff and resources.	Available budget	17/7/15: 30% (25%)	(17/4/15: 30/06/2016) 30/06/2015	0	Manager Community Standards and Compliance
429	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	High 4	1. Reviews to be completed - 1a) Internal Audit Process Review;  1b) Legal review of Local Laws.  2. Membership subscription to LGAQ's Legislation Compliance Service.  3. Join SEQ Regional Animal Management group (SEGRAM).	1a) Existing staff and resources.  1b - 3) Review of budget required.	Available budget	5%	(17/4/15: 30/12/2016) 31/12/2014	0	Manager Community Standards and Compliance
431	Animal housing at the Zoo does not meet the required standard (inclusive of; animal husbandry, record keeping, staffing & asset renewal) resulting in: Loss of zoo licences / closure of facility; Injury or death to an animal; Negative public perception; Staff turnover; Injury or death to zookeepers.	Moderate 6	1. Documented procedures rolling review. 2. Develop, implement, and annually review development plan (linkage to budget required) to upgrade exhibitions and achieve implementation of the approved/ultimate zoo master plan. 3. Staff to monitor and contribute to review/formation of industry guidelines standards.	Annual Budget  External contractors to be used.  Staff time and management overview.	(17/11/14 Procedure Manual review / update is continuing.)	10%	30/06/2016	17/7/15: Budget approval for further construction deferred to 2016-17, although Div 5 Councillor has allocated Divisional capital allocation in 2015-16 to Zoo improvements. Will work with Councillor in priorities for this investment.	Manager Parks
433	Loss of information and critical cemetery records (paper/electronic) resulting in poor service delivery through: inability to provide information to families/funeral directors for future/past burial information and replace historical records - some information lost forever; and reliance on data with inefficient communication networks.	Moderate 5	(17/11/14 Delivery of replacement system by IT Services; Data transfer to new system to be programmed.)	(17/11/14: \$90,000 carried forward 13/14 revised budget.)	Alternative / replacement database system for UniceM explored and costed.	17/7/15: 90% (17/04/15-80%)	(17/11/14: 30/03/2015)	17/7/15: Work continuing on training, data transfer and testing of new system; aiming for it to go live at the end of August 2015.	Manager Parks

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	MANAGEMENT'S COMMENTS	
434	Insufficient interment space for future burials leading to damage to council's reputation and loss of revenue.	Low 8	(17/11/14 Development plan commenced regarding the expansion of Gracemere Cemetery pursuant to Council resolution.)	30/1/15: 2014-15 Revised budget to include option to commence planning and design for Gracemere expansion into 2014-15.  Budgeted for commencement in 2015-16 FY.	Council direction - no further expansion at Rockhampton Memorial Gardens.	17/04/15: 15% (17/11/14: 5%)	01/06/2016	17/7/15: Community consultation program approved. Materials in process of being finalised.	Manager Parks
439	Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation.	High 4	Manager Parks to finalise development and implementation of a regional fire mitigation strategy in collaboration with state government agencies and property owners.	(17/11/14 Nil )	Nil	17/7/15: 90% (70%)	31/12/2014	17/7/15: Regional Fire Management Strategy completed, approved and published on RRC web-site. Sub-plans and resulting maintenance programming is underway. 90% Complete.	Manager Parks
440	Tree fails resulting in: injury/death; damage to property; damage to Council's reputation; negative financial impact.	Low 7	1. Review, update and submit Street and Parks Tree Master Plan for approval to implement.  2. Programmed maintenance works to be implemented to full capacity.  3. Ergon Service Level Agreement is to be in place and implemented.	Staff time and management overview, possible external review and update  Nil  Nil.	Nil	60%	31/12/2015	17/7/15: Policy review and update commenced - will require revisiting and review with learning from TC Marcia. Maintenance programs drafted, with implementation commenced; still to be monitored to ensure effective. Early discussions with QUT on assistance with development of policy, replanting program and possibly maintenance.	Manager Parks
443	Loss of significant/ historic/ iconic botanical collections resulting in negative publicity and loss of: reputation; region's "green" status; iconic material; and research opportunities.	Moderate 6	1. Review, update and implement existing land & conservation management & succession plans.  2. Complete the identification of the current collection as part of the succession plan.	Staff time and management overview.	0	40%	30/06/2016	17/7/15: Collection Management Strategy drafted and ready for Council review prior to TC Marcia. Post cyclone collection restoration priorities drafted using the management strategy.	Manager Parks
444	Inadequate/ inappropriate open space does not meet the community's requirements/ expectations resulting in lack of: standardised infrastructure charges; consistency and quality of the asset including land; lack of benchmark for Council/ developer Standards; unwanted contributed assets; leading to reputational damage; social problems and; financial impacts.	Moderate 5	1. Develop & implement a Parks Infrastructure Strategy for conditioning of new development.  2. Develop a local parks contribution policy.  3. Complete & implement Landscape Guidelines (as part of CMDG).  4. Open Space Strategy to be reviewed and implemented (inc service levels).	0	0	70%	31/12/2016	0	Manager Parks
446	Integrity of land-fill cap at Kershaw Gardens heavily impacted through (TC Marcia) tree fall and erosion with potential to effect public health and safety and environmental impact.	Moderate 7	1. Continuous review and updating of Site Management Plan  2. Site remediation priorities to be determined, planned and implemented	Estimate only \$1-2M	Public perception  Funding	2%	01/12/2015	17/7/15: EHP have advised of requirements. Remediation detail currently being planned.	Manager Parks

# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

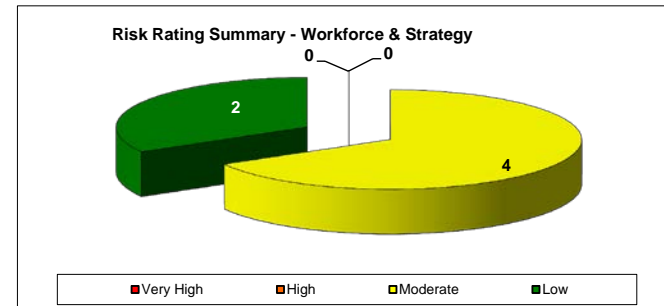
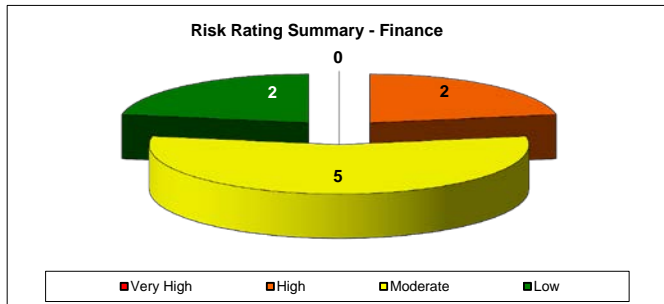
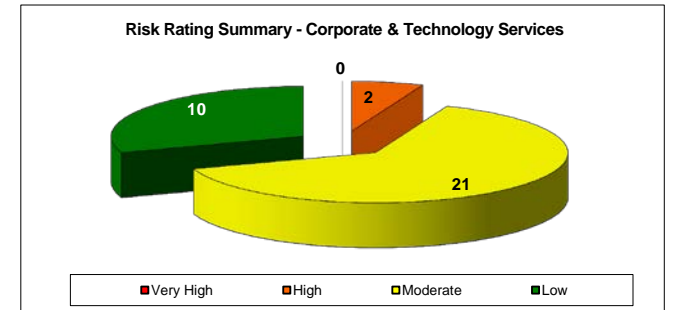
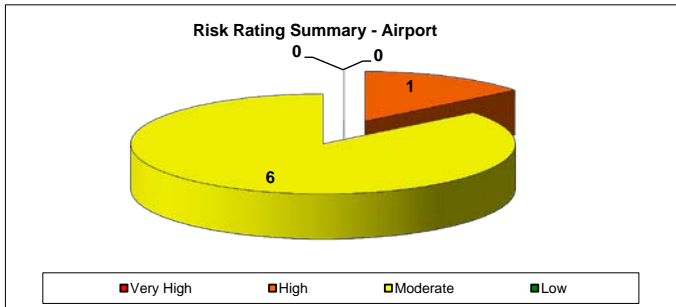
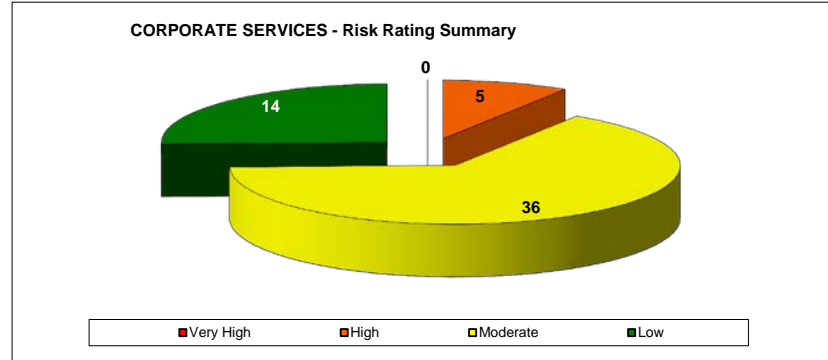
## **Corporate Services Risk Register - Quarterly Update as at 17 July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 5**



### ERM RISK SUMMARY REPORT Corporate Services Risk Profile



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

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation
213	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	High 4	<ol style="list-style-type: none"> <li>1. Vendor support for current technology (due to expire Dec 14).</li> <li>2. Maintenance of adequate spares in-house (limited).</li> <li>3. Some internal system redundancy.</li> <li>4. Use of mobile phones in service areas.</li> </ol>	Treat Risk
223	Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High 4	Manual system in place for the disposal of hardcopy documents only (electronic documents continue to grow exponentially)	Treat Risk
249	The operational capability of the airport is reduced or prevented altogether by an event (natural or technological) resulting in the inability of the airport to function effectively and provide normal services.	High 4	<ol style="list-style-type: none"> <li>1. Offer alternate travel opportunities to the general public (ie. airline services out of Gladstone and Mackay).</li> <li>2. Continually update Council website as a communication tool for the general public.</li> <li>3. Plan to enable operations of the runway at reduced length for smaller capacity aircraft when necessary.</li> <li>4. Airport has separate Industrial Special Risk insurance</li> </ol>	Treat Risk
251	The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions.	High 5	<ol style="list-style-type: none"> <li>1. Undertaken training workshops with Council on Financial Sustainability and implications of change.</li> <li>2. Include a lower reliance on grants and subsidies from other levels of government in Council's long term financial forecast.</li> <li>3. Conservative financial forecast estimates.</li> <li>4. Conservative estimates used in conjunction with DA applications.</li> <li>5. Align related capital expenditure directly with developer contributions.</li> <li>6. Using historical forecasts trending with wetter seasons.</li> </ol>	Accept Risk (ALARP)
253	Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims.	High 5	<ol style="list-style-type: none"> <li>1. Align related capital expenditure directly with developer contributions.</li> <li>2. Maintain Asset Management Plans and budget accordingly.</li> <li>3. Budget conservatively with regular reviews of capital program.</li> </ol>	Treat Risk

## CORPORATE SERVICES

## Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Additional Management's Comments	
213	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	High 4	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan - 1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	Budget allocated, final costing to be determined following infrastructure design and tender.	30/01/15: Planning work still progressing on schedule.	10%	TBD following infrastructure design and tender.	17/7/15: 2-Way radio tender advertised at the end of June 2015. Tender closes 22/07/2015.	Corporate and Technology / Fleet Services
223	Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High 4	The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording).	Resources available. Requirements analysis to be undertaken.	(30/01/15: ECM major upgrade planned 'Go-Live' June 2015 is expected to address electronic archival and disposal.)	30%	To be advised	17/7/15: No further update - still working through post ECM upgrade project actions.	Corporate and Technology / Records Management
235	Failure to have an efficient and effective Enterprise Risk Management system integrated and embedded through the whole of Council resulting in ineffective decision making having strategic, financial, legal, compliance, safety and service delivery impacts.	Moderate 5	17/4/15: Research and implement a risk management software application to support ERM functions	17/4/15: Budget proposed 2015/16		0%	30/06/2016	17/7/15: Risk Management Officer currently preparing a concept brief for a software solution; initially looking at the Riskware software application.	Corporate and Technology / Property & Insurance
242	Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, Industrial disputes, financial impacts and reputation damage.	Moderate 7	(17/11/4: (2) Multiskilling of Administration and HR staff)	Existing resources	Emergent projects	17/7/15: 98% (17/4/15: 97%)	(30/1/15: 30/06/2015)	17/7/15: HR Advisor has commenced learning the duties of the Payroll Supervisor. Job rotation of Payroll staff commencing July 2015 to cross train and upskill in all positions in Payroll.	Workforce and Strategy / Human Resources
244	Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.	Moderate 6	Upgrade airport lighting system.	Budget of \$7.5m over three years has been allocated	17/7/2015 - Stage 3 delayed due to military exercise Talisman Sabre. Commissioning now due late September.  <del>17/4/15: Cyclone Marcia has delayed works but still tracking for June 30 completion.</del>  <del>In order to reduce risk main runway transformers replaced in the interim and circuit reliability improved from 0 megahms to 0.3 megahms. Contract awarded for stage 3 and contractors to commence Feb 2015.</del>	17/7/2015 - 80% (17/4/2015: 70%)	17/7/15: 31/12/2015 (Stage 3: 30/6/2016)	17/7/15: Additional existing control added - 16. Insurance Industrial Special Risk (ISR) cover expanded to cover Business Interruption loss in 2014/15 and Breakdown - Machinery & Electronic in 2015/16.	Airport
245	Security breach or threat at the airport resulting in possible death or injury, reputation damage to the airport, additional costs, disruption to airline services due to airport closure, infrastructure damage, fines in relation to a regulatory breach.	Moderate 6	Replace hard key system on all gates and access points with proxcard electronic card system so lost cards can have access withdrawn.	Budget has been provided under Security upgrade	17/7/2015: Locks acquired however installation of the Hot spot readers to enable update of access cards has been delayed due to technical IT issues experienced by Chubb expected.  (17/11/14: Acquisition of special locks and software requirements has delayed installation of remainder of Salto locks. Need to extend completion date to 30/6/15.)	17/7/2015 : 75% (17/4/2015 : 60%)	17/7/15: 31/12/2015 (17/11/14: 30/06/2015)	0	Airport
247	Airport revenue decreases over a sustained period resulting in the airport performance KPI's not being met, budgetary impacts, reduced availability of funds for capital programs.	Moderate 5	Redevelop the airport terminal to increase retail revenue.	\$5-\$6m	21/1/15: At the Business Enterprise meeting on 5/11/2014 the Terminal redevelopment report was received. It is anticipated that a review will occur in the 3rd quarter.	80%	Terminal now - 30/06/2018	17/7/15: Additional existing control added - 12. Annual review of checked bagged screening charges with airlines.	Airport

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Additional Management's Comments	
248	Airport assets not maintained, upgraded, inspected or monitored effectively in accordance with regulatory requirements resulting in possible death or injury, reputational damage, compliance failure, reduced service delivery, WH&S fine.	Moderate 6	Facility maintenance and condition assessment inspection schedules are in the process of being completed and detailed in conquest.  Consultant engaged to identify critical infrastructure and to load into Conquest to ensure regular maintenance is performed.	Facilities Co-ordinator providing resources.  Budget funds are available over next few years for consultant to complete critical infrastructure assets in Conquest.	<del>17/7/15: Apron lighting for Royal Flying Doctor Service and Code B aircraft parking area to be completed mid July. Additional Budget provided for upgrade of Regular Public Transport and General Aviation apron lights in 2016/17.</del>  <del>(21/1/15: Main Runway condition assessment completed.</del>  <del>Roads pavement condition assessment completed.</del> <del>Airport Council owned buildings condition assessment completed and priority 1 defects being addressed.</del> <del>Apron Lighting electrical switchboards have been assessed and staged replacement and upgrade are planned.)</del>	17/4/2015: 80%  (21/1/15: 80%)	<del>17/7/15: 30/6/2017</del>  (17/11/14: Stage 4: 30/06/2015)		Airport
249	The operational capability of the airport is reduced or prevented altogether by an event (natural or technological) resulting in the inability of the airport to function effectively and provide normal services.	High 4	Develop a contingency plan for reduced or ceased terminal operation capacity and ensure all planning is integrated into any whole of council planning for business continuity management.	Require assistance from Consultant and Council Officers to formulate Continuity planning.	<del>17/7/15: Version 2 of the draft Business Continuity Plan has been completed and is being reviewed by internal stakeholders and benchmarked with similar sized Council airport plans.</del>  <del>(17/11/14: An outline of a proposed Continuity plan has been developed and will be further refined to identify contingency plans that are in place and need to be developed.)</del>	17/7/15: 50%  (20%)	<del>17/7/15: 31/12/2015</del>  (17/11/14: 30/06/2015)	0	Airport
253	Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims.	High 5	1. Enhanced capital expenditure reporting for monitoring purposes.	No	<del>17/7/15: Whilst full asset management plans (AMPs) not adopted yet, a 10 year detailed capital program has been matched with long term financial forecast which is the basis for review of all AMP's.</del>	17/7/15: 95%  (17/4/15: 50%)	(30/1/15: 30/06/15)	0	Finance
258	The use of inaccurate GIS data by external users will lead to litigation and a lack of integrity for internal and external users.	Moderate 5	Existing data to be reviewed.	Existing staff	<del>17/7/15: The process of data cleansing is ongoing.</del>  <del>17/4/15: System to monitor data to be cleansed has been created.</del>	17/7/15: 100%  (17/4/15: 75%)	(30/1/15: 30/06/2015)	<del>17/7/15: Note from Risk Management Officer - Manager Finance has advised this is 100% complete at this stage but notes that it is an ongoing process.</del>	Finance / Asset Management and GIS

ROCKHAMPTON REGIONAL COUNCIL CORPORATE SERVICES - RISK REGISTER - 2015 REPORTING COPY AS AT 17 July 2015 (to be adopted by Council 8 September 2015)																							
IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS					RISK ANALYSIS				RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS						RISK ASSURANCE							
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T				
Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Risk Categories	Risk Causes	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Potential Exposure Rating	Risk Evaluation (don't proceed to Column N if risk is accepted)	Future Risk Controls	Control Implementation / Monitoring	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Assurance (to be completed by Risk Owner)	Section / Unit	Risk Owner	Dept	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - P, S and/or U - W
244	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.	People	1. Failure to follow CASA approved Aerodrome Manual procedures that include: Technical and Servicesability inspections, Foreign Object on runway Low Visibility Operations, Airstide Works 2. Lack of training / competencies 3. Inadequate implementation, supervision and monitoring of staff compliance with procedures 4. Runway Incursion by vehicle or aircraft 5. Security breach of unauthorised airstide access 6. Bird or Animal strike 7. Aircraft ground handling hazards 8. Failed Development referral process of Obstacles in the vicinity of the Airport 9. Infrastructure failures 10. Lack of training/competency 11. Public Access & mobility hazards on the apron areas.	1. Safety Management System 2. Wildlife Hazard Management System 3. Asset Maintenance Manual 4. Drug and Alcohol Management Plan 5. CASA consultation 6. Regular Safety Audits (CASA & Others) 7. Corporate Safety Culture 8. Industry Safety Committee Membership 9. Airport Management Team 10. Aerodrome Manual 11. Control Tower 12. Airstide driving training 13. Australasian Aviation Ground Safety Council recommended practices 14. State planning policy SPP 01/02 15. Increased owner operators insurance coverage from \$150m to \$250m. 17/7/15: 16. Insurance Industrial Special Risk (ISR) cover expanded to cover Business Interruption loss in 2014/15 and Breakdown - Machinery & Electronic in 2015/16.	4.Substantially Effective	Airport Operations Coordinator and Assistant Airport Operations Coordinator	3	B	Moderate 6	5. Catastrophic	Treat Risk	Upgrade airport lighting system.	Co-ordinator Facilities is co-ordinating the project reporting to Co-ordinator Airport Operations	Budget of \$7.5m over three years has been allocated	17/4/15: Cyclone Marcia has delayed works but still tracking for June 30 completion.  In order to reduce risk main runway transformers replaced in the interim and circuit reliability improved from 0 megahms to 0.3 megahms. Contract awarded for stage 3 and contractors to commence Feb 2015.	17/7/2015 - 80% (17/4/2015-70%)	17/7/15: 31/12/2015  (Stage 3-30/6/2016)	External Annual Airport Technical inspection completed December 2014	Airport	Manager Rton Airport	Corporate Services	17/7/15: Additional existing control added - 16. Insurance Industrial Special Risk (ISR) cover expanded to cover Business Interruption loss in 2014/15 and Breakdown - Machinery & Electronic in 2015/16.
246	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	Bird or Wildlife strike on an aircraft occurs within the Rockhampton airport precinct that results in possible death or injury, reputation damage, potential closure of airport.	People	1. Failure of compliance with the Bird and Wildlife management plan procedures 2. Inadequate implementation, supervision and monitoring of staff compliance with procedures 3. Breach of perimeter fence by wildlife 4. Build up of the bird population at the airport.	1. Bird and Wildlife management plan 2. Daily bird counts and monthly reports on trends 3. Attend Bird and Wildlife management meetings 4. Quarterly wildlife surveys and training by Avisure 17/7/15: 5. Operational procedures have been changed to ensure when bird activity is prevalent, and before take off and landing of jet aircraft in particular, a Duty Safety Officer is stationed adjacent the runway to disperse birdlife.	3.Partially Effective	Airport Operations Coordinator and Assistant Airport Operations Coordinator	3	C	Moderate 5	3. Moderate	Accept Risk (ALARP)								Airport	Manager Rton Airport	Corporate Services	17/7/15: Additional existing control added - 5. Operational procedures have been changed to ensure when bird activity is prevalent and before take off and landing of jet aircraft in particular a Duty Safety Officer is stationed adjacent the runway to disperse birdlife.
247	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	Airport revenue decreases over a sustained period resulting in the airport performance KPI's not being met, budgetary impacts, reduced availability of funds for capital programs.	Financial	1. Collapse or withdrawal of an airline 2. Flood or Cyclone event 3. Nearby Competitor Airports 4. Economic downturn resulting in lower passenger and commercial revenue 5. Failed airline pricing negotiations 6. Loss of military operations at the airport 7. Aircraft Noise leads to the introduction of a curfew that restricts aircraft operational periods 8. Dependence on airline revenue.	1. RRC Finance Systems 2. Dedicated Airport Management 3. Finance & Business Services oversight 4. Solid business model (strategic business plan approved by council) 5. Airport Management Team 6. PBA ROI modelling (for operation of commercial entity) 7. QTC Funding of RRC debt 8. Monitor the risks and tailor airport costs to meet any reduced revenue effects 9. KPIs in place for quarterly reports to the Business Enterprise Committee 10. Five year pricing agreement with the airlines to 2016/17 11. Long term lease agreements with Singaporeans and Australian Defence Force executed 17/7/15: 12. Annual review of checked bagged screening charges with airlines.	4.Substantially Effective	Manager Airport	2	D	Moderate 5	4. Major	Treat Risk	Redevelop the airport terminal to increase retail revenue.	Manager Airport	\$5-\$6m	21/1/15: At the Business Enterprise meeting on 5/11/2014 the Terminal redevelopment report was received. It is anticipated that a review will occur in the 3rd quarter.	80%	Terminal now - 30/06/2018		Airport	Manager Rton Airport	Corporate Services	17/7/15: Additional existing control added - 17/7/15: 12. Annual review of checked bagged screening charges with airlines.

# **RISK REGISTERS - QUARTERLY UPDATE AS AT 17 JULY 2015**

## **Regional Services Risk Register - Quarterly Update as at 17 July 2015**

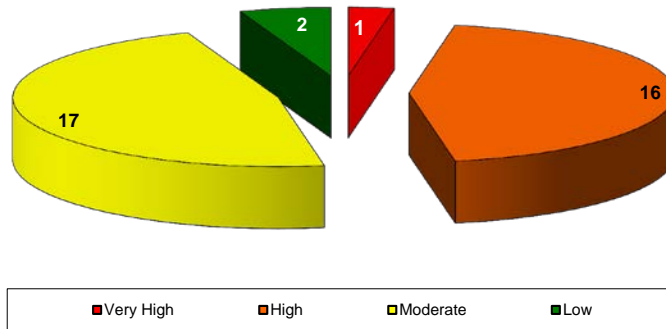
**Meeting Date: 25 August 2015**

**Attachment No: 6**

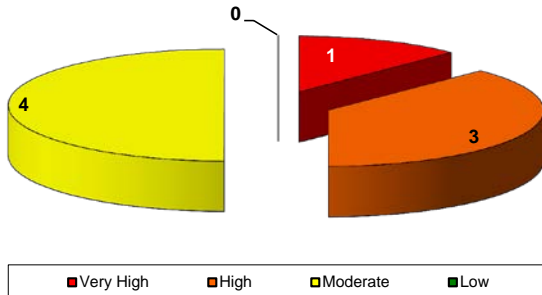
# ERM RISK SUMMARY REPORT

## Regional Services Risk Profile

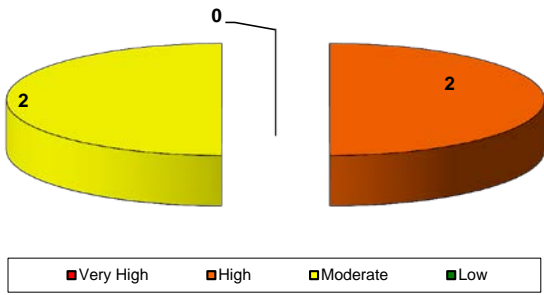
**REGIONAL SERVICES - Risk Rating Summary**



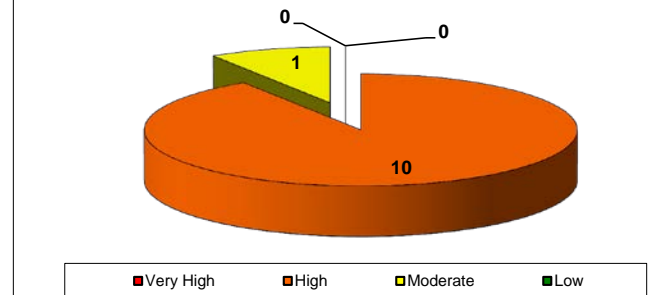
**Risk Rating Summary - Civil Operations**



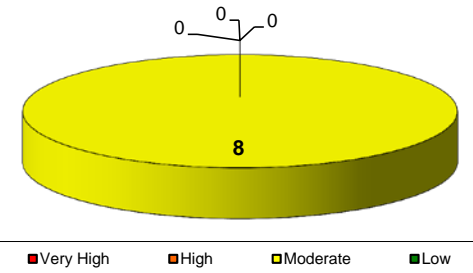
**Risk Rating Summary - Development and Building**



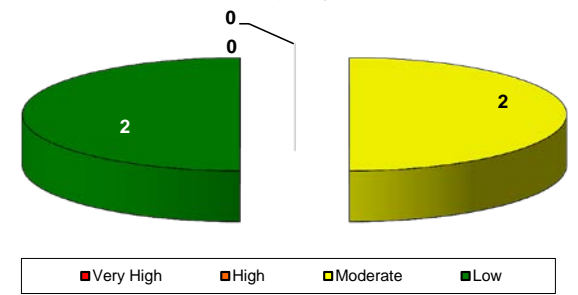
**Risk Rating Summary - Engineering Services**



**Risk Rating Summary - Fitzroy River Water (FRW)**



**Risk Rating Summary - Rton Regional Waste and Recycling**



Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation	Managements Comments
301	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	High 4	(1) Oversee and report to General Manager Regional Services: (1a) Review fortnightly expenditure reports. (1b) Close supervision of site activities. (1c) Monitor resource utilisation onsite.  (2) Funding shortfall on overall program requiring reprioritisation of projects.	Treat Risk	
302	Increased input costs not factored in to budgets thus resulting in inability to fully complete stated work programs.	High 4	1. Anticipate increased input costs when drafting budget. 2. When preparing budget for main material and resource components, forecast costs are obtained where possible.	Accept Risk (ALARP)	
304	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	Very High 2	(1) Routine and reactive inspections to identify defects. (2a) Improved inspection systems and resourcing (previous risk treatment plan) (2b) Safety matters discussed at all Toolbox sessions.	Treat Risk	
308	Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses a threat to safety of road users resulting in public liability.	High 5	1. Shut road to traffic in significant rain events. 2. Speed restricted to 40 kmh. 3. Fallen rocks warning signs installed. 4. Inspect road after major rain events and at monthly intervals to remove rocks and check that 40 kmh speed restriction and Fallen rocks warning signs are in place.	Accept Risk (ALARP)	
310	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	(2.) Production of specific training & development plans for technical & professional staff has commenced for Design Services only at this stage.	Treat Risk	
311	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	High 4	1. Employment of some RPEQ's in required positions. 2. Quality Assurance (QA) System implemented in Design Office. 3. Professional Indemnity insurance coverage. 4. Public Liability Insurance coverage.	Treat Risk	
312	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 4	The Adopted Infrastructure Charges Resolution under State Planning Regulatory Provisions (SPRP) has been adopted by Council.	Treat Risk	
313	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. Drawing Register database has been developed. 2. Design Office engineering drawings are being electronically stored and made accessible through GIS. 3. As-Constructed processes are in place through the operational works process.	Treat Risk	
314	Poor infrastructure delivery resulting in: an inability to decide locations of future infrastructure; lack of adequate input to PIP; and development decisions made more difficult by lack of data - resulting in reduced levels of service on infrastructure networks, financial impacts to Council and the community, and reputation damage.	High 5	1. Additional resources applied to strategic infrastructure planning. 2. Consultancy support utilised.	Treat Risk	
315	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. (1.) Corporate capital planning framework currently in place. 2. (2.) Pre-project planning and design program initiated to provide early design of known fixed year projects. 3. (2.) Project Scoping confirmation process developed and implemented as part of design process.	Treat Risk	
316	Inadvertent non-compliance with design requirements or legislative requirements leading to in installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural /cultural assets.	High 5	1. Implementation of QA systems. 2. Employment of qualified and experienced staff. 3. Identification of professional development and training needs after completion of training gap analysis. 4. Ongoing training for Civil Designers and appropriate checklists provided as part of QA processes.	Treat Risk	
319	Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Group's (LDMG) ability to respond to and recover from disaster events.	High 5	1. (1.) Annual recruitment drive 2. (1.) Annual refreshers to be run for trained guardian users; and 3. (1.) Full guardian training provided for new volunteers. 4. (1.) LDCC Standard Operating Procedures developed and distributed; and 5. (1.) An annual simulated exercise is carried out.	Treat Risk	
320	Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in: community expectations unable to be met; a negative financial impact and reputational damage to Council.	High 5	1. Disaster Management Officer responsible for liaising with and assisting local SES groups. 2. Employment of full time paid SES Controller. 3. SES funding included within current budgets and appropriate funding grant opportunities identified and sourced to assist with costs. Disaster Management Officer responsible for liaising with Qld Fire and Emergency Services (QFES) and assisting SES groups.	Treat Risk	
321	Failure to document and implement disaster management policy, framework and arrangements, appropriate to our region resulting in: a lack of leadership and poor decision making in disaster events; major financial losses; damage to reputation; potential increased effects of a disaster event upon the community; and potential loss of funding opportunity (NDRRA).	High 4	1. Disaster Management recognised in Corporate Plan and Policy has been adopted by Council. 2. Full time Disaster Management Officer appointed. Suitable LDMG Local Disaster Coordinator identified and appointed and appropriate training opportunities identified for LDMG members. 3. Experience gained from recent disaster. 4. Disaster Management Plan complies with the Disaster Management Act. 5. Job descriptions for the chairpersons of the disaster management sub-committees and the LDMG members have been developed.	Treat Risk	
330	Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city.	High 4	1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training.  30/4/15: 3. (1) Use attrition opportunities to hire new staff with required skill-sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit.	Accept Risk (ALARP)	1/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure this risk has been moved to the Office of the CEO's register.
331	Changes to State law that reduce revenues for essential Council services, e.g. Development Assessment will result in less capacity to provide planning services, requiring supplemental funding from other sources, e.g. increased rates.	High 4	Current fees address service level requirements.	Accept Risk (ALARP)	1/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure the risk owner and control owner's titles have altered.
332	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	High 5	(1) Customer financial management system (Pathway)	Treat Risk	1/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure the risk owner and control owner's titles have altered.



**REGIONAL SERVICES**  
**Risks Requiring Further Treatment (ALL)**

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
301	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	High 4	1. (2) Design Services to design high risk projects prior to drafting budget to provide design estimates. Apply cost indexation to design estimates to update estimate to proposed budget period. 2. (2) Coordinators Urban and Rural Operations to prepare estimates for new projects and the Manager Civil Operations to review estimates. 3. Project management framework including project plans to be implemented.	Additional Design resources required to provide designs and estimates for critical projects prior to drafting budget.	(17/11/14: No additional design staff appointed. Forward planning for 2016/17 Capital Works Budget has not commenced).	17/7/15: 90% (17/4/15-40%) (31/1/16-30/06/2014)	17/4/15: 30/12/16 (31/1/16-30/06/2014)	17/7/15: Estimates are being undertaken on 90% of our works by the Coordinators in Rural and Urban. These are being reviewed by Manager Civil Operations. Design is preparing estimates for most projects before construction commences. Project Management framework is used for our Project Plans. - 90% complete	Civil Operations
303	Loss of/damage to office and depot facilities with an impact on ability to coordinate and deliver services.	Moderate 6	Obtain generator to provide emergency power to depots - liaise with Facilities to achieve outcome.	Budget required to provide connection and test run hired generator.	(17/11/14: Not carried out)	0	30/06/2015	17/7/15: Not carried out and no budget allocation for it was adopted. Will monitor this for the upcoming season.	Civil Operations
304	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	Very High 2	(1) Fine tune and review the ongoing Civil Operation asset condition inspections, which are conducted in conjunction with Council's Asset Management Unit for assets, facilities & major projects. (Note - Civil Operations inspect rural roads but the Asset Management Unit inspect urban roads)	Staff Resources	Lack of staff in Assets - Provision of inspection services by Asset Services and reporting of defects identified has not progressed significantly and it is doubtful it will under the current structure. No change to status.	17/7/15: 50% (17/4/15-40%)	17/4/15: 31/12/2015 28/02/2015	17/7/15: Level of Service being developed for assets to enable us to measure performance. Regular meetings with Asset Staff to discuss program have been set up. Safety plans are being prepared and implemented for all projects. These are being followed up by audits and hazard inspections. Completion is 50%	Civil Operations
306	Interruption to program of works resulting in non-achievement of corporate targets and reduction in service delivery. (This includes Capital Works program)	Moderate 5	Project management framework/tool to provide a robust and prioritised forward works program.	0	0	17/7/15: 100% (80%)	30/06/2014	17/7/15: Program of works is developed by Civil Operations, Engineering and Assets. This is then reviewed to ensure Council Objectives are being met. Program of works regularly (quarterly) updated for Council to endorse. - 100%	Civil Operations
310	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. (1.) Undertake staffing level review and business planning for Engineering Services. 2. (2.) Improve focus on professional development and training (including graduate development program) by management implementing appropriate training and development plans and staff completing them.	Professional Development Training Budgets required	Lack of resources and higher priorities impacting on time available for implementation and completion.	(30/1/15: 40%)	17/7/15: 1/7/2016 (30/1/16-31/12/2016)	17/7/15: Completion date to be extended to 1/7/16.	Engineering Services
311	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	High 4	1. (1.) Make RPEQ qualification mandatory for some positions in the future. 2. (2.) Request technical staff to obtain their RPEQ if possible.	Resources required through the Training Assistance process	1. Requires study assistance. 2. Lack of incentive to obtain RPEQ qualification - owing to the level of responsibility and potential liability that attaches to the RPEQ rather than the organisation.	17/7/15: 50% (30/1/16-40%)	31/12/2016	17/7/15: The Coordinator Development Engineering position now has Registered Professional Engineer[s] of in Qld (RPEQ) as mandatory.	Engineering Services
312	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 4	1. Further assessment & refinement of existing adopted charges resolution to ensure adequacy and accuracy. 2. Council adoption of SPA compliant Priority Infrastructure Plan (PIP).	0	Lack of willingness of Council to apply full charges.	(30/1/15: 80%)	30/1/15: Completion date to be aligned with adoption of new planning scheme and LGIP. (17/11/14-31/12/2014)	17/7/15: No change	Engineering Services / Strategic Infrastructure
313	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. Plan and implement completion and population of central registry for planning studies. 2. (1.) Continued population of drawing register database and scanning and loading of engineering drawings into GIS. 3. (2.) Retrieval of historical development plans to be scanned and loaded into GIS. 4. Identify and acquire (if necessary) appropriate storage areas for records.	Require dedicated Project Admin/technical librarian support	Lack of a plan and resources.	(30/1/15: 30%)	30/06/2018	17/7/15: No change	Engineering Services
314	Poor infrastructure delivery resulting in: an inability to decide locations of future infrastructure; lack of adequate input to PIP; and development decisions made more difficult by lack of data - resulting in reduced levels of service on infrastructure networks, financial impacts to Council and the community, and reputation damage.	High 5	1. Increased budgeted use of consultancy support to address areas of concern. 2. Continued push for more in-house engineering resources.	Consultancy Support	Budgets and competing priorities	17/7/15: 100% (30/1/16-70%)	01/06/2015	17/7/15: 100% complete with additional resources and budget allowed for in 15/16 budget.	Engineering Services / Strategic Infrastructure
315	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. Continued refinement of forward works program. 2. (2. & 3.) Development of indicative estimating tool. 3. Develop Network specific prioritisation processes.	Budget, IT Support, Software.	Availability of personnel to do this work.	17/7/15: 75% (50%)	01/07/2016	0	Engineering Services
316	Inadvertent non-compliance with design requirements or legislative requirements leading to in installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural / cultural assets.	High 5	(3. & 4.) Improved focus on professional development & training by completing and implementing appropriate training and development plans.	Training Budget	Budget and available time.	(30/1/15: 90%)	01/07/2015	17/7/15: No change	Engineering Services / Design Services
319	Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Group's (LDMG) ability to respond to and recover from disaster events.	High 5	1. (2.) Develop information package on roles and responsibilities and remuneration etc. to assist with recruitment drive. 2. (3.) Educate managerial staff as to their responsibilities under the Disaster management policy. 3. (1.) Consider implications of sourcing volunteer staff from outside of Council.	Administration and communications support to develop professional recruitment drive. Leadership team direction and support for release of personnel from normal duties.	Adequate time to develop and prepare recruitment resources.	(30/1/15: 40%)	17/7/15: 1/7/2016 (01/07/2016)	17/7/15: Completion date to be extended to 1/7/16 - only PT resource available for disaster management.	Engineering Services / Disaster Management

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
320	Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in: community expectations unable to be met; a negative financial impact and reputational damage to Council.	High 5	Implement MOU with EMQ regarding shared management responsibilities for the SES, supported with appropriate funding and training.	0	Lack of time and resources to develop MOU.	(30/1/15: 60%)	17/7/15: 1/7/2016 (04/07/2015)	17/7/15: Completion date to be extended to 1/7/16 - only P/T resource available for disaster management. Push from State Government has declined.	Engineering Services / Disaster Management
321	Failure to document and implement disaster management policy, framework and arrangements, appropriate to our region resulting in: a lack of leadership and poor decision making in disaster events; major financial losses; damage to reputation; potential increased effects of a disaster event upon the community; and potential loss of funding opportunity (NDRRA).	High 4	1. Identify LDMG members that require training in disaster management arrangements. 2. Review Disaster Management Policy and seek commitment from Council departments.	QFES Training Packages	Lack of understanding of policy requirements.  Disaster Management Roles are in addition to substantive full time roles and so available time to put towards these roles is limited.	17/7/15: 80% (30/4/15--40%)	01/01/2015	17/7/15: Disaster Management Policy has been reviewed. Leadership Team members all involved in LDMG or disaster events.	Engineering Services / Disaster Management
322	Failure to comply with legislative requirements for water and sewerage services resulting in fines, loss of reputation and environment or health impacts.	Moderate 5	1. Conduct condition assessment and review maintenance strategy for monitoring equipment. 2. Alternative power supply to be installed at critical sites. 3. Seek Council approval, and implement Sewerage Treatment Plant Strategy.	(1, 2 & 3) Budget (3) Project delivery staff	(30/1/15: (1) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. (3) STP strategy adopted by Council and projects underway.)  17/11/14: (1) Staff availability. (2 & 3) Budget. (3) Staff capacity and capability.	17/7/15: 20% (30/4/15--45%)	31/12/2019	17/7/15: Completion of significant amount of review and planning for the next 10 years of capital investment in relation to this risk.	FRW
323	Failure to adequately maintain process assets resulting in fines, loss of revenue, disruption to services and loss of reputation.	Moderate 5	1. Seek Council approval and implement Sewerage Treatment Plant Strategy. 2. Implement rolling condition assessment program.	1. Project Delivery Staff 2. Budget	17/7/15: Constraint - securing Council support for continuation of previously adopted recommendations to proceed with the decommissioning of the West Rockhampton STP. 30/1/15: (1) STP strategy adopted by Council and projects underway. (2) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets.  17/11/14: 1. Budget. 2. Staff capacity & capability.	17/7/15: 15% (30/4/15--40%)	31/12/2019	17/7/15: A significant part of the Sewerage Treatment Plan (STP) strategy was completed in the last quarter with the completion of the upgrade to the South Rockhampton STP.	FRW
324	Inadequate physical security resulting in disruption or loss of critical services and supply, serious injury or death, damage to assets, theft; and damage to reputation.	Moderate 5	1. Conduct audit of signage at all sites and update as necessary. 2. Finalise and implement FRW Maintenance Strategy.	(1 & 2) Staff (1) Budget	Staff availability	17/7/15: 75% (20%)	17/7/15: 31/12/2015 (31/12/2014)	17/7/15: Signage audit has been completed and that the FRW Maintenance Strategy has been developed substantially towards being finalised.  Completion date extended to 31/12/2015.	FRW
325	Failure of Water Treatment Plant resulting in loss of supply for extended period, financial loss, loss of reputation, public health risk, safety risk; and breach of license conditions.	Moderate 6	1. Security cameras and equipment to be installed and monitored via SCADA software. 2. FRW Maintenance Strategy. 3. Investigate backup power options.	(1, 2 & 3) Staff (1) Budget	(1) Awaiting budget approval. (2 & 3) Staff availability.	17/7/15: 50% (30/4/15--20%)	17/7/15: 31/12/2015 (31/12/2014)	17/7/15: Progress made towards updating the SCADA system and installing more CCTV cameras, as well as the further development of the maintenance strategy, and the soon to be completed Security Audit.  Completion date extended to 31/12/2015.	FRW
326	Failure of Sewerage Treatment Plant resulting in breach of EPA license; serious disruption of services; serious litigation and financial loss; loss of reputation.	Moderate 5	1. Site specific SOPs. 2. Investigate backup power options. 3. Implement RRC's STP upgrade strategy.	(1, 2, 3) Staff. (3) Budget.	(1, 2) Staff availability. (3) Project staff. (3) Budget.	17/7/15: 40% (30/4/15--35%)	30/06/2017	17/7/15: Progress made with SOPs and STP upgrade strategy.	FRW
327	Failure to supply safe drinking water due to contaminated raw water resulting in health related issues; serious disruption to services; financial loss; loss of reputation.	Moderate 6	17/4/15: 1. GM to present report to Council from independent review undertaken of FRW water treatment processes in dealing with high organic/manganese load in raw water supply.  2. FRW to prepare all hazards treatment option report for Council consideration.	0		17/04/15: 30%	30/06/2015	0	FRW
329	Failure to plan effectively and establish future requirements for water and sewerage infrastructure resulting in environmental license non-compliances; severely impacted service delivery; additional costs; loss of reputation.	Moderate 6	1. Work with Department of Energy and Water Supply on Raw Water Supply Reliability model. 2. Prepare a regional Water Supply strategy.	Staff	nil	17/7/15: 60% (30/4/15--30%)	17/7/15: 31/12/2015 (30/06/15)	17/7/15: Progress made towards completing the Regional Water Supply Security Analysis and the completion of modelling towards mitigating the risks to water security.  Completion date to be extended to 31/12/2015.	FRW
332	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	High 5	1. Develop process and workflow to facilitate collection. 2. Review with Council re threshold for collection activity.	Can be done with existing resources.	Constraints - age of some overdue payments may make collection difficult.	(30/1/15: 90%)	31/12/2015	1/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure the risk owner and control owner's titles have altered.	Development and Building
334	Failure to manage hazard conditions and negative impacts on environmental resources will result in increased property damage to Council property and loss of environmental functionality and aesthetic amenity which will damage the reputation of Council for management of these services. as well as possible lawsuits for property damage.	Moderate 5	1. Utilize best practices and fact based data to inform Officer recommendations. 2. Enhance training of officers in communication of message.	Within existing resources.	Constraints - turnover of: staff, policy, and decision makers.	(30/1/15: 80%)	31/12/2015	1/7/15 - Note from Risk Management Officer: Owing to an organisation re-structure the risk owner and control owner's titles have altered.	Development and Building

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments
336	Failure to locate and establish a new Landfill for the community of Rockhampton and its surrounds prior to the closure of the existing Lakes Creek Road Landfill - current closure date December 2016 which would result in the community not having any location to effectively dispose of its waste causing possibly a decrease in public health and a significant potential for large scale environmental harm to be caused.	Moderate 6	17/7/15: Lakes Creek Road Landfill Augmentation Project	0	17/7/15: New licence conditions listing the Lakes Creek Road Augmentation as an acceptable outcome has to be approved by DEHP.	0%	26/02/2016	17/7/15: Council resolved to proceed with the Lakes Creek Road Landfill Augmentation Project. Control effectiveness will need to be changed from "4 Substantially Effective" to "1. None or Totally Ineffective", and Risk Evaluation from "ALARP" to "Treat Risk".

Rockhampton  
Regional Waste  
and Recycling

ROCKHAMPTON REGIONAL COUNCIL																							
REGIONAL SERVICES - RISK REGISTER - 2015 REPORTING COPY AS AT 17 July 2015 (to be adopted by Council 8 September 2015)																							
IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS								RISK ANALYSIS				RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS						RISK ASSURANCE				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T				
Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Potential Exposure Rating	Risk Evaluation (don't proceed to Column N if risk is accepted)	Future Risk Control/s	Control Implementation/Monitoring	Resource/Budget Needed	Performance/Constraints	% Complete	Completion Date	Risk Assurance (to be completed by Risk Owner)				
336	Provide waste management facilities and services which meet the community's needs through the development and implementation of a Strategic Waste Management Plan.	Failure to locate and establish a new Landfill for the community of Rockhampton and its surrounds prior to the closure of the existing Lakes Creek Road Landfill - current closure date December 2016 which would result in the community not having any location to effectively dispose of its waste causing possibly a decrease in public health and a significant potential for large scale environmental harm to be caused.	Strategic	1. Council unable to make a formal decision to formally commit to select a site within an appropriate time to enact the site, whether it be a greenfield site or an existing site. 2. Insufficient resources to proactively and effectively manage the selection process.	<del>A joint project with Gladstone Regional Council has been developed to provide access to Benaraby Landfill and consider other waste management options.</del>	1. None or Totally Ineffective	Manager Rockhampton Regional Waste and Recycling	3	B	Moderate 6	3. Moderate	Treat Risk	17/7/15: Lakes Creek Road Landfill Augmentation Project			17/7/15: New licence conditions listing the Lakes Creek Road Augmentation as an acceptable outcome has to be approved by DEHP.		26/02/2016					
																				Rockhampton Regional Waste and Recycling	General Manager Regional Services	Regional Services	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - P, S and/or U - W  17/7/15: Council resolved to proceed with the Lakes Creek Road Landfill Augmentation Project. Control effectiveness will need to be changed from "4 Substantially Effective" to "1. None or Totally Ineffective", and Risk Evaluation from "ALARP" to "Treat Risk".

### 9.3 DOG REGISTRATION FEES

<b>File No:</b>	<b>11741</b>
<b>Attachments:</b>	<b>1. Dog Registration Comparison Table</b>
<b>Authorising Officer:</b>	<b>Michael Rowe - General Manager Community Services</b>
<b>Author:</b>	<b>Catherine Hayes - Manager Community Standards and Compliance</b>

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#### SUMMARY

*The Manager Community Standards and Compliance presents the Dog Registration Fees report for the review of dog registration fees as requested by Council.*

#### OFFICER'S RECOMMENDATION

THAT Council receives the Dog Registration Fees report for their information and review.

#### COMMENTARY

On 14 July 2015 Council resolved that a report be prepared for the review of dog registration fees to be presented at the Performance and Service Committee Meeting.

In June 2015 Council approved the 2015-2016 dog registration fees. These fees were based on the 2014-2015 fees with an approximate 3.3% increase.

Dog registration renewals were issued in July and included the 2015-2016 financial year fees.

A comparison of Rockhampton Regional Council, Mackay Regional Council, Bundaberg Regional Council, Townsville Regional Council and Toowoomba Regional Councils dog registration fees is provided in Attachment 1.

Council's entire dog fee is the second highest of the Council's. A nil increase in the fee next year will bring it more in line with the other Council's. The desexed and microchip dog registration fee is significantly lower than other Council's desexed fee. Microchipping has been a legislative requirement for most dogs, since the introduction of the *Animal Management (Cats and Dogs) Act 2008* in 2008.

#### LEGISLATIVE CONTEXT

The *Local Government Act 2009* and *Animal Management (Cats and Dogs) Act 2008* provides the legislative authority to set fees.

Section 52 of the *Animal Management (Cats and Dogs) Act 2008* requires local government fix the registration fee to give the owner of the dog an incentive to desex the dog. This does not apply to declared dangerous or restricted dogs.

#### CONCLUSION

The Dog Registration Fee report is presented for the review of dog registration fees as requested by Council and provides a comparison of Council's fees to the fees of four similar councils for Council's information and review.

# **DOG REGISTRATION FEES**

## **Dog Registration Comparison Table**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

## DOG REGISTRATION FEES

	Rockhampton Regional Council	Bundaberg Regional Council	Mackay Regional Council		Townsville Regional Council	Toowoomba Regional Council
				If paid by 31 July		
Entire	\$113.50	\$99	\$146	\$75	\$90	\$97
Desexed	\$33.50	\$35	\$65	\$33	\$60	\$30
Microchipped	-	\$70	-	-	-	-
Desexed & Microchipped	\$17	\$25	-	-	-	-
Entire pups under 12 mths (1 <sup>st</sup> rego only)	-	\$33	-	-	\$30	\$49 (under 6mths)
Entire (Pensioner)	\$63.50	\$46	\$75	\$38	\$26	\$75
Desexed (Pensioner)	\$17	-	\$32	\$18	0	\$24
Desexed and Microchipped (Pensioner)	\$8.50	-	-	-	-	-
Subsequent Desexed	-	-	-	-	\$14	\$30 (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )-
Entire Obedience Trained	-	-	-	-	-	\$49
Entire Obedience Trained (Pensioner)	-	-	-	-	-	\$37
Desexed and Obedience Trained	-	-	-	-	-	\$18
Working Dog	No Charge	-	-	-	-	No Charge
Rural Entire Dog	-	-	-	-	-	\$36
Rural Desexed Dog	-	-	-	-	-	\$18
Farm Dog (20 000m <sup>2</sup> )	\$12					
Dogs Qld Registered Dog	50% of applicable fee	-	-	-	-	\$49
Declared Restricted Breed (initial fee)	\$614	-	-	-	-	-
Declared Dangerous (initial fee)	\$615	-	-	-	-	-

Declared Menacing (initial fee)	\$387	-	-	-	-	-
Declared Restricted Breed (Renewal)	\$478	\$368	\$290	-	-	\$417
Declared Dangerous (Renewal)	\$478	\$368	\$472	\$400	\$400	\$417
Declared Menacing (Renewal)	\$289	\$245	\$290	\$350	\$350	\$417
Compliance Regulated Dog	50% of renewal fee	-	-	-	-	\$97 (after 3 years)
Third dog	-	\$75	\$140	-	-	-
3 or more	\$454 (or rego for each dog whichever is the lesser)	-	-	-	-	-
Certified Guide Dog	No Charge	No Charge	-	-	No Charge	No Charge
Certified Hearing Dog	No Charge	No Charge	-	-	No Charge	-
Greyhound (Registered with the Greyhound Racing Authority)	50% of applicable fee	\$51	-	-	-	-
Prorata	Prorata fee applies to dogs registered from 1 March to 31 August and is applicable to the first year registration within RRC only (does not apply to renewals or Regulated Dogs).	Pro-rata monthly for New	-	Pro-rata 3 monthly if dog is only 3 months of age or has been acquired within the last 14 days	-	-



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**9.4 ROCKHAMPTON CBD INTERNAL STAKEHOLDER GROUP ACTIVITY UPDATE**

<b>File No:</b>	<b>11359</b>
<b>Attachments:</b>	<b>Nil</b>
<b>Authorising Officer:</b>	<b>Russell Claus - Executive Manager Regional Development</b>
<b>Author:</b>	<b>Robert Truscott - Coordinator Strategic Planning</b>

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**SUMMARY**

*To further the objectives of Rockhampton CBD Revitalisation, a group of internal Council stakeholders responsible for the care, management and development of the CBD was formed in 2014. The group is chaired and facilitated by Regional Development. The role of the group is facilitative to ensure Council's responsibility to the normal management of the CBD is fulfilled in a collaborative, integrated and most efficient way and to support viable short to medium term enhancement projects. This report updates Council on activities that are being prioritised and actively progressed by the group.*

**OFFICER'S RECOMMENDATION**

THAT the Rockhampton CBD Internal Stakeholder Group Activity Update report be received.

**COMMENTARY**

The renewal, re-development and activation of the Rockhampton CBD is a priority for Council. An overarching CBD Revitalisation Strategy is being implemented in pursuit of several core themes:

- Development of a CBD revitalisation framework with prioritised implementation actions
- Quay Street / riverfront redevelopment
- Council CBD short term management strategy
- Increased activation and major events management and CBD promotion
- Increased residential options
- CBD business community engagement and support
- Commercial development strategies and possible partnerships
- Reactivation of vacant buildings
- Removal of Council barriers to achievement of these objectives

A number of the more strategic actions will take time to deliver substantial and visible outcomes. Therefore the internal stakeholder group was formed to ensure that Council's efforts in the short to medium term are well focussed, co-ordinated and deliver the maximum benefit possible. While the group is chaired and facilitated by Regional Development, responsibility for progressing identified strategies and actions remains with the responsible officer and department. The group will give good ideas a louder voice and engage the broadest possible internal resource pool to make them happen. As CBD master planning and Quay Street re-development get underway the group will play a key role in ensuring optimal coordination of associated projects and responsibilities.

Initially a comprehensive list of current and possible activities was developed. An equivalent list for external stakeholder engagement was also completed. The work of the group was interrupted in February, March and April in response to TC Marcia. The group has now been reactivated and the list of actions reviewed to identify priorities for focusing future efforts. These activities are at various stages of development or completion as summarised in the table below.

This summary is provided for the information and advice of Council. All initiatives identified will be progressed within the budgeted resources and in accordance with proper Council process.

Works identified below have only short to medium term horizons. Work to develop detailed plans for Quay Street, riverfront redevelopment and the larger revitalisation framework are being progressed separately. Detailed engagement with CBD business and property owners to identify commercial opportunities and complementary improvement actions is also being progressed separately. This public engagement will play an important role in informing the content and priorities of this overarching strategic planning, as well as ensuring buy-in and ownership which are essential for sustained improvement.

Theme	Task Description	Status
Maintenance	Review individual department maintenance strategy for the CBD	<ul style="list-style-type: none"> <li>All strategies being reviewed. Discussions completed with nearly all departments.</li> <li>Opportunity areas for improvement are being discussed.</li> </ul>
Enhancement projects	Improve decorative and place making lighting	<ul style="list-style-type: none"> <li>Initial program to upgrade decorative lighting in trees has commenced primarily on East Street where power supply is available.</li> <li>Inform future planning to expand power infrastructure in support of additional lights and to support street events and festivals.</li> <li>Fitzroy Street Bridge feature lighting is at tender stage.</li> <li>Investigating additional improvements to existing lighting.</li> </ul>
	Review of promotional and directional signage	<ul style="list-style-type: none"> <li>Design standard for directional and promotional signage being developed.</li> <li>Preliminary audit of locations for directional signage completed.</li> <li>CBD signage plan (directional, promotional and informational) to be developed.</li> </ul>
	Painting and general enhancements	<ul style="list-style-type: none"> <li>Majority of light poles, signage poles and bollards on East Street have been repainted.</li> <li>Several untended planter boxes have been removed.</li> <li>Short term repairs to footpath hazard areas.</li> <li>Trees trimmed and garden beds replanted.</li> </ul>
	Review family friendly infrastructure options	<ul style="list-style-type: none"> <li>Developing pet friendly strategies.</li> <li>Considering options for play equipment at upper level.</li> <li>Investigating dual level drinking water options.</li> <li>Reviewing street furniture and</li> </ul>

Theme	Task Description	Status
		waste bin options.
Traffic and Parking	Updated traffic modelling	<ul style="list-style-type: none"> <li>DTMR are updating traffic modelling as it relates to the CBD.</li> <li>Work to be completed in 2016 will inform Council's planning.</li> </ul>
	Parking Occupancy Study	<ul style="list-style-type: none"> <li>Strategic Engineering are currently reviewing location, use, time limits for CBD parking to inform future planning.</li> </ul>
Regulation	Review all fees and charges relevant to doing business	<ul style="list-style-type: none"> <li>A review of permits and associated fees has been completed.</li> <li>Changes to encourage business activity are being discussed, including alfresco dining rules and fees.</li> <li>One stop brochure for Council requirements being developed.</li> <li>Proactive response to the final riverfront re-development plan will be a priority.</li> </ul>
Events and promotion	Major event program	<ul style="list-style-type: none"> <li>Inaugural Rockhampton River Festival in July.</li> <li>Capricorn Food and Wine Festival in September.</li> <li>Additional opportunities for privately initiated events under negotiation.</li> <li>Heritage App in development.</li> </ul>
Engagement	Council	<ul style="list-style-type: none"> <li>Quarterly or by exception update Council on key projects.</li> </ul>
	CBD Business stakeholders	<ul style="list-style-type: none"> <li>Provide information as requested.</li> </ul>

## DISCUSSION

The future role and function of the CBD is the focus of much attention from the community. The ongoing decline of the traditional CBD retail function has given cause for a careful review of the role and opportunities for the CBD in the longer term. A number of factors need consideration in this review and make the task of developing a future plan for the CBD complex. These include but are not limited to:

- Poor economic conditions and general owner reluctance to invest in property upgrades, facilitate occupancy of vacant buildings, respond appropriately to market forces
- The absence of any united voice to advocate and promote CBD issues, branding, marketing and vision
- Personal security issues
- Flood prone areas on the riverbank
- Community parking and access expectations
- Providing seamless connection with areas upstream of the "old bridge"
- Ongoing development of the Stockland Major Centre and suburban areas as the primary retail focus

- Shift in dining options
- Cost shifting by State and Federal Governments eroding Council's capacity to fund renewal works
- Maximising the benefits of the riverfront location and natural features
- The time and cost to complete plans with strong community ownership
- Funding availability for necessary upgrades to the public realm

The future success of the CBD will require a substantive shift in function, including a lot more residential uses, increased security focus, better branding and marketing, development of more lifestyle opportunities such as dining and entertainment, and associated placemaking. This transformation is necessary not just for the CBD, but for the community as a whole, since the quality of the CBD defines our image. All this will take time. The process and activities identified here are not the whole solution, but they can be important steps in the journey.

As always additional funding for any worthwhile extensions of these and other initiatives remains an issue, however maximising the benefits with what we have can still make a material difference. The important thing is to create positive momentum, to begin to change perceptions. Demonstrated progress and community support will also assist in developing a coherent and compelling business case for future plans and the necessary funding. Some of the data being developed will also be important to inform longer term planning efforts.

### **CONCLUSION**

The Internal Stakeholder Group provides a collaborative network to promote and facilitate short to medium term works and new ideas aimed at making the Rockhampton CBD a much more interesting, accessible and safe location, the community's meeting place, and destination for locals and visitors alike.

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**9.5 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 JULY 2015**

<b>File No:</b>	<b>8148</b>
<b>Attachments:</b>	<b>1. Income Statement - July 2015 2. Key Indicator Graphs - July 2015</b>
<b>Authorising Officer:</b>	<b>Ross Cheesman - General Manager Corporate Services</b>
<b>Author:</b>	<b>Alicia Cutler - Manager Finance</b>

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**SUMMARY**

*The Finance Manager presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 July 2015.*

**OFFICER'S RECOMMENDATION**

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 31 July 2015 be 'received'.

**COMMENTARY**

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

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

Council should note in reading this report that normally after the completion of the first month of the financial year, operational results should be approximately 8.3% of budget. However, with the accrual of expenditure transactions to finalise the 2014/15 financial year, expenditure results for July can often lag behind budget. All percentages for operational revenue and operational expenditure are measured against the adopted budget.

The percentages reported for capital revenue and capital expenditure are measured against the Adopted Capital Budget, i.e. excluding any carry-over budgets from 2014/15. The carry over budget review is currently in process and should be finalised for August's Budget Management Report.

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

Total Operating Revenue is reported at 35%. Key components of this result are:

- Net Rates and Utility Charges are at 44% of budget. This positive variance is due to General Rates and Utility Charges for the six months ending 31 December 2015 having been processed in July.
- Grants, Subsidies and Contributions are well ahead of budget at 40%. This is largely due to half of the annual Financial Assistance Grant payment being received in July and the receipt of State Government subsidy for creek clearing.
- Other revenue items are all in proximity to budget year to date.

Total Operating Expenditure is at 13% of budget with committals, or 7% of budget without committals. Key components of this result are:

- Contractors and Consultants expenditure is ahead of budget at 29%. This is solely due to committed expenditure, as actual expenditure is only 3.2% of budget. The actual result is impacted by the accrual of expenditure to 2014/15.
- Materials and Plant is at 16% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is at 6.3% of budget.
- Asset Operational Expenditure is ahead of budget at 32%. Again, committals are driving up the year to date percentage as the actual result is 11.5% of budget. Actual costs are above budget as Council has already paid annual insurance premiums.

- Administrative Expenses are ahead of budget at 21%. Committals for some annual costs such as Information Technology software licenses are influencing the year to date percentage as the actual result is only 3.3% of budget.
- Finance Costs are well behind budget. Finance Costs will move closer to budget in September, following the first quarterly repayment on Council's loan portfolio held with the Queensland Treasury Corporation.
- Other Expenses are reported as ahead of budget at 22%. This is mostly due to Council having paid annual memberships such as LGAQ.
- Other expenditure items are in proximity to budget year to date.

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

Total Capital Income is at 3% of budget. Receipt of Capital Income is anticipated to increase in coming months as restoration works in relation to TC Marcia are completed and claims for grants and / or insurance are submitted.

Total Capital Expenditure is at 30% of budget with committals, or approximately 4.2% of budget without committals. The actual result is impacted by the accrual of expenditure to 2014/15.

Total Investments are approximately \$75.2M as at 31 July 2015. Investments have decreased from \$78.6M reported in June 2015, however are anticipated to increase from the second half of August to middle September mostly due to the receipt of General Rates and Utility Charges for the six months ending 31 December 2015.

Total Loans are \$156.2M as at 31 July 2015.

## **CONCLUSION**

At this early stage of the financial year, few financial trends have emerged. Operational Income is reported as well ahead of budget due to the levying of the General Rates and Utility Charges for the six months ending 31 December 2015. A number of annual operational outlays including memberships and insurance premiums have already been paid.

It is anticipated that Capital Expenditure will gain momentum during August with the ongoing roll out of the capital works program for 2015/16.

**SUMMARY BUDGET MANAGEMENT  
REPORT FOR THE PERIOD ENDED  
31 JULY 2015**

**Income Statement - July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 1**



**Income Statement**  
**For Period 1 July 2015 to 31 July 2015**  
**8.3% of Year Gone**

	Adopted Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Adopted Budget
	\$	\$	\$	\$	
<b>OPERATING</b>					01
					01
<b>Revenues</b>					
Net rates and utility charges	(127,976,985)	(56,825,633)	0	(56,825,633)	44% A
Fees and Charges	(26,435,224)	(2,383,538)	1,892	(2,381,646)	9% A
Private and recoverable works	(7,475,280)	(532,987)	0	(532,987)	7% A
Rent/Lease Revenue	(2,940,659)	(292,279)	0	(292,279)	10% A
Grants Subsidies & Contributions	(12,994,007)	(5,149,747)	0	(5,149,747)	40% A
Interest revenue	(2,136,031)	(188,122)	0	(188,122)	9% A
Other Income	(6,263,674)	(454,218)	0	(454,218)	7% A
<b>Total Revenues</b>	<b>(186,221,860)</b>	<b>(65,826,524)</b>	<b>1,892</b>	<b>(65,824,632)</b>	<b>35% A</b>
<b>Expenses</b>					
Employee Costs	72,845,534	5,170,583	205,165	5,375,748	7% A
Contractors & Consultants	15,894,785	509,406	4,161,596	4,671,001	29% A
Materials & Plant	11,812,191	741,414	1,105,014	1,846,428	16% A
Asset Operational	18,362,005	2,106,299	3,746,877	5,853,176	32% A
Administrative Expenses	11,856,429	395,716	2,138,247	2,533,962	21% A
Depreciation	45,569,453	3,797,454	0	3,797,454	8% A
Finance costs	8,854,931	23,919	0	23,919	0% A
Other Expenses	1,249,087	269,103	0	269,103	22% A
<b>Total Expenses</b>	<b>186,444,415</b>	<b>13,013,894</b>	<b>11,356,899</b>	<b>24,370,793</b>	<b>13% A</b>
<b>Transfer / Overhead Allocation</b>					
Transfer/Overhead Allocation	(7,751,277)	(749,589)	0	(749,589)	10% A
<b>Total Transfer / Overhead Allocation</b>	<b>(7,751,277)</b>	<b>(749,589)</b>	<b>0</b>	<b>(749,589)</b>	<b>10% A</b>
<b>TOTAL OPERATING POSITION (SURPLUS)/DEFICIT</b>	<b>(7,528,723)</b>	<b>(53,562,219)</b>	<b>11,358,791</b>	<b>(42,203,429)</b>	<b>561% A</b>
<b>CAPITAL</b>					
<b>Total Developers Contributions Received</b>	(3,783,250)	(468,669)	0	(468,669)	12%
<b>Total Capital Grants and Subsidies Received</b>	(15,419,307)	(67,785)	0	(67,785)	0%
<b>Total Proceeds from Sale of Assets</b>	0	(1,455)	0	(1,455)	
<b>Total Capital Income</b>	<b>(19,202,557)</b>	<b>(537,909)</b>	<b>0</b>	<b>(537,909)</b>	<b>3%</b>
<b>Total Capital Expenditure</b>	69,974,704	2,941,830	18,125,804	21,067,634	30%
<b>Net Capital Position</b>	<b>50,772,147</b>	<b>2,403,922</b>	<b>18,125,804</b>	<b>20,529,726</b>	<b>40%</b>
<b>TOTAL INVESTMENTS</b>			75,151,848		
<b>TOTAL BORROWINGS</b>			156,180,285		



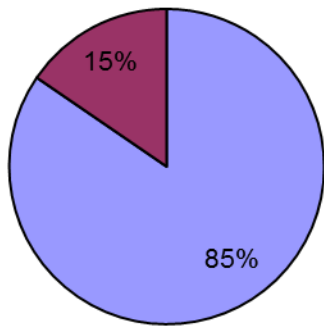
# **SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 JULY 2015**

## **Key Indicator Graphs - July 2015**

**Meeting Date: 25 August 2015**

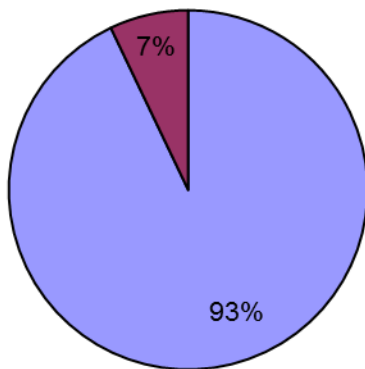
**Attachment No: 2**

**Operating Revenue  
(Excluding Net Rates and Utility Charges)  
(8.3% of Year Gone)**



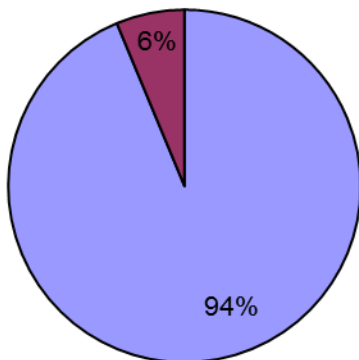
- Uncollected Operating Revenue
- Collected Operating Revenue

**Operating Employee Costs  
(8.3% of Year Gone)**

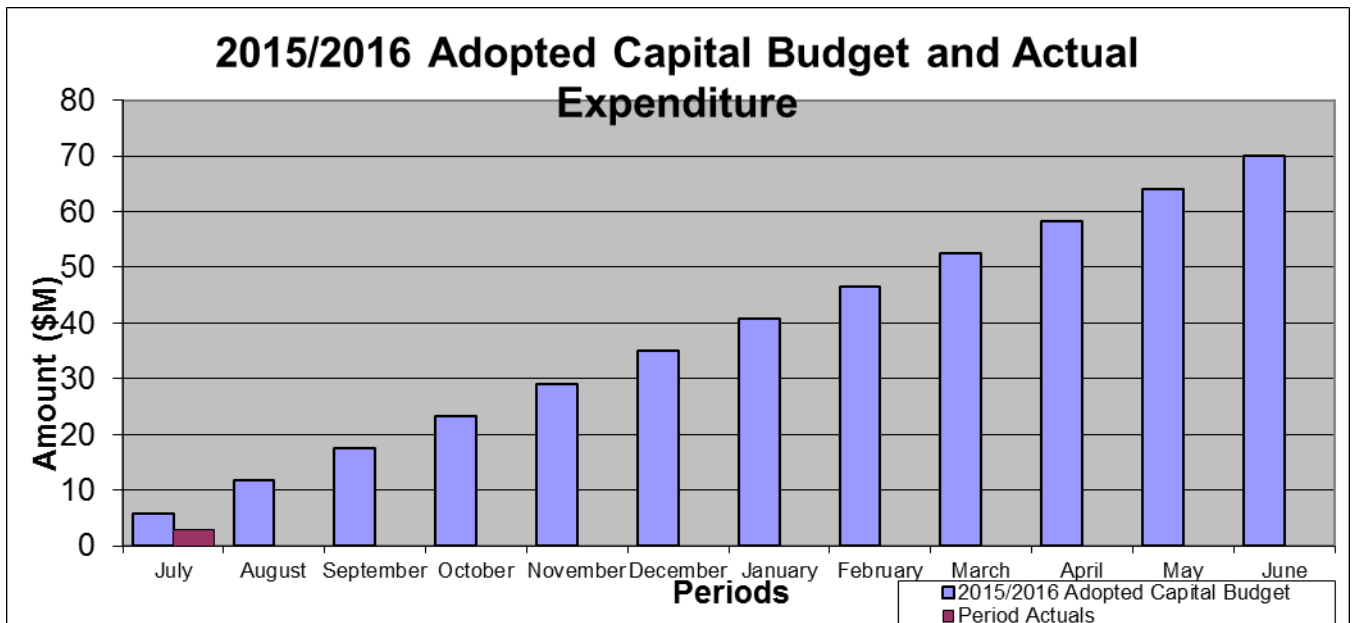
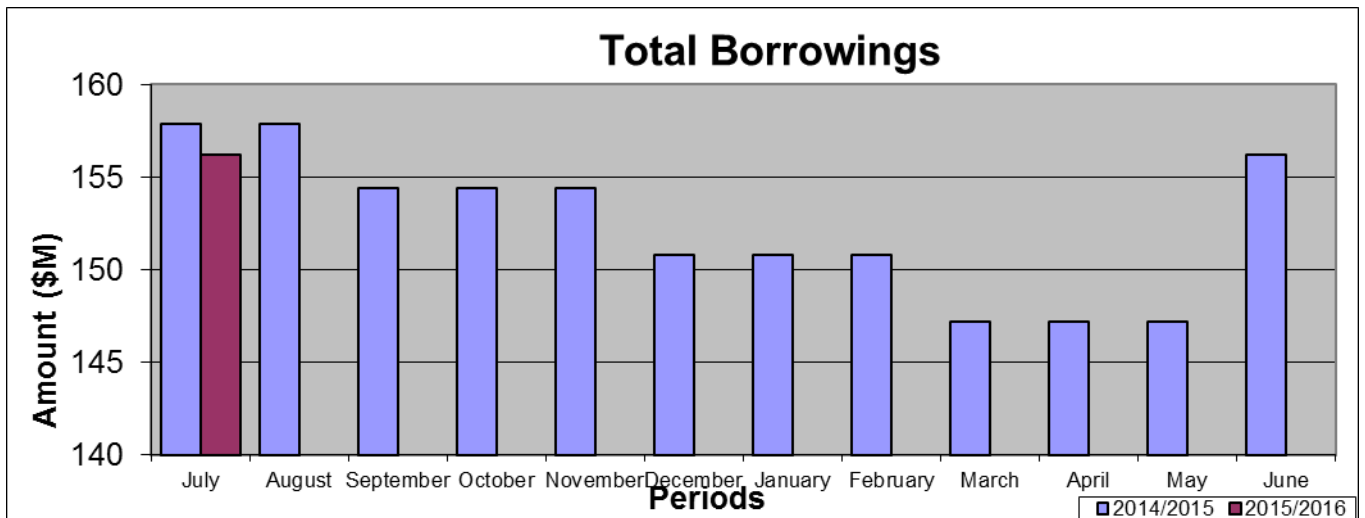
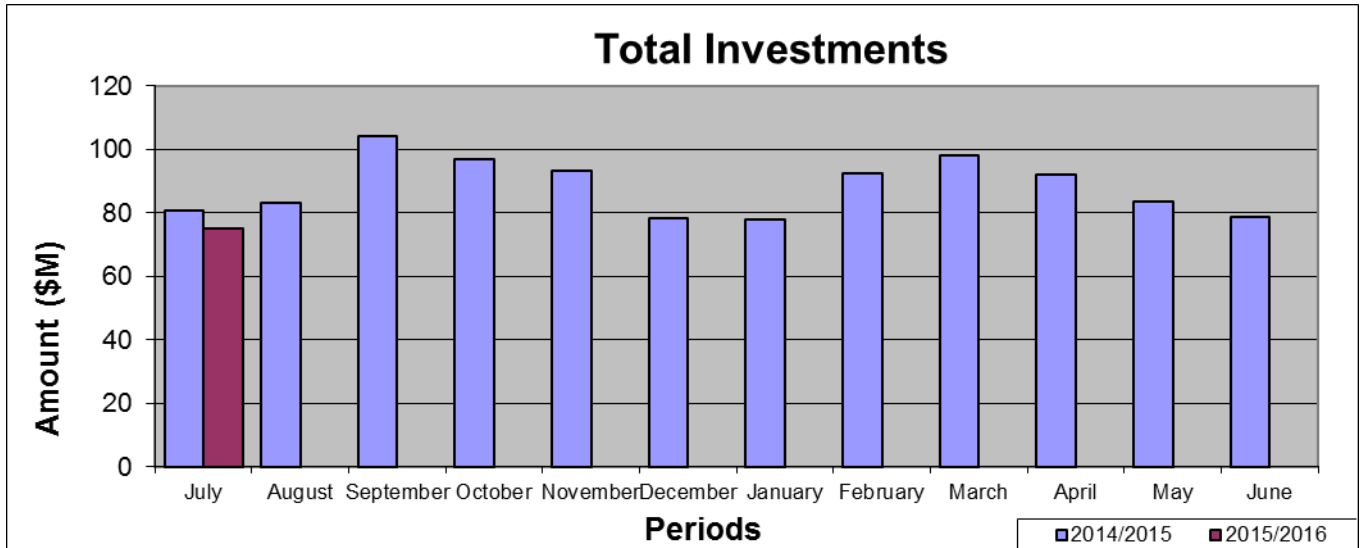


- Unspent Employee Costs

**Operating Materials & Plant  
(8.3% of Year Gone)**



- Unspent Materials & Plant



**9.6 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT****File No:** 1392**Attachments:**

1. Finance Monthly Report - July 2015
2. Workforce & Strategy Monthly Report - July 2015
3. Corporate & Technology Monthly Report - July 2015

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

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**SUMMARY**

*The monthly operations report for the Corporate Services department as at 31 July 2015 is presented for Councillor's information.*

**OFFICER'S RECOMMENDATION**

THAT the Corporate Services Departmental Monthly Operations Report as at 31 July 2015 be "received".

**COMMENTARY**

It is recommended that the monthly operations report for the Corporate Services department as at 31 July 2015 be received.

**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT**

**Finance Monthly Report - July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 1**

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**MONTHLY OPERATIONS REPORT**  
**FINANCE SECTION**  
**Period Ended July 2015**

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**VARIATIONS, ISSUES AND INNOVATIONS**

***Innovations***

The new chart of accounts was implemented as at 1 July 2015, which essentially consolidates the number of charts used and will now facilitate improved detailed reporting.

An Audit Committee meeting (by telephone hook-up) has been scheduled for the week of the 31 August to review the Draft Financial Statements as at the 30 June 2015. The most contentious aspect of the statements has been:

1. A provision has been made to record the estimated costs of restoration of Kershaw Gardens following Cyclone Marcia damage. This has essentially recorded an expense in the 2014/15 year of \$7.26 million on top of all the other costs already incurred in clean-up.
2. The planned Road Revaluation has not been implemented. The reasons for this being that there is further work required on the Unit Rates that will be used, which will require assistance from the Local Government Association of Queensland.

***Improvements / Deterioration in Levels of Services or Cost Drivers***

Nil.

**LINKAGES TO OPERATIONAL PLAN**

**1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS**

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

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days)			Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed				Current Mth	6 Months	12 Months	
Rates Enquiry	4	4	46	40	6	0	3	● 1.00	● 1.83	● 2.08	1.34

***Comments & Additional Information***

Nil.

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

### ***Safety Statistics***

The safety statistics for the reporting period are:

	FIRST QUARTER		
	July	August	Sept
<b>Number of Lost Time Injuries</b>	0		
<b>Number of Days Lost Due to Injury</b>	0		
<b>Total Number of Incidents Reported</b>	0		
<b>Number of Incomplete Hazard Inspections</b>	0		

### ***Risk Management Summary***

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

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

### ***Legislative Compliance & Standards***

Legislative Compliance Matter	Due Date	% Completed	Comments
Audited Statement completed by end of October	31/10/15	65%	In progress.
Annual Budget adopted by 1 August	01/08/15	100%	Budget adopted in July
Asset Register must record its non-current physical assets	30/06/16	9%	Ongoing



Legislative Compliance Matter	Due Date	% Completed	Comments
A community financial report must be prepared for the Annual Report	30/10/15	0%	
A Local Government must have a Debt Policy, Investment Policy and a Revenue Policy	01/08/15	100%	Included with the Budget adoption
Trust Fund Management in accordance with the Local Government Regulation	30/06/16	100%	Ongoing
Monthly Financial report prepared for the monthly meeting of Council	30/08/15	100%	Ongoing
A Local Government must set an Asset Recognition threshold	30/06/16	100%	Amount set – changes proposed in respect of Asset Classes only.

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

No capital projects are relevant to the Finance Section.

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

No Operational Projects to highlight within the Adopted Budget.

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

#### ***Adopted/Operational Service Level Standards & Performance***

Service Level	Target	Current Performance
Levy rates within 1 week of predicted dates in revenue statement	100%	100%
Manage the recovery of unpaid rates and charges in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point.	<3%	3.69% achieved in June

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

FINANCIAL MATTERS

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



As At End Of July

Report Run: 12-Aug-2015 06:40:24 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance %	On target 8.3% of Year Gone
	\$	\$	\$	\$	\$	%	

CORPORATE SERVICES

FINANCE

Finance Management

Expenses	700,228	0	105,915	52,114	158,030	23%	✗
<b>Total Unit: Finance Management</b>	<b>700,228</b>	<b>0</b>	<b>105,915</b>	<b>52,114</b>	<b>158,030</b>	<b>23%</b>	<b>✗</b>

Revenue & Accounting

Revenues	(458,160)	0	0	(77,165)	(77,165)	17%	✓
Expenses	2,937,430	0	41,268	148,182	189,450	6%	✓
Transfer / Overhead Allocation	9,000	0	0	553	553	6%	✓
<b>Total Unit: Revenue &amp; Accounting</b>	<b>2,488,270</b>	<b>0</b>	<b>41,268</b>	<b>71,570</b>	<b>112,838</b>	<b>5%</b>	<b>✓</b>

Financial Systems

Expenses	413,831	0	0	39,877	39,877	10%	✗
<b>Total Unit: Financial Systems</b>	<b>413,831</b>	<b>0</b>	<b>0</b>	<b>39,877</b>	<b>39,877</b>	<b>10%</b>	<b>✗</b>

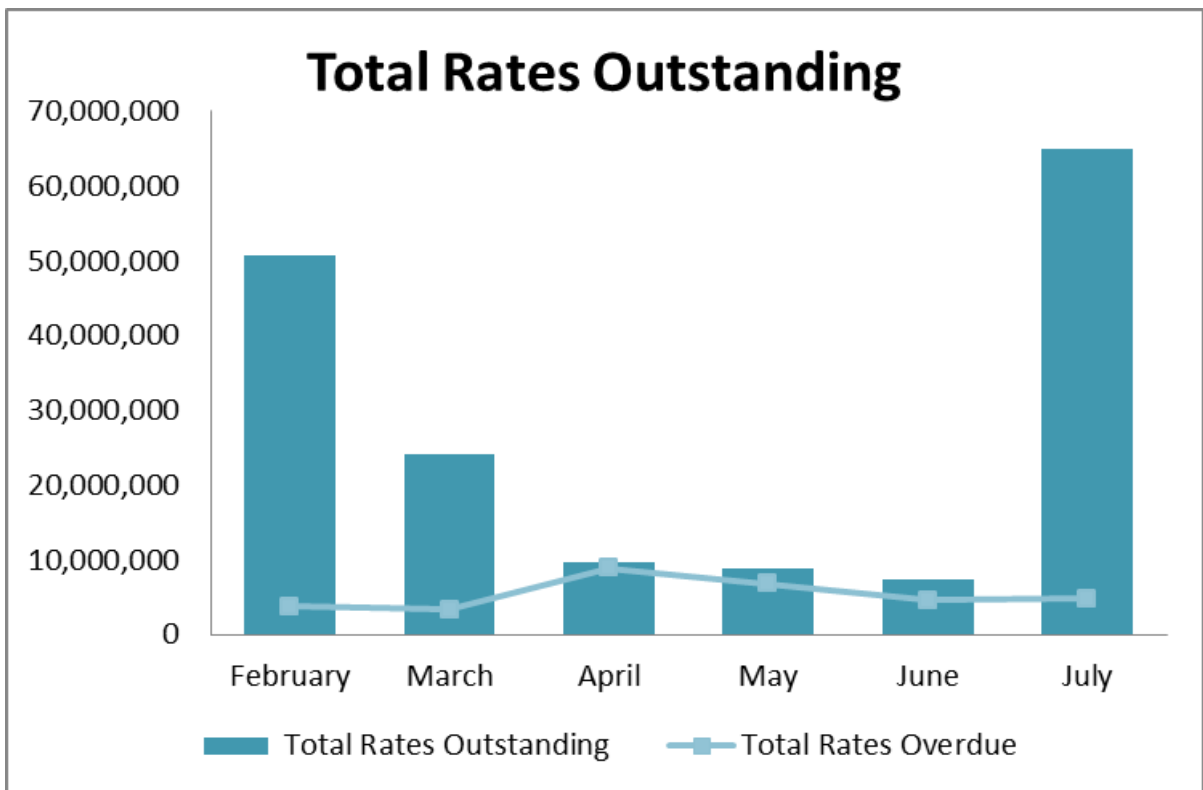
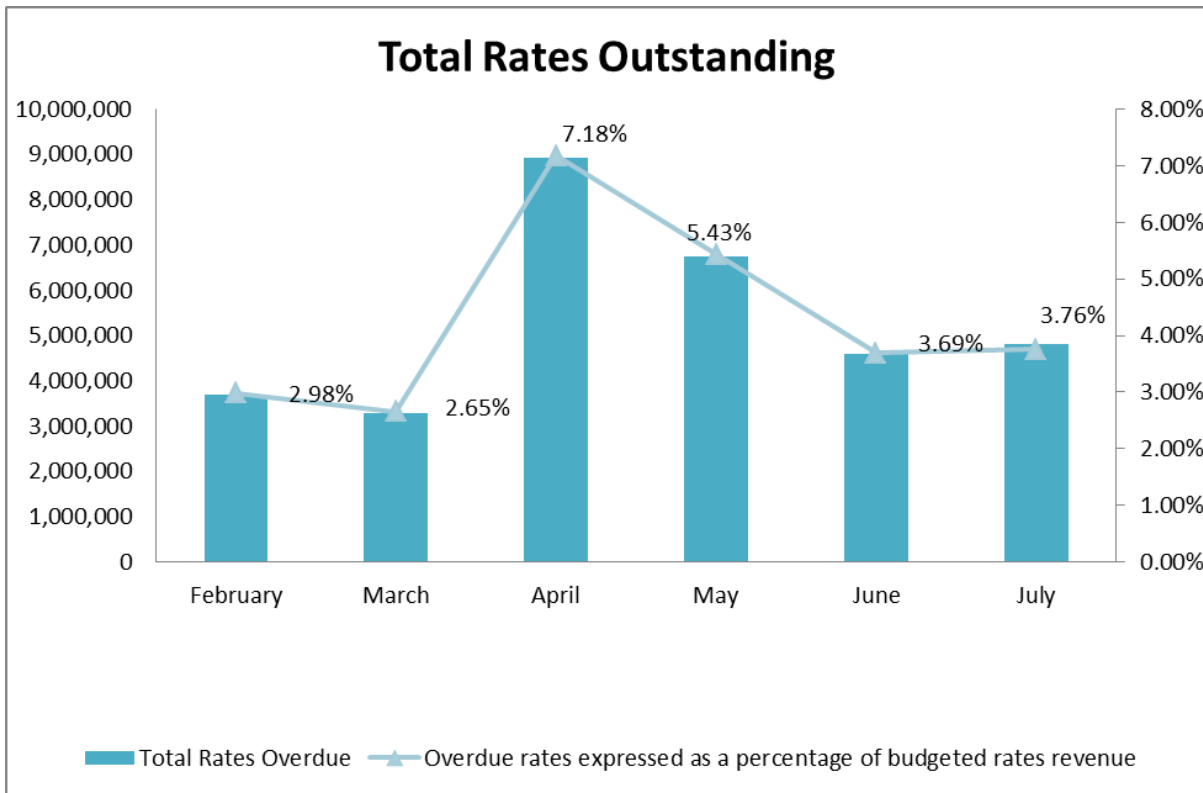
Assets & GIS

Revenues	(5,100)	0	0	(717)	(717)	14%	✓
Expenses	1,872,358	0	0	110,393	110,393	6%	✓
Transfer / Overhead Allocation	35,770	0	0	2,920	2,920	8%	✓
<b>Total Unit: Assets &amp; GIS</b>	<b>1,903,028</b>	<b>0</b>	<b>0</b>	<b>112,597</b>	<b>112,597</b>	<b>6%</b>	<b>✓</b>

<b>Total Section: FINANCE</b>	<b>5,505,358</b>	<b>0</b>	<b>147,183</b>	<b>276,158</b>	<b>423,342</b>	<b>8%</b>	<b>✓</b>
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<b>Total Department: CORPORATE SERVICES</b>	<b>5,505,358</b>	<b>0</b>	<b>147,183</b>	<b>276,158</b>	<b>423,342</b>	<b>8%</b>	<b>✓</b>
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<b>Grand Total:</b>	<b>5,505,358</b>	<b>0</b>	<b>147,183</b>	<b>276,158</b>	<b>423,342</b>	<b>8%</b>	<b>✓</b>
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**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT**

**Workforce & Strategy Monthly Report -  
July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 2**

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**MONTHLY OPERATIONS REPORT**  
**WORKFORCE AND STRATEGY SECTION**  
**Period Ended 31 July 2015**

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**VARIATIONS, ISSUES AND INNOVATIONS**

***Innovations***

Health & Wellbeing

Council has registered with Cancer Council Queensland's new healthy lifestyle program QUEST.

The aim of the program is to:

- Reduce the risk of some cancers for employees;
- Improve the health and wellbeing of employees;
- Reduce absenteeism and injury; and
- Improve performance and productivity.

The program will commence in September and run over a six month period.

***Improvements / Deterioration in Levels of Services or Cost Drivers***

Nil to report this period.

**LINKAGES TO OPERATIONAL PLAN**

**1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS**

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

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Administrative Action Complaints	0	0	0	0	0	0	36	● 0.00	● 5.00	● 7.67	5.00
W&S - Complaints Management Process (NOT CSO USE)	4	4	8	8	0	0	30	● 3.13	● 8.18	● 12.15	7.54

**COMMENTS**

Matters are being addressed within the set timeframes.

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

**Safety Statistics**

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

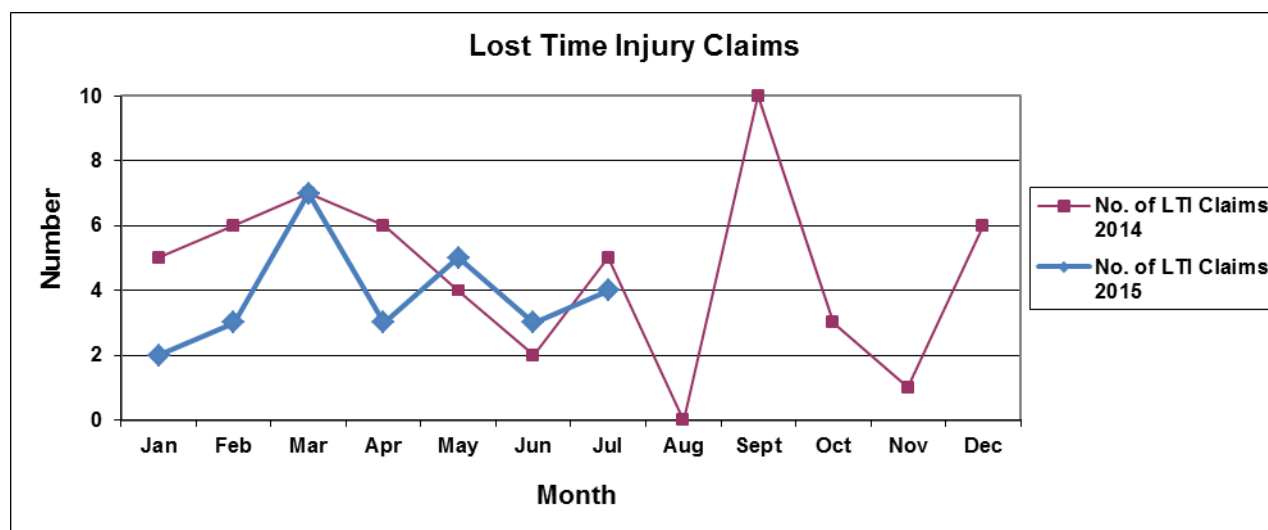
	May 15	June 15	July 15
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	2	1	0
Total number of Incomplete Hazard Inspections	0		

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

	31 May 2015	30 June 2015	31 July 2015
Number of Lost Time Injuries	5	3	4
Number of Days Lost Due to Injury	41	36	42
Total Number of Incidents Reported	16	40	34
Total number of Incomplete Hazard Inspections	18 (9 current month)		

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

The graph below displays the number of lost time injuries (LTI) claims lodged across Council. There was a total of four lost time injury claims lodged for July 2015.



**Risk Management Summary**

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

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
<b>Corporate Risks</b>					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	Ongoing annual audits will be conducted.  Continuing to rectify the actions from the 2014 Workplace Health & Safety System Audit.  A third Party Workplace Health & Safety system audit due in late 2015.  Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety systems.	December 2015	25%	Safety Unit currently working to rectify actions identified as part of the 2014 WHA Audit which have now been included in the 2014 Audit Rectification Action Plan.
<b>Section Risks</b>					
Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, Industrial disputes, financial impacts and reputation damage.	Moderate	Multiskilling of Administration and HR staff	30 June 2015	100%	HR Advisor has commenced learning the duties of the Payroll Supervisor. Job rotation of Payroll staff commences July 2015 to cross train and upskill in all positions in Payroll



**Legislative Compliance & Standards**

Legislative Compliance Matter	Due Date	% Completed	Comments
Prepare and adopt annual 2015/16 operational plan	9 July 2015	100%	Adopted by Council at the budget adoption meeting 9 July 2015.
Quarterly written assessment of progress towards implanting the 2014/15 annual operational plan	25 August 2015	100%	The final Quarter Four and the Annual Review of the 2014/15 Plan will be combined and presented to the August Committee meeting.
Report on the results of the implementation of the annual operational plan	25 August 2015	100%	The final Quarter Four and the Annual Review of the 2014/15 Plan will be combined and presented to the August Committee meeting.
Update of Workplace Health & Safety documents to meet the new legislative requirements	31 December 2015	80%	Documents continue to be updated so that Council remains compliant.
Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes	As soon as practicable	100%	Council has been compliant in this regard for the current reporting period.
Workplace Health and Safety Audit	December 2015	0%	LGW to advise of expected audit date.
Rectification Action Plan (2014 Audit)	As soon as practicable	25%	Work through the RAP from the 2014 Audit.
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	No current notices to report.
Performance Reviews	Various	98.37%	As at 31 July 2015, 7 out of 491 performance reviews are yet to be completed. Performance Reviews for the period ended 30 June 2015 are due for completion by the end of August 2015.

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

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

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

As at period ended July 2015 – 8.3% of year elapsed.

Project	Explanation
WHS Data Management System	The injury management module is currently being installed and tested. An iPad App has been developed. This will allow hazard inspections to

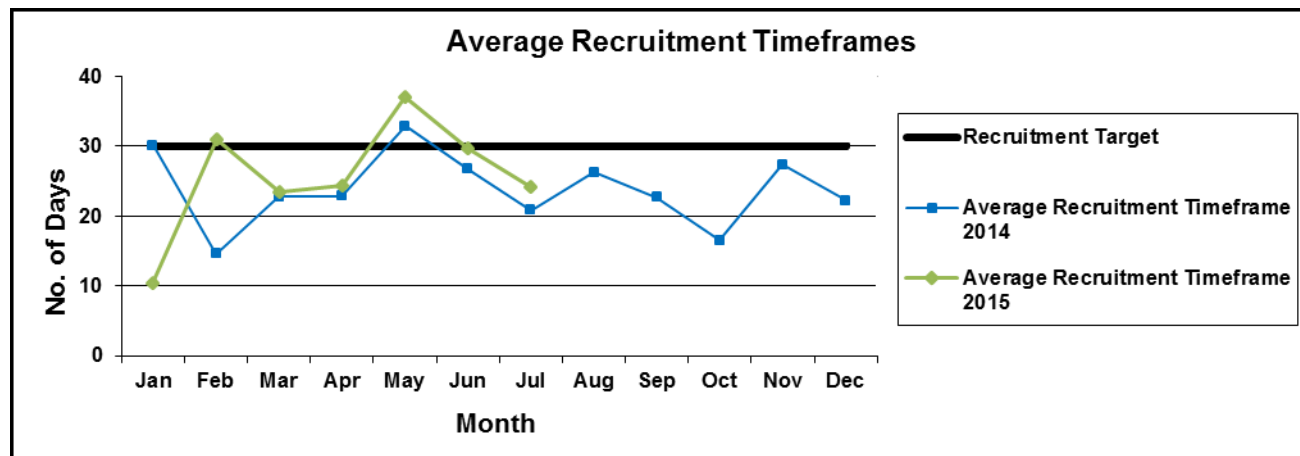
Project	Explanation
	be conducted using the iPad in the field and uploaded directly into the system.
Infringement Notice Policy documents	Policy has been finalised and was presented to Performance & Service Committee 26 August 2014. The Enforcement Strategy, which is subordinate to both the policy and the procedure, was finalised in December 2014. The Infringement Notice Administration Procedure is being developed by the Finance Business Analyst in consultation with relevant stakeholders. Processes have been mapped and will soon be formalised to enable the creation of the final procedure.
Strategic Community Plan	The draft Strategic Community Plan is completed. The progress of the actions (as at 30 June 2015) within the draft plan will be updated by responsible officers and presented to the Leadership Team by the end of September 2015.
Service Level Review Project	This project was delayed due to the first service scheduled for review (Parks Maintenance) being deferred to other important matters since the onset of TC Marcia. The project is now scheduled to commence on 1 September 2015. Subsequent reviews have been delayed accordingly.
Delegations/Authorisations Management System	A solution to administer and manage legislative and corporate delegations and authorisations is being explored. It is hoped that the implementation of a solution in this regard will reduce the current level of manual data input by key users, improve reporting and audit trail capabilities, and, link to other Council systems. A concept brief has been completed and was presented at the ISSG meeting 10 August 2015.
Aurion Project	All recommendations and actions from the Aurion Health check are near completion. The initial Timekeeper and Award interpreter workshop with Senior Aurion representatives is tentatively scheduled for 12, 13 and 19 October for them to present an overview of Timekeeper and Award interpreter and gather information in order for Aurion to prepare a proposal document of days and costs for implementation back to Council. Training packages are being reviewed and issues around input of plant costing are also being progressed.

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

Service Delivery Standard	Target	Current Month's Performance
Recruitment positions finalised within 30 working days (refer graph below)	100%	78%
Policies reviewed within 10 working days	100%	100%
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%
Employee pays processed and paid within 3 working days after the period end date	100%	100%
Payroll accuracy	100%	99.86%
Hazard Inspections completed as per the adopted Matrix	100%	100%

**Recruitment Timeframes**

Some delays in recruitment have occurred during the reporting period. Of the 9 positions recruited in the reporting period, 2 were not finalised within the 30 day timeframes. These delays are due to a range of issues including the length of time by panel members to conduct the shortlisting process and reference checks in addition to delays experienced by suppliers for the completion of pre-employment screening checks.



**Establishment**

FTE Positions	Period	Workforce & Strategy	Council
Starting Point	1 January 2014	30.05	838.9
Same Time Previous Year	31 July 2014	30.27	831.69
Previous Month	30 June 2015	32.44	851
Current Month	31 July 2015	34.44	851.42

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

The FTE positions of 851.42 as at July 2015 include the following apprentices and trainees across Council:

Apprentices	Trainees
14	10

**Changes to Workforce & Strategy Establishment**

- Creation of Temporary Full Time Administration Officer position (3500) to assist with workload due to the Coordinator Corporate Improvement and Strategy going on Maternity Leave and position not being backfilled.
- Creation of Temporary Full Time Human Resources Officer position (3493) to assist with the workload whilst one of the Senior Human Resources Officer's acts in the Supervisor Human Resources position who is going on Maternity Leave.

These positions have a nil permanent impact on the FTE for Workforce & Strategy as they will both be deleted once two officers return from maternity leave.

**Changes to Council Establishment**

Decreases:

- Five Labourer positions within Regional Services were made inactive.
- Two Truck Driver/Labourer positions within Regional Services were made inactive.

Increases:

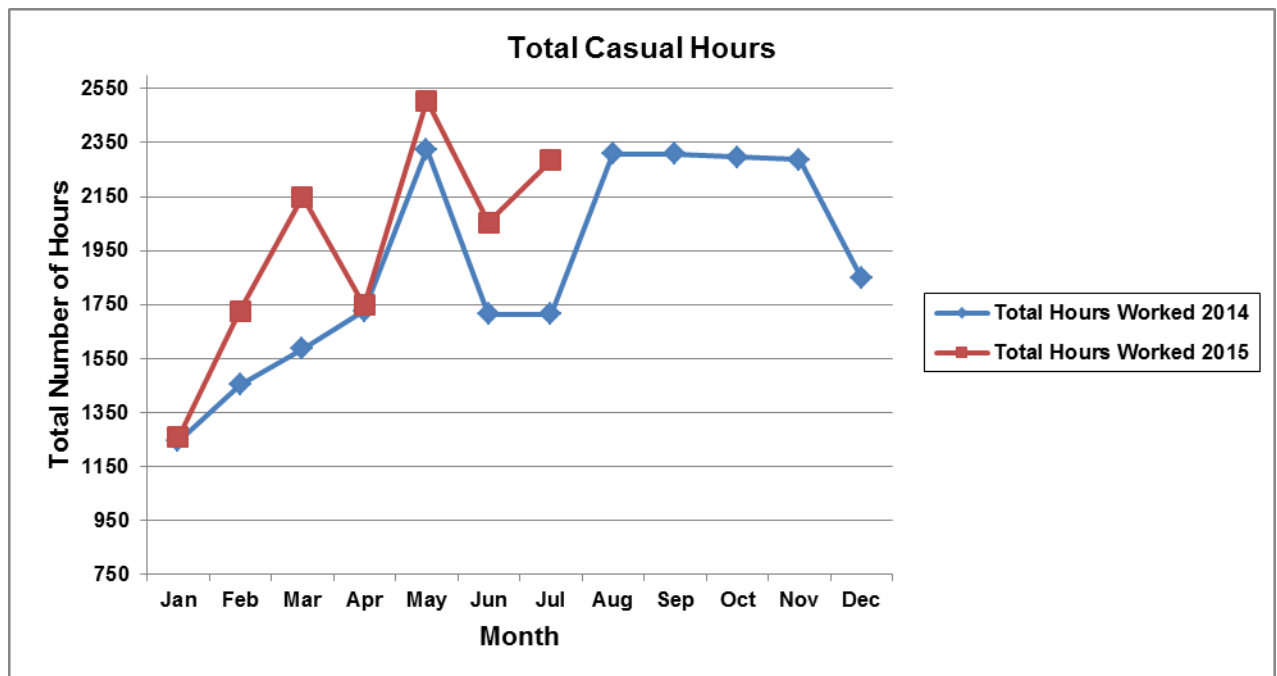
- Creation of Permanent Full Time Gardener position within Parks to assist the current team in Mount Morgan with delivering the expected maintenance levels.
- Creation of two Permanent Full Time Local Laws Officer positions within Community Standards and Compliance to assist with the current workload.
- Creation of Temporary Full Time Administration Officer position within Workforce and Strategy.
- Creation of Temporary Full Time Human Resources Officer position within Workforce and Strategy.
- Creation of Temporary Full Time Corporate Applications Officer position within Corporate Services to assist with technical work related to IT Projects.
- Creation of Temporary Full Time Senior Project Manager position within Regional Services to assist with the delivery of the Riverbank Development Project.
- Technical Officer – Compliance position within Regional Services converted from Part Time to Full Time.
- Administration Officer position transferred from Regional Services to the Office of the CEO (Regional Development)

**FTE Positions Internal / External Split**

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 57% (483.63) internal and 43% (367.79) external.

**Casual Hours – July 2015**

There are currently a total of 44 casuals actively employed by Council of which 38 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 2284.15 hours during the month of July 2015.



**Casual Hours by Section – July 2015**

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

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts & Heritage	Art Gallery	Casual staff utilised for exhibition installation / de-installation plus delivery of public programs.	135.5	0%
Arts & Heritage	Heritage Services	Functions staff in Shearing Shed fully recovered.	261.5	100%
Arts & Heritage	Venue Operations	Technical staff recovered. Box Office staff recovered. Casual cleaners used for variable activities.	805.92	87.3%
Communities & Facilities	City Child Care Centre	To cover periods of staff leave and TOIL	337.5	
Communities & Facilities	Client Services	To cover RDOs, periods of staff leave; and Saturday morning library roster	337.23	
Communities & Facilities	Facilities	To cover RDOs, periods of leave for cleaning staff; and Saturday cleaning roster	66.25	
Community Standards & Compliance	Support Services	To assist with workload due to dog registration renewals and amendments.	22	
Corporate and Technology	Customer Services Centre	To assist the Customer Service Call Center in coverage of staff absences and to provide training for the upcoming 6 week placement.	69.25	
Governance Support	Marketing	To assist with workload due to staff absences	14	
Office of the CEO	Regional Development	Assist with inaugural events including customer service, public relations and marketing support for the River Festival.	235	
<b>TOTAL</b>			<b>2284.15</b>	

The above casual hours for July 2015 by employment type includes the following HERO hours.

Section	Unit	No. of hours
Community Standards & Compliance	Support Services	22
Office of the CEO	Regional Development	118
Governance Support	Marketing	14
Corporate and Technology	Customer Service Centre	69.25
<b>TOTAL</b>		<b>223.25</b>

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

FINANCIAL MATTERS

Financial performance as expected for reporting period.



End of Month Job Costing Ledger - (Operating Only) - Workforce & Strategy

As At End Of July

Report Run: 11-Aug-2015 14:15:37 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance	On target
	\$	\$	\$	\$	\$	%	8.3% of Year Gone
<b>CORPORATE SERVICES</b>							
<b>WORKFORCE &amp; STRATEGY</b>							
<i>Human Resources and Payroll</i>							
Expenses	1,464,874	0	2,100	95,561	97,661	7%	✓
Transfer / Overhead Allocation	8,700	0	0	0	0	0%	✓
<b>Total Unit: Human Resources and Payroll</b>	<b>1,473,574</b>	<b>0</b>	<b>2,100</b>	<b>95,561</b>	<b>97,661</b>	<b>7%</b>	<b>✓</b>
<i>Safety &amp; Training</i>							
Revenues	(32,000)	0	0	(7,294)	(7,294)	23%	✓
Expenses	1,286,545	0	105,777	79,113	184,890	14%	✗
Transfer / Overhead Allocation	61,500	0	0	3,416	3,416	6%	✓
<b>Total Unit: Safety &amp; Training</b>	<b>1,316,045</b>	<b>0</b>	<b>105,777</b>	<b>75,235</b>	<b>181,012</b>	<b>14%</b>	<b>✗</b>
<i>Corporate Improvement &amp; Strategy</i>							
Revenues	0	0	0	(404)	(404)	0%	✓
Expenses	457,843	0	12,020	30,346	42,366	9%	✗
<b>Total Unit: Corporate Improvement &amp; Strategy</b>	<b>457,843</b>	<b>0</b>	<b>12,020</b>	<b>29,943</b>	<b>41,962</b>	<b>9%</b>	<b>✗</b>
<i>Workforce &amp; Strategy Management</i>							
Expenses	383,545	0	771	25,588	26,359	7%	✓
<b>Total Unit: Workforce &amp; Strategy Management</b>	<b>383,545</b>	<b>0</b>	<b>771</b>	<b>25,588</b>	<b>26,359</b>	<b>7%</b>	<b>✓</b>
<i>Investigations and Industrial Relations</i>							
Expenses	346,841	0	16,500	20,180	36,680	11%	✗
<b>Total Unit: Investigations and Industrial Relations</b>	<b>346,841</b>	<b>0</b>	<b>16,500</b>	<b>20,180</b>	<b>36,680</b>	<b>11%</b>	<b>✗</b>
<b>Total Section: WORKFORCE &amp; STRATEGY</b>	<b>3,977,848</b>	<b>0</b>	<b>137,168</b>	<b>246,506</b>	<b>383,674</b>	<b>10%</b>	<b>✗</b>
<b>Total Department: CORPORATE SERVICES</b>	<b>3,977,848</b>	<b>0</b>	<b>137,168</b>	<b>246,506</b>	<b>383,674</b>	<b>10%</b>	<b>✗</b>
<b>Grand Total:</b>	<b>3,977,848</b>	<b>0</b>	<b>137,168</b>	<b>246,506</b>	<b>383,674</b>	<b>10%</b>	<b>✗</b>

# **CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT**

## **Corporate & Technology Monthly Report - July 2015**

**Meeting Date: 25 August 2015**

**Attachment No: 3**

**MONTHLY OPERATIONS REPORT**  
**CORPORATE & TECHNOLOGY SECTION**  
**Period Ended July 2015**

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

One (1) new application was received under the Right to Information Act/Information Privacy Act this month. Two (2) applications were withdrawn, zero (0) applications were completed, leaving one application outstanding. One (1) document was released administratively this month. No external reviews were received for the month, leaving two (2) outstanding. All current applications are progressing in accordance with legislative timeframes.

***Improvements / Deterioration in Levels of Services or Cost Drivers***

Nil to report



**LINKAGES TO OPERATIONAL PLAN**

**1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS**

The response times for completing the predominant customer requests in the reporting period for July 2015 are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Accounts Payable Enquiry	0	0	1	1	0	0	2	● 1.00	● 0.78	● 0.67	0.40
Bookings Enquiry	0	0	4	4	0	0	5	● 4.75	● 3.17	● 2.95	1.90
Insurance: Mower / Slasher / Whipper / Snipper	3	2	3	2	2	0	90	● 3.50	● 12.00	● 17.17	18.63
Insurance: Personal Accident / Injury	26	0	3	0	29	3	120	● 1.00	● 1.00	● 3.29	94.00
Insurance: Public Liability / Property Damage Public Property	13	4	7	4	12	0	90	● 4.50	● 4.83	● 5.34	9.02
Leased Premises - General Enquiry	0	0	1	0	1	0	5	● 1.00	● 1.00	● 1.33	0.67
Rates Searches	3	3	114	102	2	1	3	● 1.38	● 1.67	● 1.72	1.50

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

### **Safety Statistics**

The safety statistics for the reporting period are:

	First Quarter		
	July	August	September
<b>Number of Lost Time Injuries</b>	0		
<b>Number of Days Lost Due to Injury</b>	0		
<b>Total Number of Incidents Reported</b>	2		
<b>Number of Incomplete Hazard Inspections</b>	0		

### **Risk Management Summary**

Section Risk Register (excludes risks accepted/ALARP)

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High	The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording).	TBA	30%	No further update, still working through post ECM upgrade project actions.
Operational degradation or failure of Council's Two-way radio communications system resulting in failed regional communications for daily operations and emergency disaster management.	High	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan-1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	TBD	10%	Digital mobile radio tender advertised 27/06/15. Tender closed 22/07/2015 and currently under evaluation.
Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.	Mod	Research and implement a risk management software application to support ERM functions.	30/06/16	5%	Risk Management Officer prepared and submitted a concept brief for a software solution; initially looking at the Riskware and TechOne software applications.

**Legislative Compliance & Standards**

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

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

Project	Start Date	Expected Completion Date	Status	Budget Estimate	YTD actual (incl committals)
<b>CAPITAL WORKS PROGRAM</b>					
<b>FLEET (CP440)</b>					
Fleet Asset Renewal Program	1/07/2015	30/06/2016	Ongoing	\$3,600,000	\$142,699
Comment: YTD represents 4% of budget expenditure and includes committals.					
<b>INFORMATION TECHNOLOGY (CP230)</b>					
IT Asset Renewal & Upgrade Program	1/07/2015	30/06/2016	Ongoing	\$1,100,000	\$276,673
Comment: YTD represents 25% of budget expenditure and includes committals.					
<b>BUSINESS SUPPORT &amp; DEVELOPMENT (CP630)</b>					
Property Sales	1/07/2015	30/06/2016	Ongoing	-\$250,000	-\$6,767
Comment: 271 Campbell Lane sale settled.					

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

As at period ended July 8.3% of year elapsed.

Project	2015/16 Budget	Actual (incl. committals)	% budget expended	Explanation
Customer Service After Hours Operation	\$60,000	\$4,434	7%	Propel after hours call centre service.

Project	Project Start Date	Project Completion Date	% Completed	Comments
Planned implementation of Aurion System Improvement Project recommendations.	August 2015	June 2016	0%	
Progress the implementation of ePathway and Pathway mobile Apps throughout 2015/16.	October 2015	June 2016	0%	
Develop and implement a solution for managing and processing tax invoices in digital format.	August 2015	June 2016	0%	

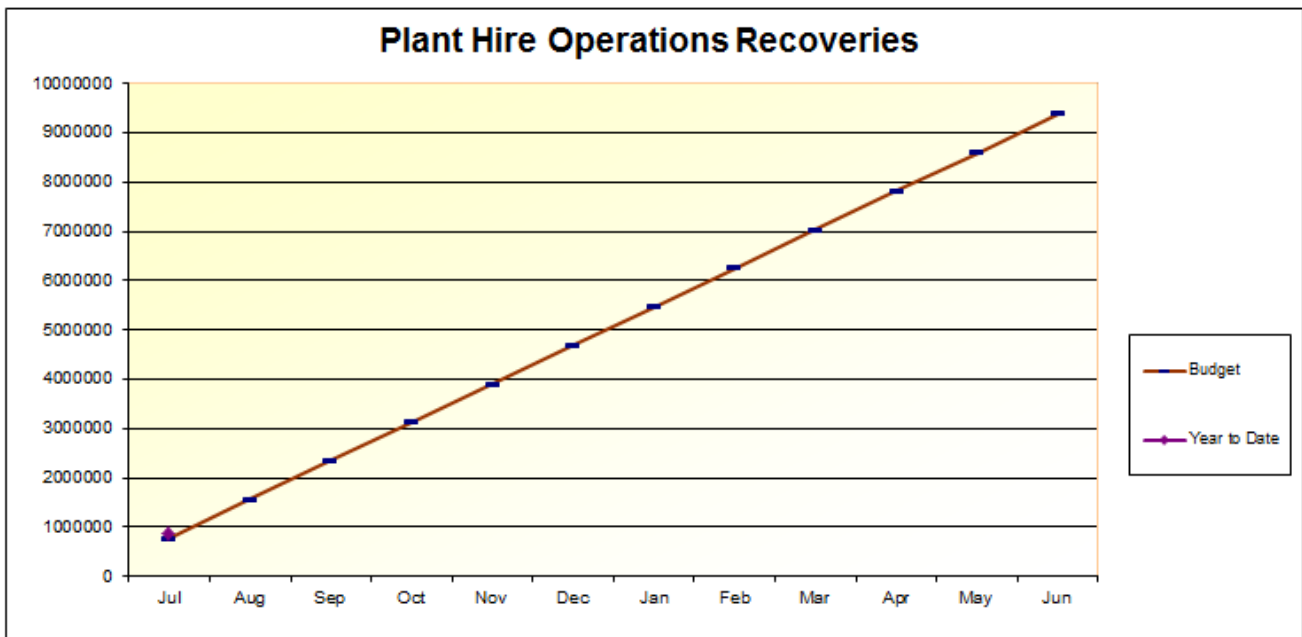
**5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS**

Service Delivery Standard	Target	Current Performance
IT support services provided within service levels outlined in the IT Service Catalogue.	95%	92%
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	100%
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	80%
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	73%
Process records on the day of receipt as per Recordkeeping Charter.	95%	100%
Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes.	100%	100%
Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy.	100%	100%
Ensure supplier payments are made within stated trading terms.	90%	93%
Ensure staff purchasing activity is compliant with legislation and policy.	100%	100%

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

**Fleet Services**

Ensure internal plant hire operations deliver budgeted net surplus.



<b>Plant Hire Operations Budget (Surplus)</b>	<b>\$ 9,389,500</b>
<b>Year to Date (Surplus)</b>	<b>\$ 865,046</b>

**Procurement & Logistics**

Contracts Awarded for July: Qty 12

11228 - Lease of Cafe Restaurant at the Southside Memorial Pool Complex - David Colin Pitchford T/A Billy Blue's Café - Lease
11501 – Operation and Management of 42nd Battalion Memorial Pool – Mr Val Kalmikovs & Ms Joy Symons T/A Aqualification & Fitness - \$400,000 per annum
11527 – Riverside Precinct Redevelopment - Urbis Pty Ltd - \$78,870
11617 - Airport Master Plan - Leading Edge Aviation Professionals Pty Ltd - \$74,600
11623 - Water Reid Facade Repairs - J Hutchinson Pty Ltd - \$650,948
11636 - RPQS Traffic Control Services - Panel - SOR
11639 - RPQS Hire of Road Reclaimers Spreader Trucks - Panel - SOR
11674 - Irrigation Parts - Panel - SOR
11681 - Locking of the Mt Morgan Toilets - Timothy Rogan - \$4,380 per annum
11682 - Demolition and Site Rehabilitation 42nd Battalion Pool - JM Kelly (Project Builders) Pty Ltd - \$156,368
11687 - Amenities Building for Rose Swadling Park - Taboh Pty Ltd - \$93,080.00
11722 - Assessment of Wackford St Stormwater Drainage - AECOM Australia Pty Ltd \$11,605.00

Customer Requests Completed Monthly & Top 5 Customer Requests																						
	August	September	October	November	December	January	February	March	April	May	June	July										
<b>Requests Logged</b>	3517	3667	3415	3171	2717	3747	3702	4643	3853	3521	3354	3732										
<b>Same month Completed</b>	2830	2969	2680	2469	2710	2797	2845	3651	2893	2757	2640	3212										
<b>% completed same month</b>	80%	81%	78%	78%	99%	74%	76%	78%	75%	78%	78%	86%										
<b>Completed Total for Month</b>	3422	3383	3325	3132	2749	3276	3569	4315	3580	3783	3644	3997										
<b>Total Pending</b>	1723	1919	1941	1912	1888	2332	2393	2649	2861	2521	2134	1883										
<b>Top 5 Requests for Month</b>	Inf Enq D/Planner W/Animal T/Trim W/Leak	Meter Mtce D/Planner C/Dec Park Gen W/Leak	Inf Enq D/Plan Park Gen Rates T/Trim	Inf Enq D/Plan Meter Mtce W/Leak C/Dec	C/Dec W/Leak D/Plan Inf Enq T/Trim	T/Trim Park Gen D/Plan W/Leak Pothole	T/Trim W/Leak Park Gen D/Planner Bin RRC	D/Water W/Leak P/Disaster Bin RRC D/Plan	Bin RRC P/Disaster Inf Enq D/Plan W/Animal	Bin RRC D/Plan Meter Mtce W/Leak W/Animal	Food Enq W/Ani W/Leak D/Plan C/Dec	D/Plan Inf Enq C/Dec T/Trim Food Enq										
<b>Total uncompleted customer requests up to 3 months old:</b>				<b>1148</b>				<b>Conquest Work Order &amp; Investigation Long Term up to 3 months old:</b>				<b>429</b>										
<b>Total uncompleted customer requests between 3 to 6 months old:</b>				<b>292</b>				<b>Conquest Work Order &amp; Investigation Long Term between 3 to 6 months old:</b>				<b>176</b>										
<b>Total uncompleted customer requests greater than 6 months old:</b>				<b>443</b>				<b>Conquest Work Order &amp; Investigation Long Term greater than 6 months old:</b>				<b>204</b>										
<p>Request Completed: Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondence finalised.</p> <p>Conquest Work Order: A Work Order has been raised for maintenance, repair or future planned action.</p> <p>Investigation Long Term: Requested task, action or complaint assigned to internal or external investigation, may include, but not limited to: Insurance, Planning, Legal, Civil or Domestic matter</p>																						
<table border="1"> <tr> <td rowspan="3">Key:</td> <td>T/Trim - Tree Trimming</td> <td>Inf Enq - Infringement Enquiry - Local Laws</td> <td>Food Enq - Food Enquiry</td> </tr> <tr> <td>D/Plan - Duty Planner</td> <td>W/Animal - Wandering Animal</td> <td>W/Leak - Water Leak</td> </tr> <tr> <td>Bin RRC - Replace Bin RRC</td> <td>D/Plan - Duty Planner (New Enq)</td> <td>C/Dec - Commissioner of Declaration</td> </tr> </table>													Key:	T/Trim - Tree Trimming	Inf Enq - Infringement Enquiry - Local Laws	Food Enq - Food Enquiry	D/Plan - Duty Planner	W/Animal - Wandering Animal	W/Leak - Water Leak	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Enq)	C/Dec - Commissioner of Declaration
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	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Enq)	C/Dec - Commissioner of Declaration																			

## FINANCIAL MATTERS

Operational Budget Status for month ending July 2015

	Adopted Budget	Revised Budget	EOM Commit	YTD Actual	Commit + Actual	Var	On target 8.3% of Year Gone
	\$	\$	\$	\$	\$	%	
<b>CORPORATE SERVICES</b>							
<b>CORPORATE AND TECHNOLOGY</b>							
<i>Fleet</i>							
Revenues	(266,000)	0	0	(6,824)	(6,824)	3%	✗
Expenses	12,942,760	0	2,946,516	860,154	3,806,669	29%	✗
Transfer / Overhead Allocation	(17,053,000)	0	0	(1,785,023)	(1,785,023)	10%	✓
<b>Total</b>	<b>(4,376,240)</b>	<b>0</b>	<b>2,946,516</b>	<b>(931,693)</b>	<b>2,014,823</b>	<b>-46%</b>	<b>✗</b>
<i>Property &amp; Insurance</i>							
Revenues	(591,200)	0	0	(120,803)	(120,803)	20%	✓
Expenses	2,944,667	0	93,093	1,629,812	1,722,905	59%	✗
Transfer / Overhead Allocation	9,740	0	0	1,581	1,581	16%	✗
<b>Total</b>	<b>2,363,207</b>	<b>0</b>	<b>93,093</b>	<b>1,510,590</b>	<b>1,603,683</b>	<b>68%</b>	<b>✗</b>
<i>Corporate &amp; Technology Management</i>							
Expenses	667,268	0	12,768	22,899	35,667	5%	✓
<b>Total</b>	<b>667,268</b>	<b>0</b>	<b>12,768</b>	<b>22,899</b>	<b>35,667</b>	<b>5%</b>	<b>✓</b>
<i>Information Systems</i>							
Revenues	(14,000)	0	0	(1,114)	(1,114)	8%	✗
Expenses	6,473,867	0	316,007	360,177	676,184	10%	✗
Transfer / Overhead Allocation	21,525	0	0	1,585	1,585	7%	✓
<b>Total</b>	<b>6,481,392</b>	<b>0</b>	<b>316,007</b>	<b>360,648</b>	<b>676,655</b>	<b>10%</b>	<b>✗</b>
<i>Procurement &amp; Logistics</i>							
Expenses	1,568,900	0	1,158	112,971	114,129	7%	✓
Transfer / Overhead Allocation	35,000	0	0	4,221	4,221	12%	✗
<b>Total</b>	<b>1,603,900</b>	<b>0</b>	<b>1,158</b>	<b>117,191</b>	<b>118,349</b>	<b>7%</b>	<b>✓</b>
<i>Customer Service</i>							
Revenues	(210,000)	0	0	(14,854)	(14,854)	7%	✗
Expenses	1,734,409	0	280	108,169	108,449	6%	✓
<b>Total</b>	<b>1,524,409</b>	<b>0</b>	<b>280</b>	<b>93,315</b>	<b>93,595</b>	<b>6%</b>	<b>✓</b>
<b>Total</b>	<b>8,263,935</b>	<b>0</b>	<b>3,369,822</b>	<b>1,172,950</b>	<b>4,542,771</b>	<b>55%</b>	<b>✗</b>
<b>Grand Total:</b>	<b>8,263,935</b>	<b>0</b>	<b>3,369,822</b>	<b>1,172,950</b>	<b>4,542,771</b>	<b>55%</b>	<b>✗</b>



**10 NOTICES OF MOTION**

Nil

## **11 URGENT BUSINESS/QUESTIONS**

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

## 12 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

### RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

#### 13.1 Legal Matters as at 31 July 2015

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

#### 13.2 Funding request by Fleckeri Pictures

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

#### 13.3 Request for Refund of an Extra Waste Collection Service

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

#### 13.4 Properties affected by Natural Disasters

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

#### 13.5 Monthly Report from Chief Executive Officer for the period ending 17 August 2015

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

## 13 CONFIDENTIAL REPORTS

### 13.1 LEGAL MATTERS AS AT 31 JULY 2015

**File No:** 1392  
**Attachments:** 1. Legal Matters - July 2015  
**Authorising Officer:** Tracy Sweeney - Manager Workforce and Strategy  
Ross Cheesman - General Manager Corporate Services  
**Author:** Kerrie Barrett - Coordinator Corporate Improvement & Strategy

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

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#### SUMMARY

*Coordinator Corporate Improvement & Strategy presenting an update of current legal matters that Council is involved in as at 31 July 2015.*

**13.2 FUNDING REQUEST BY FLECKERI PICTURES****File No:** 5016**Attachments:**

1. Funding request from Fleckeri Pictures
2. Film information

**Authorising Officer:** Russell Claus - Executive Manager Regional Development  
Evan Pardon - Chief Executive Officer**Author:** Rick Palmer - Manager Economic Development

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

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**SUMMARY**

*This report evaluates a funding request from Fleckeri Pictures.*

**13.3 REQUEST FOR REFUND OF AN EXTRA WASTE COLLECTION SERVICE****File No:** 169**Attachments:** 1. Rates and Other Charges - Refund and Adjustments Policy**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Ross Cheesman - General Manager Corporate Services

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

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**SUMMARY**

*A request has been received for the refund of an extra waste collection service.*

**13.4 PROPERTIES AFFECTED BY NATURAL DISASTERS****File No:** 1743**Attachments:**

1. Brisbane City Council Voluntary Home Purchase Scheme fact sheet
2. NSW OEHP Voluntary House Raising Scheme Guideline
3. NSW OEHP Voluntary House Purchase Scheme Guideline

**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Robert Holmes - General Manager Regional Services

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

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**SUMMARY**

*At the Council meeting held 14 July 2015, the Council requested that a report be prepared outlining the options and policy examples from other councils for properties impacted by natural disasters. Relevant information that could be identified has been included in this report and Council's consideration as to whether they wish to progress this matter further is sought. If the Council wish to progress this matter, further detail will be developed indicating the impacts of any agreed policy direction for Council's consideration.*

**13.5 MONTHLY REPORT FROM CHIEF EXECUTIVE OFFICER FOR THE PERIOD ENDING 17 AUGUST 2015****File No:** 1830**Attachments:** 1. Monthly Report August 2015**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Evan Pardon - Chief Executive Officer

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

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**SUMMARY**

*Chief Executive Officer presenting monthly report for the period ending Monday 17 August 2015.*



**14 CLOSURE OF MEETING**