



ORDINARY MEETING

AGENDA

10 MAY 2022

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 10 May 2022 commencing at 9:00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
5 May 2022

Next Meeting Date: 24.05.22

Please note:

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

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1 OPENING

- 1.1 Acknowledgement of Country
- 1.2 Opening prayer delivered by Pastor Mark Chamberlain, Rockhampton Baptist Church

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 26 April 2022

Minutes of the Special Meeting held 3 May 2022

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COUNCILLOR/DELEGATE REPORTS

Nil

10 OFFICERS' REPORTS

10.1 DEVELOPMENT INCENTIVE CONCESSION

File No: 13674

Attachments: 1. Letter from Griffin Builders [↓](#)

Authorising Officer: Greg Bowden - Executive Manager Advance Rockhampton
Evan Pardon - Chief Executive Officer

Author: Kelly Doyle - PA to Executive Manager Advance Rockhampton

SUMMARY

This report outlines a further request from the developer of a multiple dwelling, for Council to consider a change to eligibility criteria under the development incentives policy in relation to project construction commencement date.

OFFICER'S RECOMMENDATION

THAT the Chief Executive Officer (Executive Manager Advance Rockhampton) be authorised to negotiate with the proponent of the multiple dwelling project regarding commencement and completion timeframes with continued eligibility for infrastructure charges concession. The amount payable will not exceed 50 per cent of the assessed contribution for the amended development application.

COMMENTARY

After Council approval for the Chief Executive Officer (Executive Manager Advance Rockhampton) to negotiate terms, an agreement with the proponents was reached and 50 per cent of the infrastructure charges concession was to be upheld by Council with conditions. One of the conditions under this agreement was that the actual physical construction of the multiple dwelling will commence by 31 December 2021.

A letter received from Griffin Builders on 25 February 2022, (attached) advises that despite all reasonable efforts, there are several contributing factors that have resulted in this condition not being met. The letter also notes, that the proponents raised concerns that this milestone may not be achieved at the time of negotiation. The letter proposes that Council continue to honour the 50 per cent concession on infrastructure charges, (paid in full upfront), the construction commenced in March 2022 and the development will be completed within the three-year nominated time frame from 27 July 2020.

This proposed development is considered a valuable project for the Rockhampton region economy, it will add 31 much-needed residential units and host a food and beverage outlet further creating local jobs and lifestyle options for Rockhampton residents. Its construction and ongoing management should significantly increase employment in the Rockhampton Region. The development will be located within the area bounded by Victoria Parade and North, Alma and Fitzroy Streets, Rockhampton.

BACKGROUND

When the original development application for this project was lodged on 23 December 2015, the Development Incentives Policy provided that residential developments within the Special Use Inner City North Cultural Precinct within the Rockhampton CBD, which included 12 Archer Street, Rockhampton, could apply for infrastructure charges concessions.

The concessions were then limited to a maximum payment of 50 per cent of the infrastructure charges and expired three years after the development approval was issued by Council. This development approval was approved by Council on 12 August 2016 and the right to infrastructure concessions expired three years later on 13 August 2019.

Infrastructure charges for the project's initial version were assessed at \$188,131.50.

An application to amend the development approval was lodged with Council on 26 June 2020, when a refined version of the Policy applied that did not include any infrastructure charges concession for multiple dwelling developments.

Infrastructure charges for the project under the amended application increased to \$256,131.50.

Council adopted a new Development Incentives Policy on 8 December 2020 to apply during 2021.

This policy included a possible discretionary concession of up to 75 per cent of infrastructure charges for seven land uses that included:

“Any development which has the principal purpose of being a multiple dwelling and is located in the area bounded by Victoria Parade and North, Alma and Fitzroy Streets and which has the scale and standard which would reasonably be expected to significantly increase employment in the Rockhampton Region”.

The proponent of The Loft development does not qualify for developments incentives under the current policy as both applications were lodged with Council before the current Policy came into effect. However, the proponent would have been eligible for an infrastructure charge concession of up to 50 per cent under the original policy had three years not passed after Council issued the development approval.

PREVIOUS DECISIONS

At the Ordinary Council Meeting of 9 March 2021, it was resolved that the Executive Manager Advance Rockhampton be authorised to negotiate with the proponent of the multiple dwelling project regarding the infrastructure charges concessions for that project to a limit of 50 per cent of the assessed contribution for the amended development application.

BUDGET IMPLICATIONS

The development incentives concession which would be payable under the current agreement would amount up to \$128,065.75, which is 50 per cent of the assessed contribution of \$256,131.50. This will be funded through a reduction to infrastructure charges when invoiced.

CORPORATE/OPERATIONAL PLAN

The 2022-27 Corporate Plan outlines Council's aspirations to 'deliver and implement economic development strategies and plans to support future growth opportunities' and Councils vision for one great region to live, visit and invest.

This theme is supported by the following corporate outcomes:

2.1 – Our places and spaces enhance the livability and diversity of our communities.

3.1 – We plan for growth with the future needs of the community, business and industry in mind.

3.4 – We support our Region's economy through our projects and activities.

The 2021-22 Operational Plan, which underpins the Corporate Plan, includes the following relevant action:

2.3.1 – Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.

CONCLUSION

It is requested that Council consider an exception of the agreement with the multiple dwelling developer regarding the commencement date of this particular project with an eligibility of the 50 per cent infrastructure charges concession for the project. There will be no change to the continued eligibility surrounding the completion date and the project will still require completion by the three-year nominated timeframe from the 27 July 2020.

DEVELOPMENT INCENTIVE CONCESSION

Letter from Griffin Builders

Meeting Date: 10 May 2022

Attachment No: 1



Mr Greg Bowden
Executive Manager of Advance Rockhampton
220 Quay St,
Rockhampton QLD 4700

25th February 2022

Dear Greg,

**Re. LOFT ON THE LANE – 12 ARCHER ST ROCKHAMPTON
APPLICATION FOR ROCKHAMPTON REGIONAL COUNCIL DEVELOPMENT INCENTIVES.**

Thank you for meeting with Riley and I yesterday at your office to discuss the commencement of our multi-residential unit development “Loft on the Lane” at 12 Archer St, ROCKHAMPTON.

This project has been many years in the making and I am pleased to announce that, with the assistance of Rockhampton Regional Council and Advance Rockhampton we are looking to progress with construction the week beginning 28th February 2022.

On issue of the developments amended DA, a negotiated infrastructure charges concession of 50% was upheld and approved by RRC, should the conditions listed in the ‘*Agreement under Development Incentives policy*’ between RRC and Eightco Investments be met – see PART 5 – CONTRACT OBLIGATIONS: INCENTIVES.

The condition listed in the agreement under section 5.2(1) - *That actual physical construction of the multiple dwelling will have commenced by 31 December 2021.*

The time-consuming process required to commence construction of a high-rise development can be summarised by the following milestones.

1. Secure necessary presales (70%)
2. Then to progress to full construction documentation,
3. Acquire necessary building, QFES and operational works approvals,
4. Valuation and Quantity Surveying reports issued and then,
5. Obtain necessary third-party finance.

I did raise concerns regarding section 5.2(1) and advised that construction would commence as soon as possible. However, we could not guarantee that construction would commence by 31st December 2021. These concerns were dismissed by council as they were keen to see the project get underway and remained firm with the above timeframes.

07 4927 8158 | 43 Denham St, Rockhampton | PO Box 180, Rockhampton Q 4700



QUALITY. INTEGRITY. RELIABILITY.

GRIFFINBUILDERS.COM.AU



LOFT was released to market in April 2021, receiving great interest from the public and securing 70% pre-sales by the end of September. With the 31st of December deadline in mind, my team and I worked extremely hard through the design and approval stage to commence construction by this date. Unfortunately, as with all development projects, several contributing factors meant this condition could not be met and instead we have fallen short by 8 weeks.

My company has delivered some 170 units in CBD Precinct 1 and CBD Precinct 2 in Rockhampton since 2005, increasing councils rate base significantly with each project enhancing the cities liveability and contributing to changing its skyline.

With many local construction projects not progressing due to the significant price increases inflicted on the industry post pandemic, we are confident we can partially absorb these additional costs and deliver another quality high-rise in the Rockhampton CBD.

We ask Rockhampton Regional Council to honour the 50% concession on the relative infrastructure charges as already approved in the development incentive agreement. With construction commencing imminently, condition 5.2(2) of the agreement will still be met with the outstanding infrastructure charges being paid in full and the development being completed by the three-year nominated timeframe from 27th July 2020.

We appreciate your time and for considering this request. Should you require any additional information please do not hesitate to contact me directly.

Kind Regards

A handwritten signature in black ink, appearing to read "BP" followed by a stylized flourish.

Brian Griffin

07 4927 8158 | 43 Denham St, Rockhampton | PO Box 180, Rockhampton Q 4700



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10.2 SPONSORSHIP OF FOX SUPERFLOW MTB EVENT

File No: 11715
Attachments: 1. Fox Superflow MTB Event Sponsorship Proposal [↓](#)
Authorising Officer: Greg Bowden - Executive Manager Advance Rockhampton
Author: Zac Garven - Tourism Coordinator

SUMMARY

A request for sponsorship for the Fox Superflow Mountain Bike (MTB) Event to be held at the First Turkey Mountain Bike Reserve on 9 and 10 July 2022 is presented to Council for consideration.

OFFICER'S RECOMMENDATION

THAT Council approves the allocation of \$5,000 in funding for sponsorship of the 2022 Fox Superflow MTB Event on 9 and 10 July 2022.

COMMENTARY

The Rocky Trail Group in Australia have approached Advance Rockhampton about viability of executing a mountain bike (MTB) event in Rockhampton on 9 and 10 July 2022 on the First Turkey MTB trails – including a sponsorship proposal.

Please note that Rocky Trail Group is a national company that just happens to have the word 'Rocky' in their business name. They are not based in Rockhampton Regional Council's LGA and have not previously used Rockhampton as one of their event destinations and we see this as an opportunity to attract a new event to the region.

Over the past decade they have been one of the major private mountain bike event promoters in the country. With over 6,900 competitors in 2021 across 53 event days, they have created the fastest-growing 'gravity enduro' mountain biking events in Australia held predominantly on downhill trails with pedal sections that challenge the athlete's endurance strength.

A request for Council to sponsor the 2022 Fox Superflow MTB Event has been received as detailed in Attachment 1, for:

- \$5,000 direct financial support; which is split into \$3,000 for event delivery and \$2,000 for a content creation package

This event format provides a strong social component, with riders being able to take their time during the transition to the next downhill, racing section.

The event has been designed specifically to engage families, groups of friends and couples, encompassing different ages, abilities and riding preferences.

As this would be the first event in Rockhampton, it is hard to estimate the attendance, however across the 38 events they held last year, each event averaged 295 attendees (180 athletes and 115 spectators).

A recent study conducted by AusCycle found that people who travel intrastate specifically for mountain biking will spend on average \$1,934.55 on their trip, with interstate visitors spending on average \$2,594.10.

Majority of this spend is across airfares, ground transport, meals and beverages, accommodation, retail purchases, bike rental and equipment and spare parts.

This event aligns with the "Ride Rocky" Winter MTB Tourism Campaign currently running until end of August 2022.

PREVIOUS DECISIONS

There are no previous decisions of Council relevant to the recommendation under consideration.

BUDGET IMPLICATIONS

Council has approved allocation of the financial component of sponsorship of this event in its 2021/22 Operational Budget (Advance Rockhampton).

LEGISLATIVE CONTEXT

There are no legal implications relevant to this matter.

LEGAL IMPLICATIONS

As this event is being delivered by an external third-party, there are no relevant legal implications for consideration.

STAFFING IMPLICATIONS

There will be no implications to Council permanent staffing levels if Council adopts the proposed recommendation.

RISK ASSESSMENT

There are no significant risks identified relevant to the recommendation under consideration.

CORPORATE/OPERATIONAL PLAN

2017-2022 Corporate Plan:

2.1 A destination sought for lifestyle, community events and tourism

2.1.3 Develop, deliver and support a calendar of events for the Region.

2.3.1 Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.

2022 Operational Plan:

2.2.3 Deliver capability building initiatives that encourage business/industry development.

Mount Archer Activation Masterplan:

Enable opportunities for events and sports tourism

CONCLUSION

On assessment of the request for sponsorship it is recommended Council approve the allocation for sponsorship outlined in the report.


SPONSORSHIP OF FOX SUPERFLOW MTB EVENT

Fox Superflow MTB Event Sponsorship Proposal

Meeting Date: 10 May 2022

Attachment No: 1



ROCKY TRAIL



2022

Destination Partner CAMPAIGN OUTLINE

Presented to:



Explore
ROCKHAMPTON
Stop. See. Stay.



Fox Superflow® with PRO Stage Event Campaign Delivery Package

Digital

- **Event website brand coverage**
 - Listing in Destination Partner section (all Fox Superflow® event and info pages - 17 races p.a.)
 - Status by Rocky Trail as Fox Superflow® PRO Stage venue 2022
 - Council and Destination logo on Rockhampton race page with club ahead of venue section
 - Rockhampton Destination Guide for #rockytrailracers with ad space (artwork to be provided by client)
 - Access to Local Business Promotion - free listing for local businesses in Destination Guide
- **Social media campaign** (see platform stats)
 - **Launch post** on main pages,
 - **3x event-specific destination promotional posts** on FB event page (client content)
 - **Tagged event posts and stories** (for re-sharing)
 - **Media buy inv. est. \$1,000-\$1,500**
- **Newsletter promotion**
 - **1x Solus eDM** Launch email to 13,600 database
 - **1x online banner advert feature in Calendar Newsletter** (bi-monthly) with artwork to be provided by client (dimension 1600x600px)
 - **3x eDM event features** with Destination Partner brand/logo in Superflow®-customer segmented Newsletters (40-45% of total database)
- **PR**
 - Council Official statement in pre-race media release

On-site

- **Brand activation on-site** incl. space for stand at events
- **Brochure / flyers/samples** for rider pack at rego
- **Flags, mesh banners** for on-site branding (client to provide)
- **Invitation for Council Official** to welcome riders (timing tbc)

Photo branding

- **Destination brand** coverage on all rider photos, which are included in the entry fee to encourage word-of-mouth promotions post-race

Post-race

- Social media advertising statistics
- Visitation statistics and demographic information about competitors
- Race report
- Media release

GRANT:

\$3,000 + GST



Fox Superflow® with PRO Stage Content Creation Package

Option 1: Influencer

- **Scouting of social media influencer for event content creation **PRE-RACE****
 - Based on the \$2,000 budget, recommended to source from Rocky Trail racer pool
- Racer with good Instagram following to increase awareness of gravity racers for PRO Format
- **Deliverable:**
 - GoPro content with race track preview of 4 race tracks
 - RTE to engage editor to brand video in and out sequences (sponsor Shingleback with Rockhampton)
 - Race track previews get huge engagement (1,000 - 1,500 views per video) pre-race
 - Content can be seeded in our existing advertorial arrangements with Brakes Wide Open and will be used in paid social media as well as digital campaign.
- **Grant covers:**
 - Travel costs
 - Filming costs and rights

Option 2: Elite racer

- **Scouting of Elite with National and/or World-stage track record for content creation **at the race****
 - Currently scouting options
- Will recommend only those with strong social media following to increase awareness of gravity racers for PRO Format
- Race track previews get huge engagement (1,000 - 1,500 views per video) pre-race
- **Deliverable:**
 - Scouting of Elite/National and/or World-level racer
 - All funds will go into travel costs and appearance fee
- **Grant covers:**
 - Travel costs
 - Appearance fee
- **Grant does NOT cover:**
 - Video content creation
 - Video editing

GRANT:

\$2,000 + GST

Fox Superflow®

*Starve your distractions,
feed your focus.*

With over 4,000 competitors in 2021, the fastest-growing 'gravity enduro' mountain biking events in Australia.

Held predominantly on downhill trails with pedal sections that challenge the athlete's endurance strength.

Rocky Trail Entertainment remains at the forefront of innovation. The races include several LIVE timed racing sections, as well as untimed, transition sections, which all need to be completed as part of the one race event. The event course utilises trails that appeal to a range of performance levels, allowing for new riders to take part and experience the event, whilst also appealing to elite racers.

This event format provides a strong social component, with riders being able to take their time during the transition to the next downhill, racing section. The event has been designed specifically to engage families, groups of friends and couples, encompassing different ages, abilities and riding preferences.

In 2022, a brand-new PRO STAGE element will be added to suitable venues, which will provide a pathway up for juniors and engage the growing semi-pro and elite racing segments across Australia.





Fox Superflow®

Unique format:

- Most popular gravity enduro format in Australia, since 2012
- 30%+ juniors under 17
- 4,000 competitors in 2021
- Huge uptake in 40+ and eBike
- 3 timed stages, 5 runs each
- fastest counts on each track
- untimed, flexible liaisons

Participation:

- Metro Star: 350-600 racers
- Reg. Star: 300-350 racers
- Reg. Rocket: 100-150 racers

Key messages:

- **Race the way you Ride.**
- Ride up un-timed. Drop in with your buddies on each others tyre. Or leave a space to pin. This is about doing party trains, railing berms and SENDING IT!

NEW in 2022:

- Additional Pro-Stage for elites and semi-pros with full-face helmet requirement
- Enduro World Series qualifier status application (always pending EWS confirmation)

Markets & Potential:

- 20-30% growth forecast 2022
- NSW, ACT, QLD, VIC



Click screen for video



Fox Superflow® PRO STAGE

The Fox Superflow is Australia's most popular gravity enduro series, and we are evolving it to help riders young and old expand their horizons!

At selected venues there will be an additional – technically more challenging – 4th PRO STAGE for Elites, U21 and Masters!

At selected venues with the appropriate track choices, we will be adding the additional 4th Pro Stage for highly experienced Elite, U21 and Master racers who choose to participate in this additional classification.

The addition of the 4th climb and the technical aspect of the more challenging timed track is based on how Rocky Trail runs its qualifying events for EWS (full EWS information [here](#))

For the Pro Stages you will need to wear a compliant full face and we encourage pads (in some rounds we are using portions or all of the venue's DH tracks)



NSW | ACT | QLD | VIC

17 races confirmed

32 event days

NEW 5 PRO races

and counting...

2022



The Rocky Trail Group in Australia offers mountain biking events with Rocky Trail Entertainment (RTE). Over the past decade the business has established itself as one of the major private mountain bike event promoters in the country. We look beyond the finish line, offering a powerful promotional platform for sponsors and destination partners. Recognising that Nature Based Tourism (NBT) has become a Supersector in Australia with huge growth potential, the group also offers destination development services specialised in nature- and trail-based tourism (TBT) with their new Rocky Trail Destination (RTD) business.

We assembled a team from a variety of backgrounds, harnessing decades of experience in strategic brand marketing, promotional campaign and event management, as well as destination development. We have been working primarily with regional and rural locations to build presence, assets and awareness. We bring a diverse approach to event management as well as trail development, and destination promotion experience together with underlying social physics methodology to provide a more integrated solution than the visitor economy alone.



Meet the team



Martin Wisata, Managing Director

As the founder of Rocky Trail Entertainment, Martin Wisata combines his tourism and leisure management background with his passion for cycling. He is a very strong project manager with thorough financial and operational skills. His passion is destination management and has become a very active opinion leader for cycling event activities, land management and destination development in the industry. Martin is a very strong project manager with thorough financial and operational skills.



Juliane Wisata, Marketing Director

Juliane Wisata started her career in the manufacturing and retail industries, where she gained thorough insights into B2B as well as consumer marketing. Juliane has a strong skill set in the development and execution of strategic marketing and branding campaigns, which she implements across the Rocky Trail business group. As the business PR Officer, Juliane secures and managing major local and state event funding streams. Both Martin and Juliane are 'Entrepreneurship' lecturers and student mentors at the IMC University of Applied Sciences in the Tourism & Leisure Management course on campuses in Austria and Azerbaijan.



Jo Parker, National Events Manager

Jo is an accomplished National Events Manager with over 32 years' experience in Event Management, Business and Financial Management. She is a competent and dedicated member of our team with Rocky Trail Destination and works as an Event Manager for Rocky Trail Entertainment. She is part of the event delivery across NSW, ACT, QLD and VIC and manages the Junior Development Programme - Rocky Trail Academy - with the kind of capacity that goes beyond what is expected to achieve goals. Jo has a strong focus on communication and transparency, providing a high level of integrity to ensure optimal agency outcomes. I demonstrate strong visible and effective leadership skills and focus on delivering exceptional event management outcomes.



Bob Morris, National Operations Manager

Bob is a highly experienced events manager with extensive track record in the Australian cycling industry as former MTBA Race Director at National-level races. As a National Elite Mountain Bike Commissionaire, Bob is an experienced Sports Specialist with a demonstrated history of working in the sports industry with an outstanding reputation in the cycling industry. As a keen mountain biker, Bob has a thorough understanding and passion for the constant progression and development of the Australian cycling and mountain bike riding and racing scene. He is an excellent asset in the areas of trail stewardship and local community and opinion leader engagement.

We all share a passion for cycling and mountain biking and combine our decade-long experiences in events management, tourism and leisure management as well as strategic marketing campaign development and implementation.

Marketing Snapshot

2021 Data



Key statistics 2021



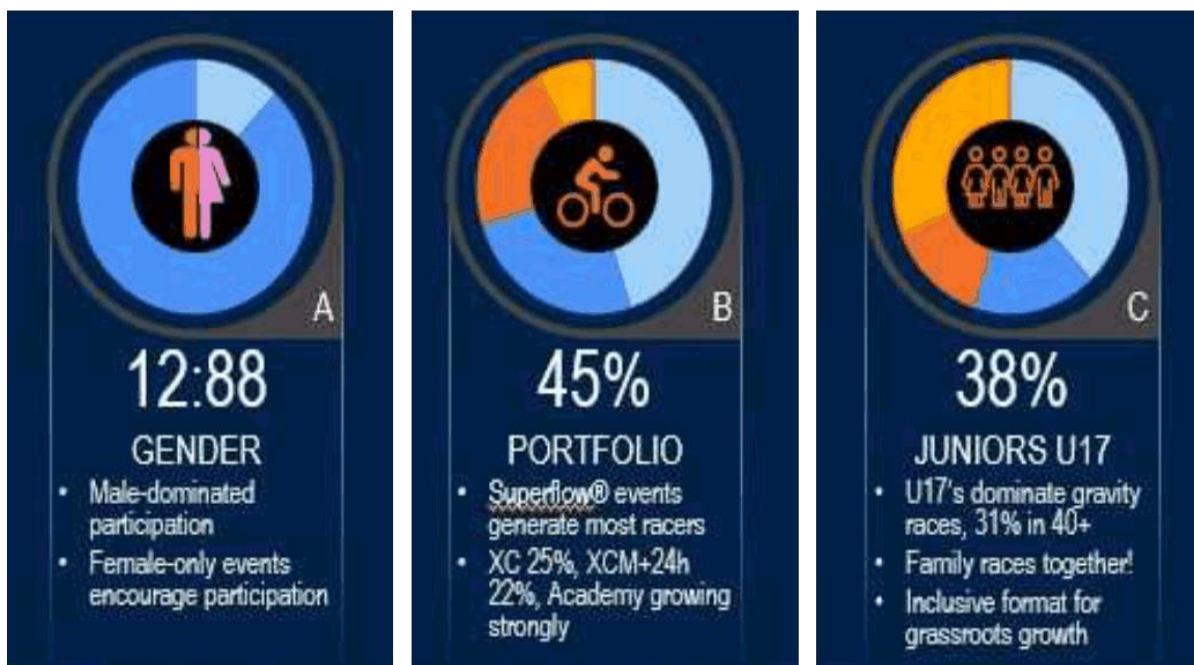
With the Jetblack 24 Hour in December, the Rocky Trail Team will have delivered over 38 competitions with 53 event days in 2021. We mobilised 6,850+ athletes and over 4,400 spectators across NSW, QLD, VIC and the ACT this year.

11,300

Race participants (racers, visitors, crew)

\$2.24

mio overnight and day visitation impact





2022

Event Calendar now
online!

**2022 Campaign in
progress:**

1.8 million
Social Media Reach
Dec-mid March

2,000 competitors
raced (in results) plus
signed up ("in the gate"
ready to race) as per
early Mar 2022

Fox Superflow® | Gravity

- NSW, ACT, VIC, QLD
- 17 events scheduled
- Several venues still scouted

Shimano MTB GP | XC Endurance

- NSW, ACT, VIC, QLD
- 11 events scheduled
- Several venues still scouted

Rocky Trail Academy | Schools

- NSW, ACT, VIC, QLD
- 10 events scheduled (QLD established, market entry VIC, NSW and ACT in 2022)
- Several venues still scouted

Stand-Alone Events

- Jetblack 24 Hour | NSW
- Rocky Trail Shootout Pumptrack Competitions *new* - Funded Community Asset Activations
- The Willo Marathon XCM | NSW
- AMB 100 Marathon XCM | ACT
- Buller Alpenflow Epic Ride | VIC
- Rocky Trail Run | NSW

Total: 45 scheduled, plus 5 potential





**RACE
THE WAY YOU
RIDE.**



ROCKYTRAILENTERTAINMENT.COM

10.3 BARRAMUNDI HIGHWAY CONCEPT DEVELOPMENT PLAN

File No: 8026

Attachments: 1. Barramundi Highway Concept Development Plan [↓](#)

Authorising Officer: Wade Clark - Industry Engagement Manager
Greg Bowden - Executive Manager Advance Rockhampton

Author: Zac Garven - Tourism Coordinator

SUMMARY

A request for approval to progress the Barramundi Highway Concept Development Plan in partnership with Mackay Regional Council.

OFFICER'S RECOMMENDATION

THAT Council approves:

1. The progression of the Barramundi Highway Concept Plan partnering with Mackay Regional Council; and
2. The allocation of \$20,000 in funding to execute the action plans.

COMMENTARY

The Barramundi Highway Concept Development Plan (see attached) is proposed to be a mutually beneficial partnership between Rockhampton Regional Council and Mackay Regional Council to promote visitation to our shared net free zone areas whilst promoting sustainable fishing practices.

This Concept Plan provides guiding principles that underpin the collaborative efforts, an understanding of visitor markets to each region and the relative importance of fishing markets, case study examples of global best practice in trail and fishing experience development and a governance structure to support the on-going partnership across the Barramundi Highway.

This partnership will solidify the reputation of the regions as premier Barramundi fishing destinations in Australia to drive increased economic benefits from fishing in both the Rockhampton and Mackay regions.

The activation of this concept is founded on both regions being aligned on their Recreational Fishing Voluntary Code of Practices and Net Free Zones. These will be marketed through a united voice highlighting what makes each region unique, complimentary and attractive to fishers including:

- World class fishing competitions and events.
- Development of diverse fishing experiences across dams, rivers, deltas and offshore.
- Advocacy for sustainable management of fish stocks and fishing practices.
- Advocacy for enabling infrastructure.

The partnership will be underpinned by:

- A clearly defined governance structure.
- A sustainable ethos (net free zones & voluntary code of practice).
- Enabling infrastructure.
- Shared voice and mutually agreed marketing plan.
- Advocacy to strengthen the 365 day fishing proposition across the Barramundi Highway.

PREVIOUS DECISIONS

13 SEPTEMBER 2016 | COUNCIL RESOLUTION

THAT Council adopts the Rockhampton Recreational Fishing Development Strategy.

BUDGET IMPLICATIONS

The financial component of activity for this concept in the 2021/22 financial year is able to be funded through the existing Advance Rockhampton Economic Development budget.

LEGAL IMPLICATIONS

There are no relevant legal implications for consideration.

STAFFING IMPLICATIONS

There will be no implications to Council permanent staffing levels if Council adopts the proposed recommendation.

RISK ASSESSMENT

There is a minor risk of brand dilution from the existing Fishing the Fitzroy, however this will be mitigated through ongoing marketing efforts to retain brand awareness.

CORPORATE/OPERATIONAL PLAN***2017-2022 Corporate Plan:***

2.1 A destination sought for lifestyle, community events and tourism

2.1.3 Develop, deliver and support a calendar of events for the Region.

2.3.1 Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.

2022 Operational Plan:

2.2.3 Deliver capability building initiatives that encourage business/industry development.

Rockhampton Recreational Fishing Development Strategy:

Key Projects – Rockhampton Region Barramundi Marketing Campaign

CONCLUSION

The Barramundi Highway will assist with increasing visitation to the Rockhampton region and further establish Central Queensland as a major destination for barramundi fishing by using the strength of the two largest net free zone areas in Queensland.

BARRAMUNDI HIGHWAY CONCEPT DEVELOPMENT PLAN

Barramundi Highway Concept Development Plan

Meeting Date: 10 May 2022

Attachment No: 1

BARRAMUNDI HIGHWAY CONCEPT DEVELOPMENT PLAN



February 2022

ACKNOWLEDGEMENT OF COUNTRY

Partners of the Barramundi Highway acknowledge the Traditional Custodians of the lands on which we live, work and play. We recognise their continued connection to the land and waters. We pay our respects to Elders past, present and emerging; and extend that respect to all First Nations Peoples.

The Barramundi Highway concept recognises the six *Larrakia Declaration Principles* and focuses on leveraging a flourishing First Nations tourism economy by sharing authentic, memorable and culturally enriching experiences.

1. Respect for customary law and lore, land and water, traditional knowledge, traditional cultural expressions, cultural heritage that will underpin all tourism decisions.
2. Indigenous culture and the land and waters on which it is based, will be protected and promoted through well-managed tourism practices and appropriate interpretation.
3. Indigenous peoples will determine the extent and nature and organisational arrangements for their participation in tourism and that governments and multilateral agencies will support the empowerment of Indigenous people.
4. That governments have a duty to consult and accommodate Indigenous peoples before undertaking decisions on public policy and programs designed to foster the development of Indigenous tourism.
5. The tourism industry will respect Indigenous intellectual property rights, cultures and traditional practices, the need for sustainable and equitable business partnerships and the proper care of the environment and communities that support them.
6. That equitable partnerships between the tourism industry and Indigenous people will include the sharing of cultural awareness and skills development which support the well-being of communities and enable enhancement of individual livelihoods.

VISION AND OBJECTIVES

Vision

The Barramundi Highway offers accessible fishing in Rockhampton & Mackay with plenty of chances to hook your personal best. Across its naturally diverse waterways (dams, rivers, deltas & off-shore), the Barramundi Highway will be a leading sustainable fishing destination in Australia .

Objectives

- Driving increased economic benefits from fishing in the Mackay and Rockhampton regions that adds greater value to the partnership.
- Solidifying the reputation of the regions as premier Barramundi fishing destinations in Australia.
- Raising awareness of sustainable fishing practices through the Code of Conduct.
- Maintaining (or enhancing) healthy fish stock levels across the region.

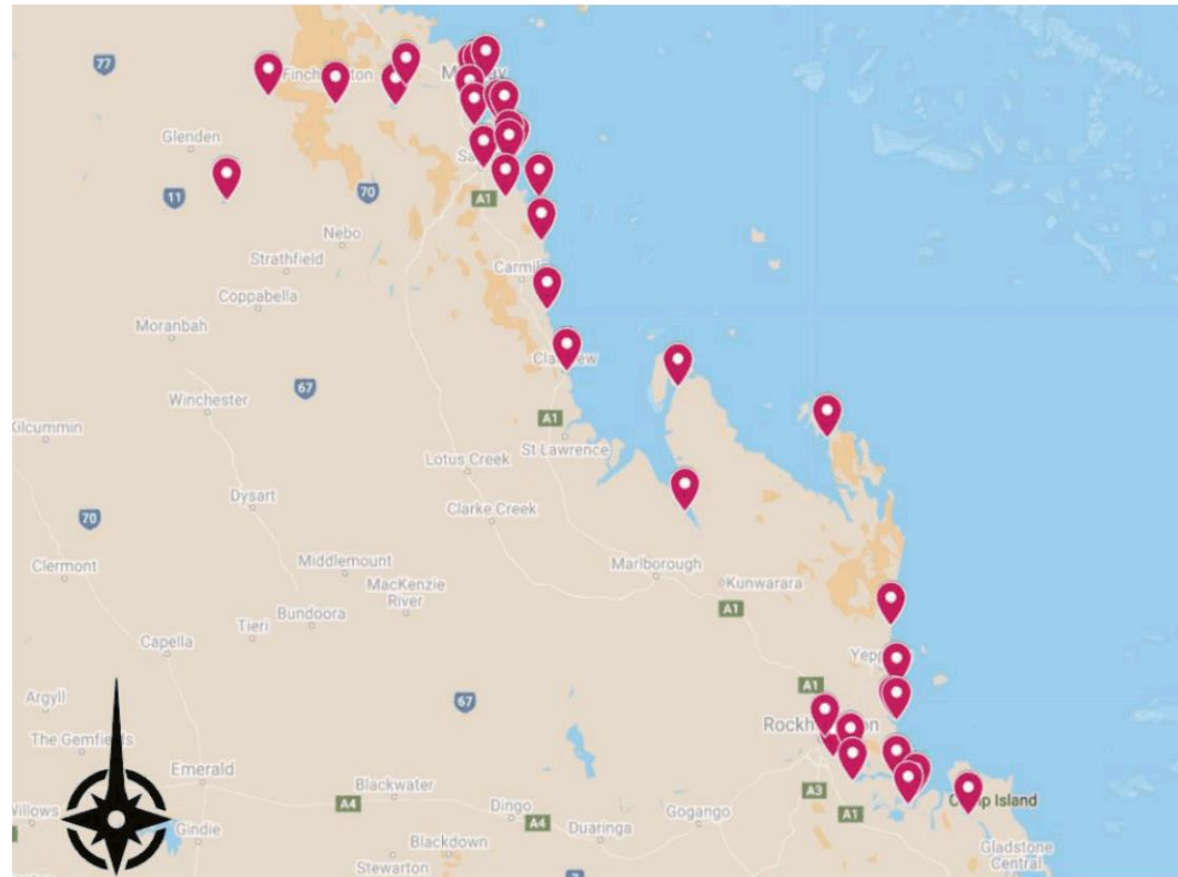
To achieve the vision and objectives the partners will lead:

- Collective marketing through a united voice highlighting what makes each region unique, complimentary and attractive to fishers.
- World-class fishing competitions and events.
- Development of diverse fishing experiences across dams, rivers, deltas and offshore.
- Advocacy for sustainable management of fish stocks and fishing practices.
- Advocacy for enabling infrastructure.

The partnership will be underpinned by:

- A clearly defined governance structure.
- A sustainable ethos (net-free zones & voluntary code of practice).
- Enabling infrastructure.
- Shared voice and mutually agreed marketing plan.
- Advocacy to strengthen the 365 day fishing proposition across the Barramundi Highway.

MAP OF BARRAMUNDI FISHING ACROSS MACKAY & ROCKHAMPTON



1 INTRODUCTION



'Memorable experiences are about creating value. Value is the defining factor. When there is no difference in value people buy on price alone. You can only compete on price for so long but you can compete on value forever.'

- Pine and Gilmore, The Experience Economy, 1999

1.1 PROJECT DESCRIPTION, PURPOSE AND DESIRED OUTCOME

The Barramundi Highway is a joint initiative between Advance Rockhampton, Mackay Regional Council and Mackay Isaac Tourism. The purpose of this document is to provide a concept plan to support the delivery of economic benefits (increased visitor flow between region, purposeful visitor management and increased expenditure in each region) that exceed the benefits of working alone and solidify the regions as premier Barramundi fishing destinations.

The partnership is forged with mutual understanding of the value of sustainable fishing practices, the alignment of net-free experiences and the complimentary experiences that can be delivered through the diverse waterways across the regions.

Visitors do not see arbitrary boundaries; the Barramundi Highway provides a united proposition to visitors that offers 365 days of iconic fishing experiences.

The concept plan includes:

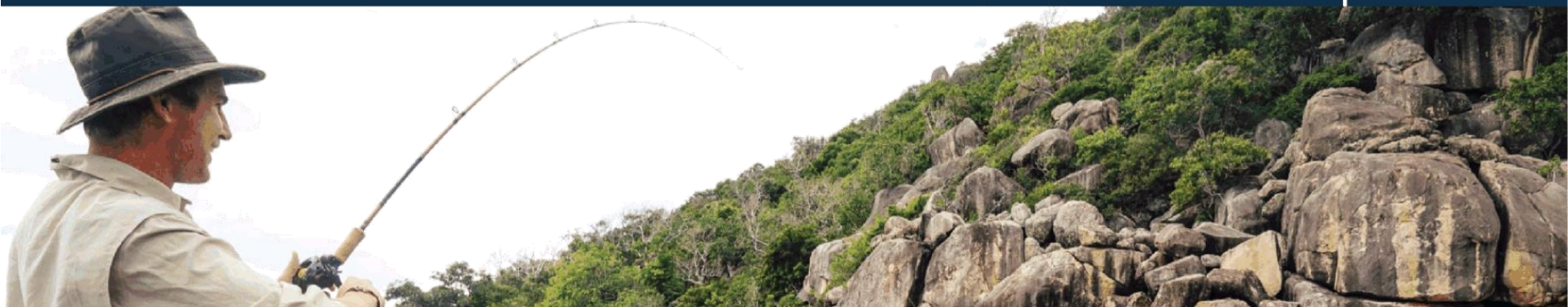
- A vision of success for the Barramundi Highway and guiding principles that underpin the collaborative efforts;
- An understanding of visitor markets to each region and the relative importance of fishing markets;
- Case-study examples of global best practice in trail and fishing experience development;
- A governance structure to support the on-going partnership across the Barramundi Highway;
- A set of recommendations to advance this opportunity.

The following methodology was used:



Figure 2 – Project Methodology

2 REGIONAL CONTEXT



'Memorable experiences are about creating value. Value is the defining factor. When there is no difference in value people buy on price alone. You can only compete on price for so long but you can compete on value forever.'

- Pine and Gilmore, *The Experience Economy*, 1999

2.1 Fishing in Queensland

Queenslanders are known as keen recreational fishers. The most recent report by Queensland fisheries (2016) identified more than 640,000 people fish for recreation annually, taking home over 8,500 tonnes of fish, crab and prawn. Preliminary indications from an updated 2019 study suggest that there has been a large increase in the popularity of recreational fishing with approximately 940,000 people recreationally fishing in Queensland³. As of 2016, the recreational value of fishing was approximately \$400 million to the Queensland economy¹. For charter fishing, 2018/19 over 120,300 passengers in Queensland created a Gross Value of Production of \$33.1 million and employed over 300 Queensland residents in full time employment². Across the charter fishing sector in Queensland, the majority of consumers are domestic (84%). Day trip and game fishing operators drive the highest proportion of their business from international visitors (39% and 21% respectively)².

As well as economic value, recreational fishing holds significant social benefit. Social benefits may include the development or enhancement of social connections through quality time spent with friends, family and fellow fishers and the passing on of culture and traditions between generations. Further mental and physical health benefits include fitness and mental health benefits from the value of being outdoors⁴. Whilst some of these are immeasurable and benefit individuals and community, there are also flow-on benefits to the economy through direct (bait, tackle, accommodation) and indirect (fuel, food and beverage) spending which may result in savings across other areas of the economy, for example, healthcare due to the focus on mental health.

Rockhampton

A Net Free Zone (NFZ) was declared over the lower Fitzroy and Keppel Bay in November 2015 presenting the region with new recreational fishing opportunities. The introduction of the NFZ was also designed to support tourism opportunities and promote economic growth. Key drawcards to the region include its ease of access, with the ability to get from the airport to the Fitzroy in under an hour. Rockhampton is also within driving distance of key markets such as South-East Queensland.

In response to the NFZ, in 2016, Rockhampton launched its recreational fishing strategy, focusing on five key areas – marine infrastructure planning, business development and support, marketing and promotion, fisheries management and freshwater and estuary ecology planning. Key outcomes from the plan included the delivery of demand driven supporting infrastructure to provide access to key fishing spots, Fishing the Fitzroy marketing and promotion alongside event activation and the monitoring and reporting of the health of the Fitzroy catchments.

Mackay

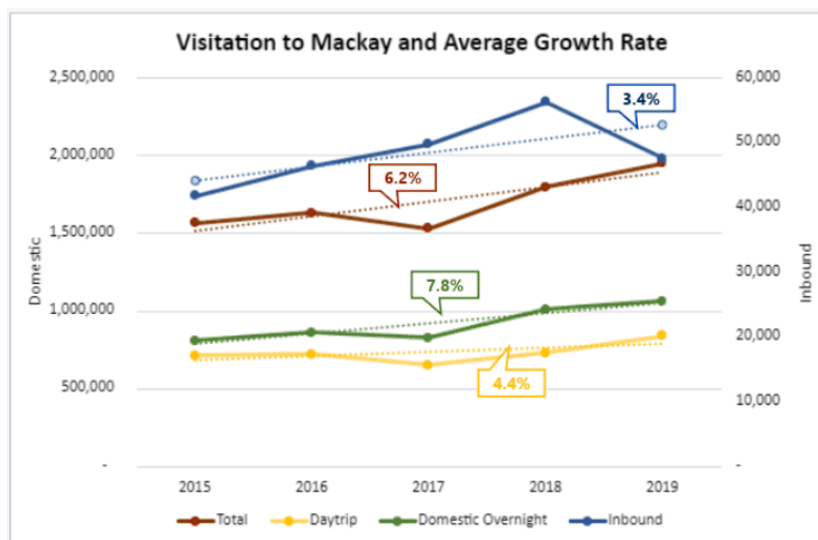
Also a NFZ (St Helens Beach – Cape Hillsborough), Mackay delivered its Recreational Fishing Strategy in 2017 with the vision to *“become one of Queensland and Australia’s premier recreational fishing destinations, renowned for our offer of superb fishing 365 days of the year”*. Actions underpinning the region’s vision are delivered under the themes of ecology and fisher management, recreational fishing infrastructure, business and product development, marketing and positioning and enabling developments.

Mackay also appeals to Queensland visitors located roughly mid-way between Brisbane and Cairns. The region offers diverse fishing experiences both off-shore and through dams. For some of Mackay’s impoundments (Kinchant, Eungella and Teemurra Dams) stocked impoundment permits are required. These impoundments however enable 365 days of barramundi fishing with the annual closed season across the East Coast (Rockhampton included) running from November to February.

Mackay’s fishing experiences are promoted through *Hooked on Mackay* and regional based clubs facilitate competitions throughout the year including the World Sooty Grunter Championships, Mackay Expo and Kids Fishing Day.

1. Green Paper on Fisheries Reform - <https://www.publications.qld.gov.au/dataset/green-paper-on-fisheries-management-reform-in-queensland/resource/fe6ebad-2317-4c0a-99e1-585598bfa1a1e>
 2. Economic and social indicators for the Queensland Charter Fishery 2017/18 and 2018/19 <https://www.publications.qld.gov.au/dataset/fisheries-economic-and-social-indicators-financial-years-2018-and-2019/resource/7ac87916-a5f8-44e5-9d0a-9d422a0a44d2>
 3. Queensland Department of Agriculture and Fisheries (2021) - <https://era.daf.qld.gov.au/id/eprint/17879/#:~:text=This%20survey%20estimated%20that%20approximately%20one%20million%20people%20participate%20in%20recreational%20fishing%20events>
 4. National Recreational Fishing Survey - <http://www.nationalrecreurveys.com.au/economic-benefits-of-recreational-fishing/>

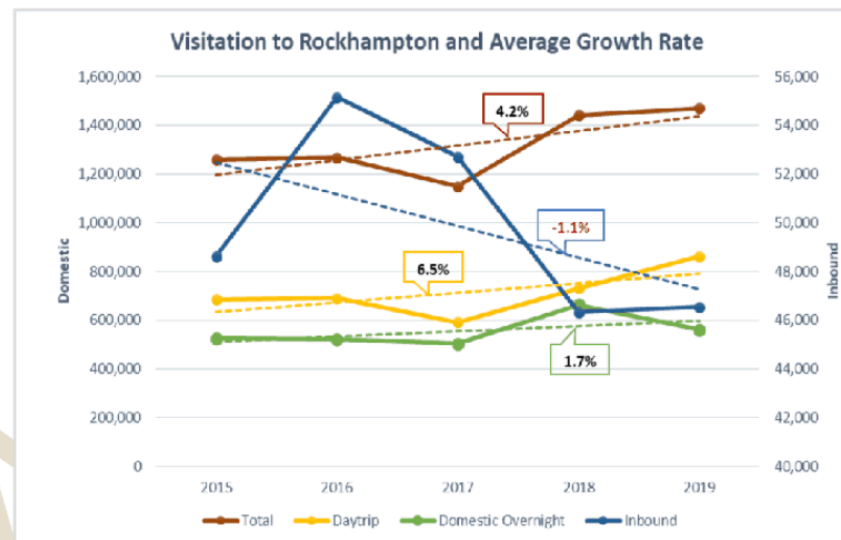
2.2 VISITOR TRENDS



Total visitation to the Mackay Region increased from 1.5 million in 2015 to over 1.9 million visitors in 2019, with a small decline in 2017. Total visitations to Mackay achieved an annual growth rate (AAGR) over a 5-year period of **6.2%**.

The domestic overnight and daytrip visitors followed the same pattern and the same decline year as the total visitation. There was a gradual increase between 2015 and 2019 with a 5-year AAGR of 7.8% and 4.4% for domestic overnight and daytrip visitations, respectively.

The inbound visitation also observed a slight increase from 41,806 in 2015 to 47,530 in 2019, with a 5-year AAGR of 3.4%. This growth rate was lower than the growth rates of domestic visitation.



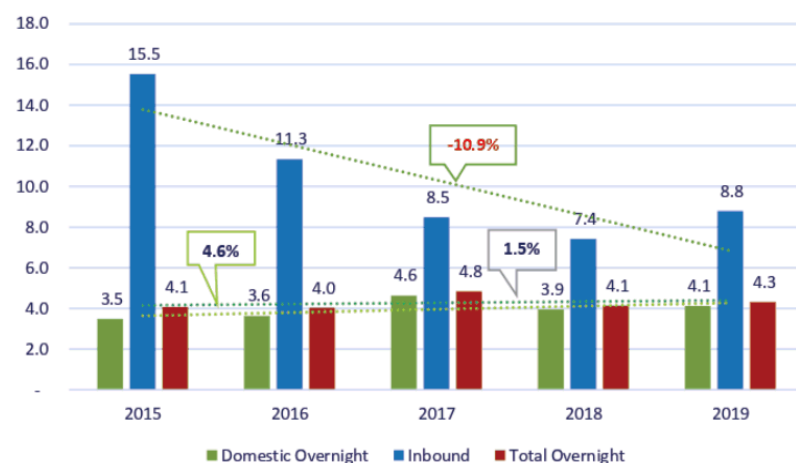
The total visitations to Rockhampton increased from 1.25 million in 2015 to over 1.47 million visitors in 2019, with a short decrease in visitors in 2017. Total visitation to Rockhampton achieved an annual growth rate (AAGR) of **4.2%** over a 5-year period.

The domestic overnight and daytrip visitation also followed the same pattern (2017) as the total visitations between 2015 and 2019. Domestic overnight had a much slower average growth rate (1.7%) compared to domestic daytrip visitations (6.5%) over the 5-year period.

The inbound visitation however, observed fluctuations during the 5-year period, increasing from 48,613 in 2015 to 55,146 in 2016, then dropping significantly to 46,548 in 2019 with a 5-year AAGR of -1.1%.

2.2 VISITOR TRENDS

Average Length of Stay (ALOS) in Mackay

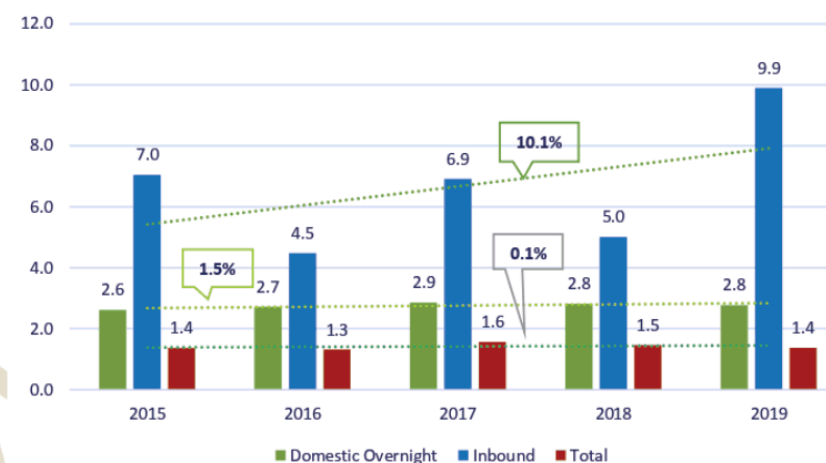


Despite the increased total visitor nights between 2015 and 2019, Mackay saw a very minor change in the overnight segment's average length of stay (ALOS) with a 5-year AAGR of 1.5%.

While the ALOS increased among domestic overnight visitors (with a 5-year AAGR of 4.6%), the drop in inbound visitor nights significantly affected the overnight segment's ALOS.

Consistent with inbound visitor nights, the average length of stay (ALOS) in Mackay is decreasing (from 15.5 days in 2015 down to 8.8 days in 2019) with a 5-year AAGR of -10.9%.

Average Length of Stay (ALOS) in Rockhampton



Similar to Mackay, even though there was an increase in total visitor nights between 2015 and 2019, Rockhampton saw a minor shift in the overnight segment's ALOS (with a 5-year AAGR of 0.1%).

The ALOS observed a slight increase among domestic overnight visitors between 2015 and 2019 with a 5-year AAGR of 1.5%.

Consistent with inbound visitor nights, the average length of stay (ALOS) in Rockhampton was increasing (from 7 days in 2015 up to 9.9 days in 2019) with a 5-year AAGR of 10.1%, which was a significantly faster growth rate than the domestic overnight segment.

2.3 VISITOR PROFILE – MACKAY & ROCKHAMPTON

Mackay Visitor Profile

Top activities participated in¹:

1. Eat out / dine at a restaurant and/or cafe
2. Visit friends & relatives
3. Pubs, clubs, discos etc
4. Go shopping for pleasure
5. Go to the beach
6. Sightseeing/looking around
7. Exercise, gym or swimming
8. Visit national parks / state parks
9. **Fishing**
10. Bushwalking/rainforest walks



39.5% of visitors were aged **50 and above**, followed by **36.8%** of visitors aged **35-49** and **28.8%** of visitors aged **20-34**



39.9% of visitors were **business associates**, followed by **32.7%** of **holiday makers**



The most popular travel groups visiting Mackay were **solo travellers (47.4%)**, followed by **business associates (16.4%)** and **adult couples (16.1%)**



92.7% of visitors are from Queensland with **81.2%** of intra-state visitors are from the regional QLD, and **11.4%** are from Brisbane



More than half of visitors were **male (62.8%)**



41.7% of visitors have **annual household income** of greater than **\$150k**, followed by **26.3%** having **annual household income** between **\$85k-\$150k** and **17.1%** having **annual household income** between **\$40k-\$85k**



Both **private (39.3%)** and **commercial accommodation (39%)** are popular accommodation options of domestic overnight visitors in Mackay



Self-drive (59.3%) is the most popular transport option for domestic visitors in Mackay

Rockhampton Visitor Profile



45.8% of visitors were aged **50 and above**, followed by **26.6%** of visitors aged **35-49** and **24.4%** of visitors aged **20-34**



30.9% of visitors were **holiday makers**, followed by **24.9%** of **other reasons** and **22.4%** of **business associates**



The most popular travel groups visiting Rockhampton were **solo travellers (37.9%)**, followed by **adult couples (21.9%)** and **friends or relatives travelling together (14.9%)**



94.9% of visitors are from Queensland with **80.1%** of intra-state visitors from regional Qld, and **14.8%** from Brisbane



More than half of visitors were **male (54.1%)**



28.9% of visitors have **annual household income** between **\$85k-\$150k**, followed by **26.6%** having **annual household income** above **\$150k** and **26.4%** having **annual household income** between **\$40k-\$85k**



Commercial accommodation (58.1%) is the most popular accommodation option of domestic overnight visitors in Rockhampton



Self-drive (86.6%) is the most popular transport option for domestic visitors in Rockhampton

Top activities participated in¹:

1. Eat out / dine at a restaurant and/or cafe
2. Visit friends & relatives
3. Go shopping for pleasure
4. Pubs, clubs, discos etc
5. Sightseeing/looking around
6. Go to the beach
7. Attend an organised sporting event
8. Visit botanical or public garden
9. Visit wildlife parks / zoos / aquariums
10. Visit national parks / state parks
17. **Fishing**

2.4 IMPLICATIONS FOR THE BARRAMUNDI HIGHWAY









Implications	
 <p>Overnight visitor numbers are dominated by Mackay, Townsville, Capricorn and Brisbane. Other important markets are Whitsundays and other Qld.</p>	 <p>Business visitors are a key driver of overnight visitation – these visitors are predominantly FIFO workers – converting to longer stays presents significant opportunity.</p>
 <p>There is a significant proportion of high-income male, single visitors. Ensuring the Barramundi Highway is accessible and engaging for this target market will be valuable for success.</p>	 <p>VFR currently plays an important role in overnight visitors presenting in-market opportunities to encourage further stays and movement across the two regions.</p>
 <p>Visiting friends and relatives and food and beverage experiences are most engaged in across the regions.</p>	 <p>Food and beverage are key experiences and demand is increasing for current/potential visitors.</p>
 <p>Self-drive is a key market across the Barramundi Highway. To encourage visitors with vessels to stay longer, accommodation needs to provide secure parking.</p>	 <p>Fishing remains a relatively important activity for participation among domestic overnight visitors across both regions. There is room for future growth through links to beach and site seeing experiences.</p>

Figure 6 – The overview of implications

2.5 TARGET MARKETS

Based on the analysis completed on current markets across the region it is possible to identify the target markets that will bring greatest economic return to the Barramundi Highway.

Primary – Experienced Fishers

This core fishing market travel for the primary purpose of undertaking fishing experiences on their trip. This group of travellers will most likely bring their own gear and have strong knowledge about sites and species. They will be seeking detailed information on tides and access points.

Experienced fishers will be influenced by word-of-mouth and fishing specific publications (blogs, magazines, events etc.). Often their trigger for travel will be catch of specific species or participation in a competition.

This traveller will most likely be arriving from the Central Queensland area or South East Queensland. Accommodation that provides secure parking will be an important consideration.



Secondary – Business Travellers

Business travellers – predominantly miners – have above average income, are located within 200km of the Barramundi Highway and may have some social interest in fishing. This market presents a significant opportunity to convert weekends from travel home (or to other destinations) to staying in region to experience the Barramundi Highway. Some may have their own gear, but easy access to tackle and bait will be important for this market. Supporting and ancillary experiences will be most important to this group of travellers, linking to food and beverage experiences.

Accessibility, convenience and opportunities for friendship groups to fish together will be important to this market.



Secondary – Families

Family groups travelling to the region may not be travelling for the purpose of fishing, but may engage in some fishing experiences whilst in region.

Access to tackle and bait will be important as they may or may not bring their own with them. Also important is the provision of information on entry points, best times to fish and basic tips to reel in a catch. This market will typically come from within a 4hour drive radius.

A strong opportunity exists to extend length of stay through accessible fishing experiences and to encourage longer, multi-destination trips through well promoted itineraries.

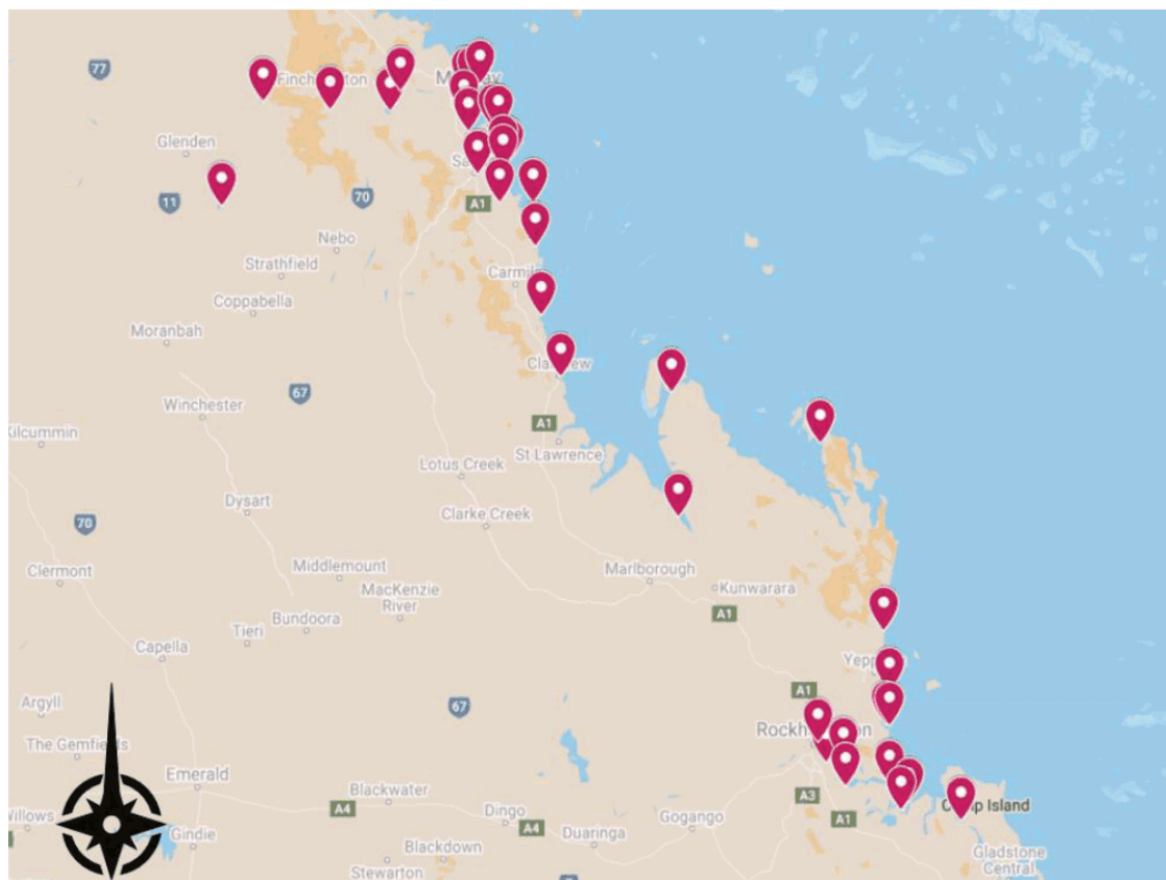


2.6 MAPPING

There is significant opportunity for Barramundi fishing across the Barramundi Highway. Access points vary with opportunities for land-based experiences and access via boat and four-wheel-drive.

The map adjacent highlights the barramundi fishing opportunities across the highway. Whilst there are further waterways with additional species supporting the Barramundi Highway, the mapping illustrates the strength of proposition across barramundi fishing.

In development of collateral and online materials, additional species should be included to hook visitors on the potential opportunity.



3 NATIONAL AND INTERNATIONAL CASE STUDY EXAMPLES



When you customise an experience to make it just right for an individual...you cannot help changing that individual.

- The Experience Economy, Updated Edition, 2011

3.1 CASE STUDY EXAMPLES

Case studies from around the world have been identified to describe how their theme, activity sets and management can benefit the Barramundi Highway. These case studies give best practice examples of projects that relate to fishing experience development, bringing driving routes to life. Full case studies can be found in the appendix, with summaries included below.

Table 2 – Global best practice examples of Driving Route and Fishing Trails Case Studies

NAME	LOCATION	FEATURES	
Fishing in Almost Heaven	West Virginia, America	Theme:	National Parks fishing opportunities across streams and lakes.
		Management:	Fishing in Almost Heaven is led by the Department of Natural Resources and is supported by Wildlife Resources Section, West Virginia State Parks Section and the Law Enforcement Section – it is led under a statutory mission.
		Defining Feature:	The trail provides interactive mapping for visitors highlighting the fish species most prevalent in each water body. Events are utilized for strategic visitor dispersal.
		Target Market:	Families and novice fishers are the primary market for the trail – the marketing addresses this through the provision of basic information on how to catch what species. The site acts as a one stop shop for itineraries and permits making fishing accessible to the novice market it is attracting.
The Outback Way Art and Artisan Trail.	Queensland and Northern Territory, Australia	Theme:	To connect and capture the diversity of the people, land and history.
		Activity Sets:	Drive trails, local art galleries and museums
		Defining Feature:	Linkage between different people and places.
		Management:	The Outback way is an overarching drive route across Australia, the Art and Artisan trail is a select route that visitors can choose to take if they are interested in the cultural activities. Independent business owners can join or be asked to join the route but are still able to operate for all visitors not just those along the trail.
Mammoth Lakes	California, America	Theme:	365 days of fishing – sun or snow.
		Activity Sets:	Permitted fishing (free fishing events hosted once a year to reach new target markets). Fishing itineraries, travel tips and sustainable fishing. Itineraries designed to encourage spend through supporting services (e.g restaurants).
		Defining Feature:	Guiding services available through the region, performance guiding or species guides. Interactive itineraries presented with supporting facilities and events. Accommodation lists trailer parking as a key feature.
		Management:	Driven by the Mammoth Lakes Tourism Board with support from tourism businesses throughout the region. Marketing led initiative.

3.1 CASE STUDY EXAMPLES

Case studies from around the world have been identified to describe how their theme, activity sets and management can benefit the Barramundi Highway. These case studies give best practice examples of projects that relate to fishing experience development and bringing driving routes to life. Full case studies can be found in the appendix, with summaries included below.

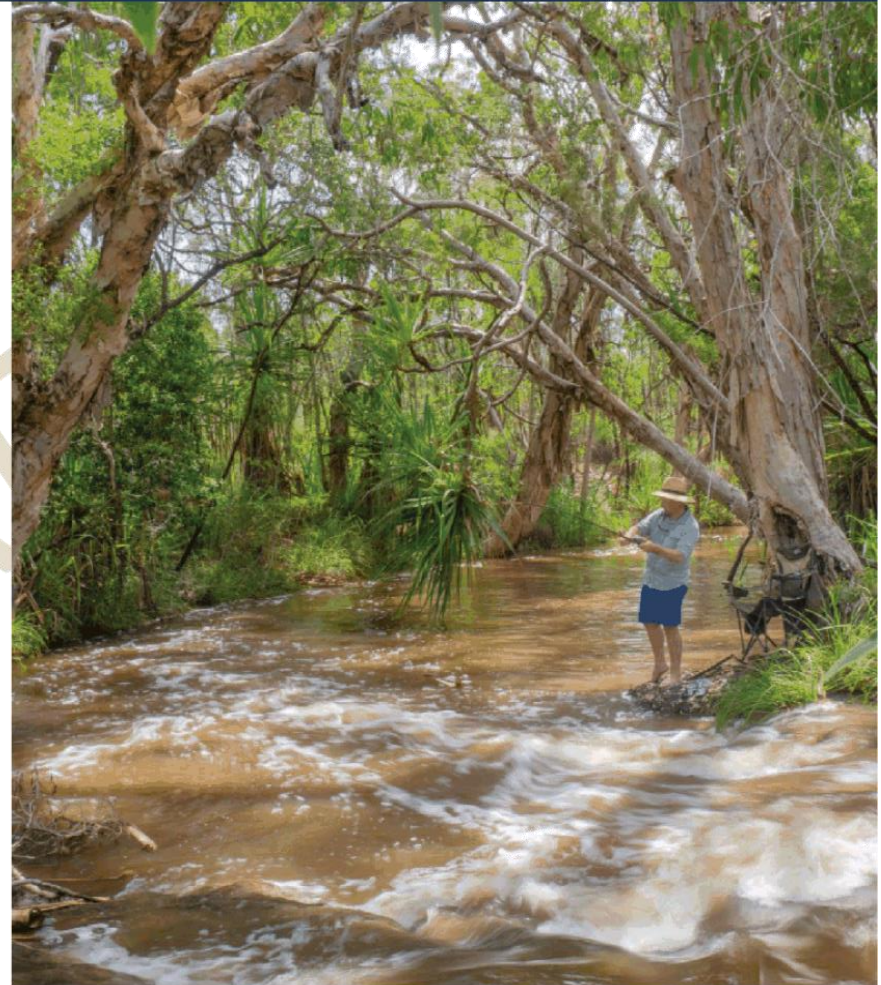
Table 2 – Global best practice examples of Songline Case Studies

NAME	LOCATION	FEATURES	
Wine and Vine Trail	Queensland Australia	Theme:	Winery and cellar door experiences across Granite Belt to the Scenic Rim / Gold Coast Hinterland; South Burnett; Wide Bay-Burnett; Brisbane / Greater Brisbane / Sunshine Coast; and Darling Downs / Western Queensland..
		Activity Sets:	Self-guided tours to vineyards, wineries and cellar doors across South East Queensland.
		Defining Feature:	Designed specifically to encourage travel to multiple experiences. Pure focus on wine regions, no supporting experiences included.
		Management:	Funded through Federal and State Government grants, the trail was developed and led by the Queensland Wine Association.
South East Queensland Food Trails	Queensland Australia	Theme:	Food and wine experiences across the South East.
		Activity Sets:	Local produce championed through self-drive food and wine experiences across the South East.
		Defining Feature:	Interactive trail development based on personal interest or preference. Printable and downloadable itineraries curated to personal taste – these can be opened directly in maps for accessibility. Sample itineraries available for those unsure of where to begin.
		Management:	Led by the South East Council of Mayors, the program is funded by the Local Government's within the program. Further content based support is provided with links to the Regional Tourism Organisations and businesses across the region.
Taste of Place Foodie Trails	Scotland	Theme:	Telling the story of Scottish culture through food and drink.
		Activity Sets:	Food and beverage experiences upfront, supported with auxiliary opportunities especially culture and nature.
		Defining Feature:	Clear signage across Scotland to support the delivery of the experience. Businesses who are involved in the trail have signage to create a visual representation. Downloadable guides to support visitation.
		Management:	Led by Visit Scotland with buy in from regional businesses and local tourism organisations. Quality assured with the Taste our Best scheme.

3.2 CASE-STUDY IMPLICATIONS

The key implications from the variety of trails and fishing experiences examined include:

- **Level of knowledge:** A degree of technical information for keen fishers needs to be balanced with basic “how to” information and tips for reeling in a great fish.
- **One stop shop:** The Barramundi Highway needs to create accessible experiences for visitors. This means the purchasing of permits (where required), tackle and bait, charter experiences and mapping of the best fishing spots all need to be promoted in the one place. Itineraries creating a desire to move between the two destinations is also important, highlighting the value of fishing in diverse environments.
- **Accommodation:** In order to convert visitors from day-trips to overnight stays, or to encourage a longer length of stay, accommodation provision needs to be trailer friendly. With expensive fishing equipment on board, visitors are seeking secure parking – often in a locked complex or with security cameras directed towards the trailer parking. Clearly identifying accommodation that meets market needs along the Barramundi Highway will support visitors' decision making.
- **Sustainability:** Healthy fish stocks are the core product of the Barramundi Highway. Strong visitor management, sustainable stock management and engagement within visitors in the Code of Conducts will support the sustainable future of the region. As we emerge through COVID-19 challenges, visitors are seeking experiences with reduced impact on the natural environment and that empower them to travel for good. Clear and transparent communication around how the region is supporting sustainable fish stocks and how visitors can minimize their impact whilst travelling is now necessary.
- **Mapping:** For visitors, simple mapping that is interactive, conversion to mobile mapping apps and the ability to view itineraries off-line further facilitates the accessibility of the Barramundi Highway.



4

THE BARRAMUNDI HIGHWAY EXPERIENCE DEVELOPMENT FRAMEWORK



*People will forget what you said, they will forget what you
did, but they will never forget how you made them feel"*

- Maya Angelou

4.1 BARRAMUNDI HIGHWAY TOURISM EXPERIENCE DEVELOPMENT FRAMEWORK

Tourism Experience Development Framework



Figure 7 – Tourism Experience Development Framework

The **Global elements** of the brand promise, USPs and guiding principles and experiences need to be **common across the region**. This creates an **integrated and seamless context** for all attractions, events and visitor services.

The **Specific elements** help to **bring the higher level messages of the Barramundi Highway to life within their local area**, right down to specific products and supporting activities.

The Components of the Framework

GLOBAL

Brand Promise

Your Brand Promise is the unique offering that sets you apart from your competitors and goes with you everywhere you go. From the idea of travel to post trip storytelling, your core message needs to be strong, clear, unique and memorable.

USPs

Your Unique Selling Propositions are the specific elements about your offering that set you apart.

Guiding Principles & Experience Lenses

The guiding principles set the overall core intent and messaging that we want to ignite for guests. The experiences form a menu of how to achieve each principle in practice.

SPECIFIC

Regional Themes & Stories

The opportunity to showcase the specific history of the regions, by bringing to life heritage and cultural events.

Regional Experiences (Destination)

Regional experiences form the primary cast and locations for the stories to take place. Sometimes these are not immediately apparent.

Signature Experiences (Product)

Within the region, these integrated products bring a unique offering for guests and visitors and form the backbone for supporting the stories, experiences and ongoing word-of-mouth referral.

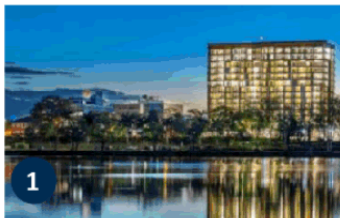
Supporting Experiences & Products

Bolting on to the primary experiences, ancillary products can be identified to enrich the overall experience, deliver enhanced advocacy and provide new revenue opportunities.

4.2 REGIONAL EXPERIENCE LENSES

It is possible to **reframe existing regional assets, products and experiences** through eight experience lenses. By viewing existing assets through each lens, we're able to find **new and creative ways to develop new products and services that delight and ignite guest interest.**

When viewed across the **Barramundi Highway**, we can apply these lenses to places and products which support the context of the wider regional positioning, and **deliver a robust product portfolio to widen market appeal, drive visitation and increase revenue.**



1
Stay with a story in luxury or on a budget in a property with provenance or **welcomed as a guest** into accommodation that supports primary activities



2
Go behind the scenes for a once in a lifetime experience with a guide that is fun, well-informed and engaging



3
Take your place in the setting for an iconic part of an Central Queensland story



4
Be taken on an adventure or part of discovering and uncovering amazing stories



5
Learn a new skill or a quirky fact about the people and places of the Queensland stories



6
Showcasing local products and the story connecting them with people and place



7
Give something back to the Australian story, through your time, your connections or your story



8
Be a part of a unique collaboration between contemporary and historic stories

Image credits: 1. Rockhampton tours and attractions - <https://www.barrierreefaustralia.com/places-to-see/capricorn-region/196/rockhampton/91/>; 2. Hooked Fishing Charters - <https://www.couriermail.com.au/news/queensland/rockhampton/hooked-fishing-charters/image-gallery/667dfa1f05242c040491237f7b406214?page=1>; 3. 4. 5 8. Tourism and Events Queensland; 6. Lighthouse Seafood Mackay - https://www.tripadvisor.com.au/Restaurant_Review-g255338-d2199994-Reviews-Lighthouse_Seafood_Takeaway-Mackay_Queensland.html; 7. Department of Environment and Science - Park Volunteer Programs - <https://apps.des.qld.gov.au/park-volunteers/?park=mackay-islands#searchresults>

4.3 VISION AND OBJECTIVES

Vision

The Barramundi Highway offers accessible fishing in Rockhampton & Mackay with plenty of chances to hook your personal best. Across its naturally diverse waterways (dams, rivers, deltas & off-shore), the Barramundi Highway will be a leading sustainable fishing destination in Australia .

Objectives

- Driving increased economic benefits from fishing in the Mackay and Rockhampton regions that adds greater value to the partnership
- Solidifying the reputation of the regions as premier Barramundi fishing destinations in Australia
- Raising awareness of sustainable fishing practices through the Code of Conduct
- Maintaining (or enhancing) healthy fish stock levels across the region

To achieve the vision and objectives the partners will lead:

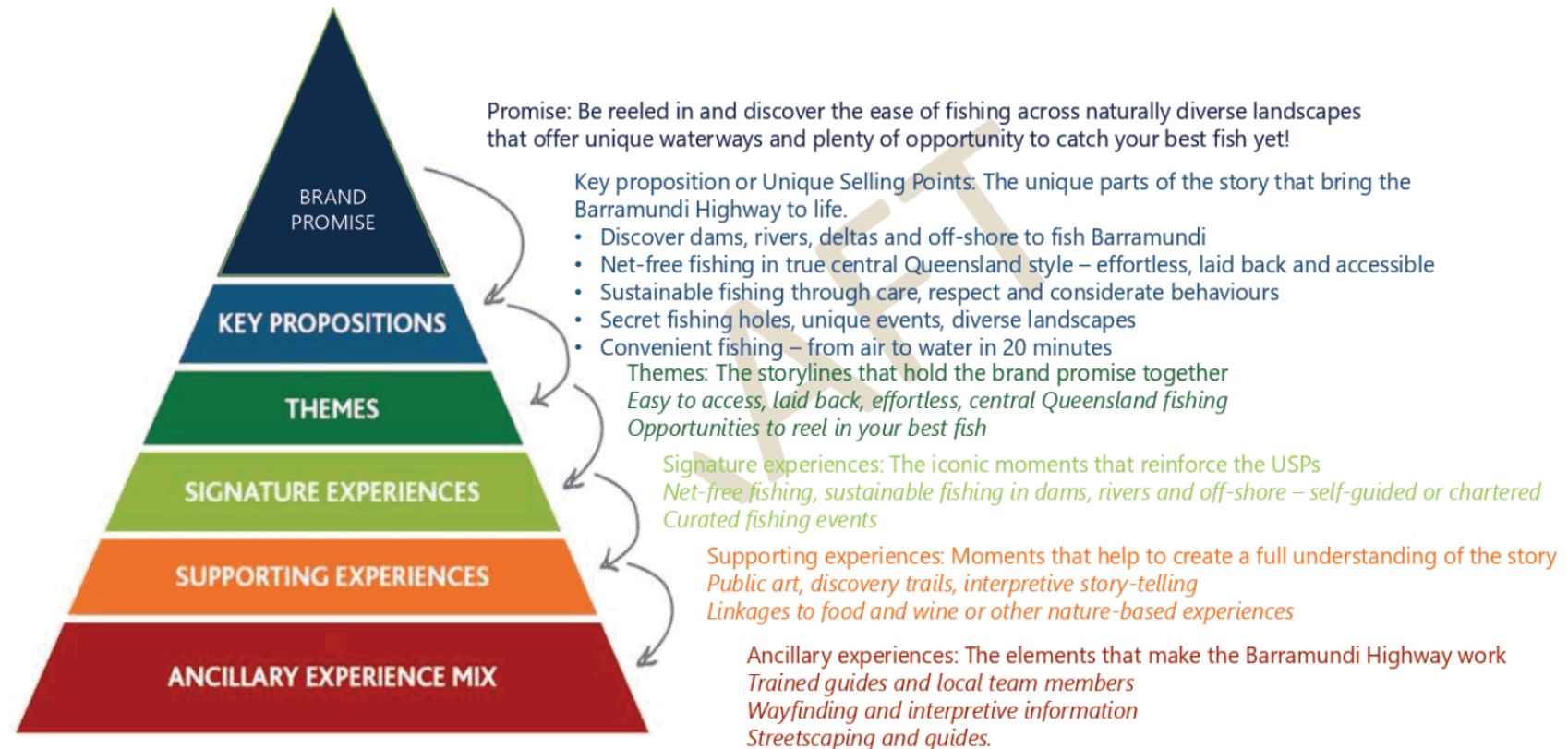
- Collective marketing through a united voice highlighting what makes each region unique, complimentary and attractive to fishers
- World-class fishing competitions and events
- Development of diverse fishing experiences across dams, rivers, deltas and offshore
- Advocacy for sustainable management of fish stocks and fishing practices
- Advocacy for enabling infrastructure

The partnership will be underpinned by:

- A clearly defined governance structure
- A sustainable ethos (net-free zones & voluntary code of practice)
- Enabling infrastructure
- Shared voice and mutually agreed marketing plan
- Advocacy to strengthen the 365 day fishing proposition across the Barramundi Highway.

4.4 EXPERIENCE DEVELOPMENT

The Barramundi Highway offers accessible fishing in Rockhampton & Mackay with plenty of chances to hook your personal best. Across its naturally diverse waterways (dams, rivers, deltas & off-shore), the Barramundi Highway will be a leading sustainable fishing destination in Australia .



4.5 BRAND PROMISE AND HERO EXPERIENCES

Your *Brand Promise* is that unique offering that sets you apart from your competitors and goes with you everywhere you go. From the idea of travel to post trip storytelling, your core message needs to be strong, clear, unique and memorable.

Products and stories need to be embedded in all stages of the visitor experience cycle in order to maximise cut-through. The Brand Promise is delivered through each of the three brand pillars which are held together by the Barramundi Highway. In each brand pillar are signature experiences. Key themes are further explored over the page.

As Tourism and Events Queensland utilises the Travel for Good branding, there is a clear alignment between the mental health benefits of fishing, the opportunity for engagement with locals, and the Indigenous stories that can create a compelling travel for good proposition.

It is important to be mindful when sharing content with visitors that messaging should reflect both the Barramundi Highway's brand and promise and also the elements of the transformative experience that align to Travel for Good.

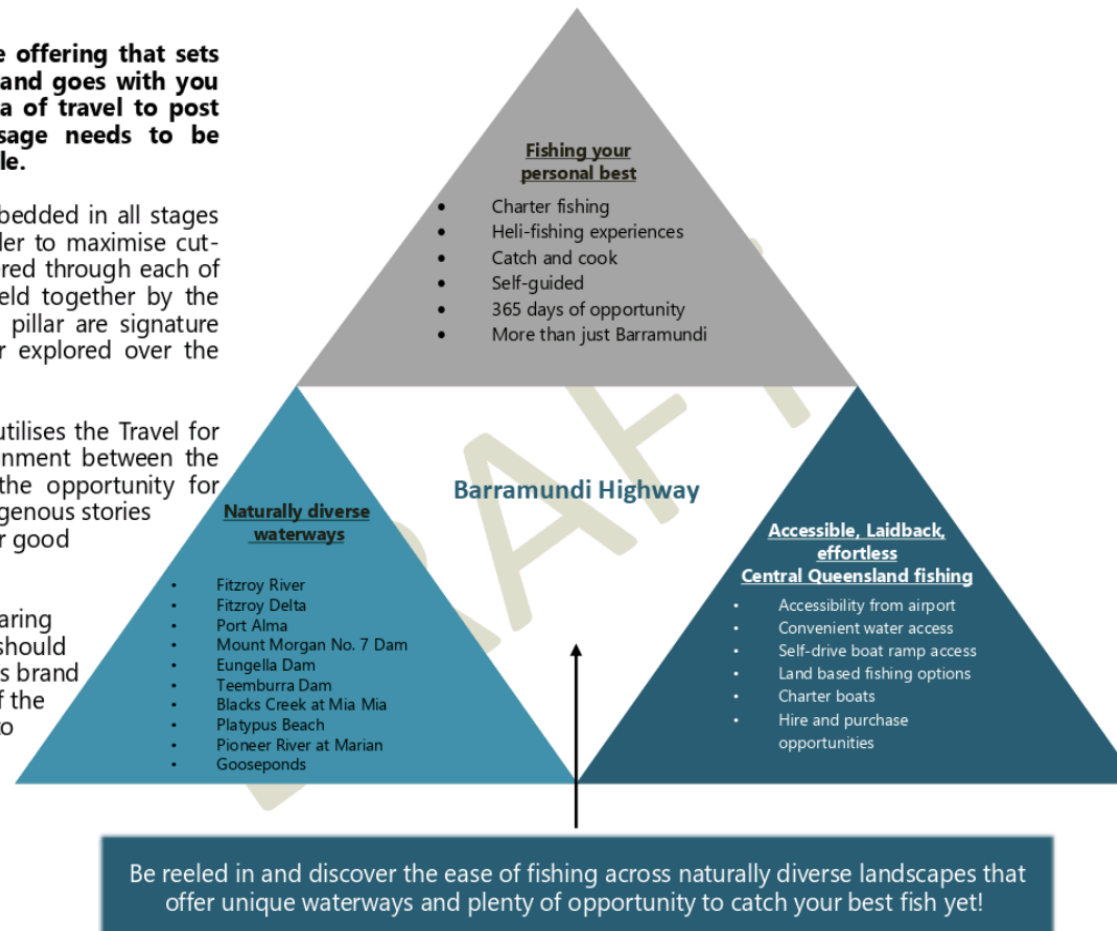


Figure 9 – Dimensions of the Brand Promise

4.6 BUILDING THE STORY



Engagement in the Visitor Experience

"Reel in your personal best"

Before creating new products or experiences for the target markets, it is necessary to translate the intent of the story into what guests will **think**, **see** and **feel** when engaging with the experience.

For the Barramundi Highway, this leverages the core messages leading visitors to discover **accessible Barramundi fishing**.



THINK

The premier Barramundi fishing in Australia, with sustainably managed fished stocks and a range of unique opportunities to catch your personal best.

SEE

Easy to access naturally diverse waterways

- Rivers
- Dams
- Deltas
- Estuaries
- Beaches
- Offshore, island, reef

Set against unique city and hinterland backdrops

An abundance of fish

- Barramundi
- Other species (Sooty Grunter, Saratoga, Tuna, Mackerel, Mangrove Jack, King Threadfin)
- Healthy stock levels
- Sustainable fishing practices
- Competition size

Queensland style

- Food and beverage experiences
- Unique accommodation
- Artwork
- Local resident engagement

FEEL

Relaxed in nature's company, an ease of access to the regions waterways.
Inspired by the opportunities to catch (and release) more and bigger fish.
Connected to the people and place, following the sustainable fishing ethos.

This sets the tone for the creation, relevance and connection of signature experiences that help define a destination.

4.7 THE IMPORTANCE OF EVENTS



Signature Events

A key aspect of the concept is the activation of signature events – both fishing competitions and family friendly events that can activate seasonal and regional visitor dispersal.

Events offer strong and compelling ways to share brand values and identity. For the Barramundi Highway as an emerging brand, events can offer ways to communicate identity and build brand awareness.

It is important that in the design and development of events that the brand values are aligned and experiences are carefully curated. Research indicates that often events are operational and ad-hoc which relates in missed opportunities to support the strategic goals.

Visitor trends indicate low season across the March quarter¹. Conversely, the September quarter maintains the greatest share of visitors for both Rockhampton (40%) and Mackay (34%). The promotion of events during the March quarter can support an increase in visitation during the shoulder period and drive year round engagement with both regions.

It is recommended that a signature Tag Along event is utilised to formalise and launch the Barramundi Highway – offering an event whereby participants fish in one location and are then encouraged to drive to the other region to participate in a second event.

Developing a balance between competitions and events will make the difference between attracting only the primary market and inclusion of secondary markets in opportunities.

Examples of events that are successful globally are:

- [Family fishing festival](#)
- [Blessing](#) of the fleet – linking to local history or folklore
- Fish [festival](#) – adding food and beverage, arts and crafts etc. to celebrate
- Fish [stocking](#) event – engaging youth

Developing unique – homegrown central Queensland – events that offer a combination of fishing and supporting experiences will reinforce the image and brand.

¹ – total holiday visitors by quarter, 3 year average 2017-2019 NVS. Tourism Research Australia

Event Outcomes

Planned events enable all partners to benefit from social, economic and environmental outcomes if strategically planned and carefully executed. Key outcomes for partners of the Barramundi Highway may be:

Social

- Sense of well being among participants
- Community pride
- First Nations engagement

Economic

- Opportunity to smooth out visitor expenditure through off-peak events
- Increased visitor dispersal

Environmental

- Cement sustainable fishing ethos
- Engage visitors with environmental story-telling
- Citizen science / advocacy opportunities

Existing Events

Both regions have a number of fishing events integrated into their event calendar. Planning the events calendar to encourage visitors to move between destinations presents a strong opportunity. Tagged fishing competitions and the women in fishing tournaments are a great way to build momentum across both regions.

4.8 CONSISTENT MESSAGING

A consistency of voice in key messages across the visitor journey is essential for delivering a world-class experience.

The clear articulation of message throughout visitor-oriented messaging is integral in meaningful promotion of the Barramundi Highway. Given the representation of two regions, the voice needs to provide a balance in opportunities and engagement, represent the collaborative interests of the partnership and deliver towards the vision and objectives.

Pre-trip, identification and promotion of hero-experiences supports the shift between dreaming, researching and booking of the destination. Messaging should demonstrate how the Barramundi Highway will deliver on its brand promise and transform guests into ambassadors. The power of social media should not be overlooked in inspiring visitors and providing feedback on experiences. Social media creates a dialogue with visitors and enables them to co-create their desired experience.

A great deal of work is required to embed the key messages throughout the trip planning cycle. Agreeing on a tone that supports both Hooked on Mackay and Fishing the Fitzroy is a critical first step in achieving shared goals. Having the right platforms to deliver the messaging to key target markets is also required (primary – experienced fishers, secondary – families and FIFO).

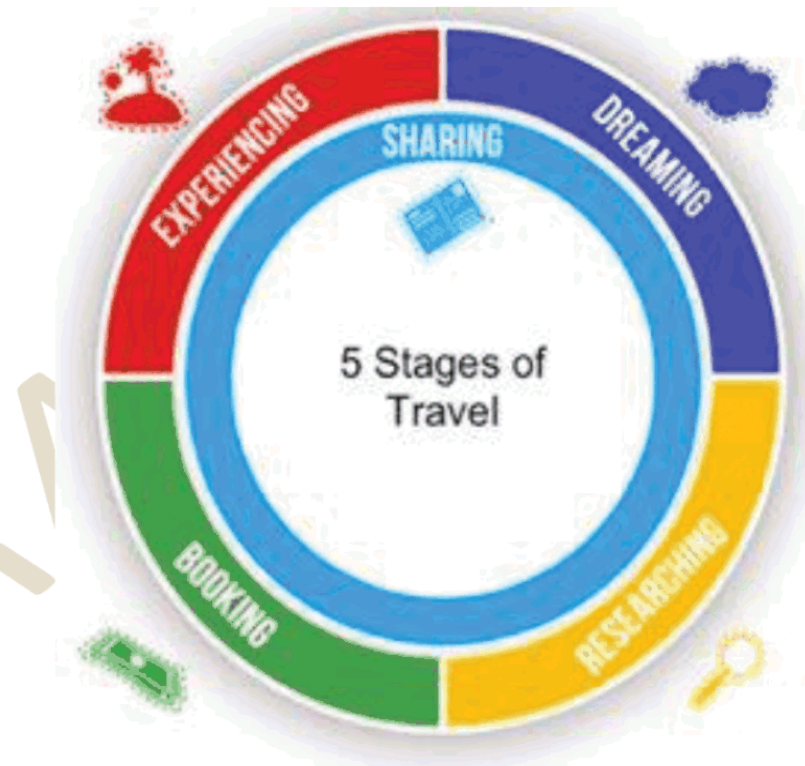


Figure 10 –Customer journey framework

4.9 SUPPORTING REQUIREMENTS

Branding

Research indicates that in order to gain traction among consumers, 11-17 touchpoints are required. Consideration of how the Barramundi Highway brand will be promoted before, during and after the experience will be integral in building awareness.

A brand logo will support the delivery of a consistent brand, with this needs to come a clear identity centred around the unique and diverse Barramundi Fishing opportunities that exist across the region.

Prominent branding, use of the logo and identity should be positioned in the right locations for visitors in region. This means physically across signage and in visitor information centres, and virtually through web and social media. Potential physical branding may include on road (Route 66), gateways and town signs.

The positioning of the Barramundi Highway mid-way on the Bruce Highway makes it challenging to rename that part of the highway. Alternative opportunities include welcome gates and prominent signage in key access points. Towns across the route should also be included in the brand for example: Claireview, part of the Barramundi Highway.

Collateral

The Barramundi Highway lacks a connection to place in its naming and therefore will require emotive language and collateral that heavily features location. Reinforcing the name's attachment to place will be important in building awareness of the highway.

The Barramundi Highway is more than just a connective drive between two fishing locations collateral should reflect the naturally diverse fishing experiences, the ease of access and the sustainable fishing ethos that underpins the route.

Online

Having a unique website that links directly back to both Fishing the Fitzroy and Hooked on Mackay is advised. This will enable the brand identity to be formed, a clear voice to be established and cross promotion of experiences.

Leveraging existing followers on Facebook (and to a lesser extent Instagram) though a dedicated page will again further reinforce the brand, provide a clear line of communication to visitors and reinforce the brand pre during and post visit.

Mapping

Mapping of the Barramundi Highway and key experiences will be required to support customer journeys. Maps should, where possible, be interactive and enable visitors to search species, supplementary experiences, food, beverage and accommodation. Opportunities to send to maps or print itineraries when established will again support a seamless visitor experience.

The development of paper maps that can be distributed through the Visitor Information Centres will accommodate the self-drive market. Augmenting mapping with clear signage on-route will deliver ease of connectivity.

Lookouts

Currently the drive lacks prominent look-outs or compelling reasons to stop between the region. Longer-term strategic considerations may be around relevant places to draw visitors off the Bruce Highway to engage with diverse natural experiences (that perhaps extend beyond fishing). Photography opportunities across the route should be considered as a way to share experiences.

Interpretation

Both the Mackay and Rockhampton regions have unique stories to tell. The connection of First Nations Peoples to the land and waters should be shared with all who travel the Barramundi Highway.

Interpretation can take many forms, physical signs with information and knowledge sharing, augmented or virtual reality with story-tellers sharing information with visitors or QR codes that direct visitors to self-learning.

Engaging visitors in the story of the regions and the Barramundi Highway may encourage more exploration through the region and a deeper connection between people and place.



"One of my favourite parts of driving the Mother Road was seeing the Route 66 emblems painted on the pavement. Every single time I saw one I was uncontrollably compelled to get out and photograph it."

Greg Goodman, Flickr User

4.10 SUPPORTING REQUIREMENTS

Online

The online presence of the Barramundi Highway is best suited to be co-located within one of the existing regional platforms.

Ownership of the barramundihighway.com.au website should be shared between the three partner organisations.

A core part of the web presence is making information searchable and accessible to potential visitors.

An interactive map that builds itineraries will support core markets in identifying the best routes for their desired experience. Search fields for consideration include:

- Experience type: Catch my personal best
 - Fishing with the family
 - Mates trip
 - Barra for beginners
 - Best of the highway
 - Hidden gems
- Month of visit (to eliminate fish species that cannot be caught at that time)
- Species type
- Starting location
- Other inclusions – Food and beverage
 - Accommodation (trailer, no trailer)
 - Family fun
 - Tackle hire

A customised itinerary that can be downloaded or sent to Maps would then be generated based on the fields of inclusion.

Events should also be highlighted on the web-platform cross promoting individual regional events to leverage the brand to further benefit both regions.

Accommodation

An accommodation audit has been conducted (see Appendix 1). Whilst there may be suitable accommodation across the Barramundi Highway for those with their own boats and trailers, it is unclear where these properties are.

In order to make the experience as accessible as possible and to encourage visitors to spend the night on the Barramundi Highway highlighting the facilities that are available and make properties suited to key markets should be highlighted.

This can be achieved in two ways. In the short term, encouragement of operators to highlight on their website the facilities and suitability e.g. trailer parking, security cameras, secure parking & charging ports.

As a longer-term action, *Barramundi Highway Approved* accommodation and experiences could be highlighted with the inclusion of the Barramundi Highway logo or similar type of outward approval system. This ensures visitors can easily identify those properties and experiences that align with their needs.

5 ITINERARY DEVELOPMENT



*When you customise an experience to make it just right for
an individual...you cannot help changing that individual.*

- The Experience Economy, Updated Edition, 2011

5.1 ITINERARY DEVELOPMENT

Itineraries help to provide visitors with a clear dream and vision of what their holiday could look like. For the Barramundi Highway, itineraries also present the opportunity to effectively manage visitors and encourage multi-destination visits.

Offering itineraries across different timeframes and with different levels of fishing engagement will create appeal across the primary and secondary target markets. Finding opportunities for spending, especially on food and beverage, suitable accommodation and other auxiliary experiences will build the economic value of the Barramundi Highway.

Given that most of the fishing experiences across the regions offer limited opportunities for expenditure (unless booking onto a charter), identifying best local produce, key tackle and bait shops and encouraging stops between Mackay and Rockhampton will build value to both regions.

Understanding that the majority of visitors will be self-drive, identification of accommodation will also be an important part of the itinerary to ensure that visitors have piece of mind when experiencing the Barramundi Highway.

As the Barramundi Highway grows, identifying opportunities for product development will be important creating a balance between commissionable and "money can't buy" experiences. A driving role of the partnership should be supporting the development of market ready experiences that can be integrated into or build further itineraries.



5.1 ITINERARY EXAMPLES

The long-weekend

The Barramundi Highway has the lure of diverse waterways with distinct city and National Park backdrops. There's no better way to spend a long weekend than exploring the depths of the Barramundi Highway. You'll be out on the water in no time so bring your own equipment or stop by local stores to stock up on all you need.

Day 1 - Fitzroy River (Tunuba)

Your fishing adventure starts in the heart of the city. If you have your own boat and rod you'll find boat ramps at Robert Clark Drive and Reaney Street that have plenty of parking.

In need of tackle, head to [Barra Jacks](#) from there, it's just a short distance (2.5km) to the Quay Street pontoon or 7kms to the Neville Hewitt Bridge. Locals know the 'new bridge' as a top spot for Barramundi and King Threadfin.

Feeling peckish – Quay Street has an abundance of great restaurants. Try [Boat House](#) for some local fish with spectacular views. For dinner and drinks try [Headricks Laneway](#) or Heritage Hotel for a pub feed.

Where to stay – True Blue Motor Inn and Korte's Resort offer secure boat parking.

Fishing for Barra – Bait Tips

Banana Prawns. These can be found in the Fitzroy River (Tunuba) from the town reach to the mouth. Cast nets are a great way to capture these, but watch out for the crocs!

Day 2 – St Lawrence

Start your day as you mean to go on, enjoy a hearty breakfast like a local at [Cocobrew](#), [Two Professors](#) or Riverston Tea Rooms. Make sure you pack a picnic for lunch.

Once you're fueled up, time to get back to the water, head north along the Bruce Highway (A1) until you reach the township of St Lawrence. At one of Queensland's oldest settlements, there are two tidal creeks close to the township that provide excellent fishing opportunities. Picnic spots are a plenty at the recreational reserve or head to the country pub for lunch.

Continue north on the Bruce Highway to Mackay. Dependent on tides, you might fit in a few hours at Old Hospital Bridge. Mackay's blue river provides opportunity for Barramundi, King Threadfin and so much more.

After all that fresh air, some great places to stay include: BarraCrab Caravan Park and St Lawrence Hotel both have dedicated trailer parking.

Day 3 – Dams

Enjoy breakfast at the [Grazing Goat](#) or [The Dispensary](#) – make sure you check out the 5th Lane Street art whilst you're in the precinct.

The only way to end a dam good long weekend, is a trip out to Eungella Dam, one of the region's Barramundi impoundment that offers year round opportunity.

5.1 ITINERARY EXAMPLES

For the Mates

Whether you've got a day, a weekend or a week, the Barramundi Highway offers the perfect escape for you and your mates to (re)discover your love of fishing. From fishing to 4WD'ing, the Barra Highway has you covered....

Starting in the city

Kick your adventure off in the heart of Rockhampton. Harman Street boat ramp and pontoon offers ample parking and river access as does the Larcombe Street boat ramp.

When lunch calls there are plenty of choices, for a pub meal The [Linoleigh](#) and [Rocky Sports Club](#) are close by or head to the [Riverside Precinct](#) for plenty of variety.

Keep your night rolling at [Headricks Lane](#) and [O'Dowd's Irish Pub](#). If whisky is your thing, make sure you try the [CocoBrew](#) Whiskey Lounge and taste the night away.

For breakfast, the Riverside Precinct offers great views and great coffee, or if you're seeking shady street side dining then head to East Street. Make sure you explore the [Riverside Public Art trail](#) whilst you're there.

Back to the water, up the adventure with a bit of 4wd to reach Thomson Point – it's 4WD access only. If you don't have a 4WD, locals love the Cut Through and Devil's Elbow for some serious fishing opportunities and great species variety.

For your overnight, the Metro Motel and Golden Fountain Motel have secure trailer parking options.

North to Mackay

When it's time to head north, jump on the Brue Highway (A1) towards Mackay. A quick stop at the Carmila Roadhouse for their famous sausage rolls will get you ready for a day on the water.

Before you reach Mackay is the township of Sarina. Get ready for a workout, the shoals reefs and islands offshore provide great opportunities for fighting fish. If you don't have a boat, no worries, the beaches offer great land-based opportunities. Work soft plastics across the sandbars to catch a flat-head or use prawns, yabbies or sandworms to reel in a bream or whiting.

Fancy some crabbing, the shallow waters and inlets around the area are popular. Load a crab pot with some fresh bait, go enjoy a snack or a drink at [Third Ground Coffee Shop](#) or [Sarina Sugar Shed](#) during the run of tides and return to enjoy your catch.

Make sure you stop to snap a pic with the Big Cane Toad before you continue your journey north.

When you reach Mackay, there's plenty of places to stay – if you're looking for trailer parking, consider Mackay Resort Motel or Cape Hillsborough. Otherwise the city has plenty of accommodation all within a 10 minute walk to the river fishing spots.

Fishing in Mackay is quite unique from the true bluewater river to the Gooseponds, lagoons and dams. Give yourselves a few days to get around the diverse landscapes and massive fishing opportunities.

Top Tip – when fishing for Barra, look for the cleanest water possible. This gives the fish the best chance of seeing your lure!

5.1 ITINERARY EXAMPLES

Family Mackay

Whether you're fishing fanatics or just excited to give it a go for the first time, Mackay is the perfect stop on the Barramundi Highway for a family fun 365 days of the year.

Cast your rod in one of Australia's only blue water rivers – the Pioneer River at one of the three fishing platforms, the Hospital Bridge is a local favourite.

When it's time for a break from the fishing, ramp up your adrenaline with [Side Trax Indoor Go-Karting](#). If you prefer the outdoors lifestyle, how about making a splash at [Wakehouse Cable Park](#), or if you're looking for some greenery - [Forest Flying](#) has you covered.

Make sure you're up bright an early for a trip to [Cape Hillsborough](#) at sunrise to catch a glimpse of the famous wallabies. Take your rod with you and enjoy a spot of land-based angling in the surrounding creeks and estuaries where, if you're lucky, you'll catch a barramundi or mangrove jack. Just make sure you watch out for crocs!

Heading out west, you'll find Kinchant Dam – whilst small in size it certainly packs a punch with a great chance of catching a Barramundi. Make sure you schedule some time at dusk to travel a little further west to watch the platypus at Broken river.

If you are looking for a little relaxation, head to Blue Water Lagoon. The tree lagoons boast a waterslide and waterfalls as well as a playground. With plenty of café, barbeque and picnic facilities it's a great location for some family fun.



5.1 ITINERARY EXAMPLES

Family Rockhampton

With less than an hour from the tarmac to the river, Rockhampton is the perfect spot for some family fishing. Whether you're a family of experts, novices or somewhere in between, the Fitzroy River (Tunuba) has you covered.

If you've travelled with your tackle, you can sign up to the [code of conduct](#) and then head straight to the shores. Several great access points can be found along Quay Street or try your luck further up river at Sir Raymond Hush Drive. On the northern banks, access can be made at Robert Clark Drive, Reaney Street or Larcombe Street. For land based fishing, there's a number of options for fishing platforms including: Donovan Park, Sir Raymond Huish Drive, The Bend and Queensland Park. Quay Street boat ramp also offers pontoon access.

If you're driving and you're looking for a car park, Robert Clark Drive and Reaney Street both have ample parking.

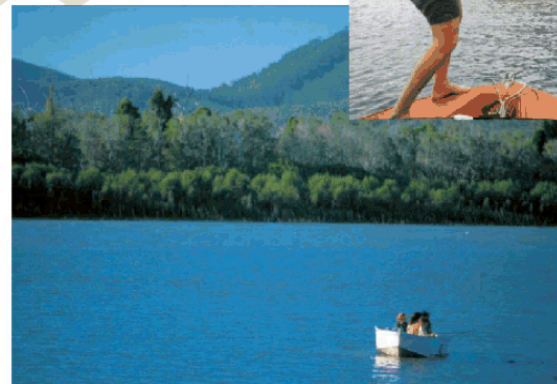
Looking for some fun downriver, locals love the Cut Through and Devil's Elbow – alongside the Barra you're in with the chance of catching threadfin.

If you need bait and tackle, [Barra Jacks](#) has everything you need, including knowledge of the best spots to cast a line.

Hungry? Keeping the river front views you'll find a wide variety of dining at the Riverside Precinct – whether a small bite or a larger meal, you're sure to find something that pleases even the pickiest of eaters.

Need some time out? Take a visit to Rockhampton Zoo – this free attraction has over 60 species of animals, a great way to spend some quiet time with the family.

It may not have Barra, but Mount Morgan. Dam 7 is a great location for family fishing with the opportunity to reel in golden perch, sartoga and red claw. With swimming access, a play park and picnic sites, you can spend a relaxed day along the shores.



5.1 ITINERARY EXAMPLES

No gear, No worries - Charter Champions

For those who don't have their own gear, the Barramundi Highway is still accessible.

A range of charter operators offer incredible and diverse experiences across the Mackay and Rockhampton Regions.

The best part, the local knowledge, means that you'll head out to some of the best fishing spots in the region. Guides will share stories and knowledge through the day as you reel in the catch-of the day.

INSHORE FISHING MACKAY is a locally owned and operated small boat fishing charter that can offer you the experience of fishing and exploring the Mackay region's picturesque waterways and dams whilst on board a 460 Renegade. Fish the waters for all varieties of species, guided by a skipper with over 25 years local experience. Mackay waters are rich in a variety of fish species with Barramundi, Mangrove Jacks, Fingermark, Whiting and Grunter to name a few. While these are the target of many anglers, there is an abundance of variety waiting to be caught.

ELIZABETH EII offers luxury charters for 4 days+ for up to 24 passengers. Fishing charters are fully customisable and will cater to your wishes. They fish a huge stretch of the Coral Sea; from the fabulous Swains Reefs on the southern Great Barrier Reef to the Torres Strait Islands & everywhere in between. The EII can take you to remote fishing destinations that few have the opportunity to visit or appreciate.

GUIDED FISHING DOWNUNDER offers personalised guided fishing charters for lure and fly anglers specialising in barramundi, king threadfin, blue water, flats and freshwater fishing.

Catered for experienced anglers who want to catch a particular species, and novices wanting to learn the fundamentals of fishing such as basic casting instruction and techniques on how to use lures and fly.

REEL FISHING CQ provide a range of fishing experiences including targeting barramundi and king threadfin in the Fitzroy River. Fishing gear, food and drinks supplied. Also offers boat hire through Boat Hire CQ.

HOOKEF FISHING CHARTERS are a home grown fishing charter company operating primarily in the Fitzroy Delta and river system. Hooked Fishing Charters has two charter boats with experienced skippers. Hooked Fishing Charters offer full or half day trips and welcome all levels of fishing experience from pro to novice. All tackle, live bait, refreshments, local expertise and knowledge are all included.

6 GOVERNANCE



"The real mechanism for Governance is the active involvement of all the owners "

– Louis Gerstner

6.1 GOVERNANCE STRUCTURE

The Barramundi Highway is a partnership between Advance Rockhampton, Mackay Regional Council and Mackay Isaac Tourism. Partners included within the program both have net-free fishing zones and voluntary codes of conduct for fishing in region. The partnership is complimentary and designed to strengthen partnership goals. A partnership can however be turbulent as boundaries are established and contributors become used to the working style. This should be taken into consideration for the first year of partnership.

For future inclusion in the Barramundi Highway, partners should be aligned to the sustainable fishing ethos' of the existing regions, have net-free or unique fishing opportunities and complement the existing proposition, whilst strengthening the visitor experience. Roles and responsibilities will be clearly articulated to new partners of the Highway, and a Memorandum of Understanding entered into by parties deemed suitable.

Structure

The Barramundi Highway development team will act as a partnership. The structure will maintain representation from all three founding partners and skills based support where required. All nominated members of the partnership should have authorisation and autonomy to facilitate their contribution to the partnership. The formality, frequency and commitment contribution of partners should be formalised through a Memorandum of Understanding or a Partnership Agreement.

A partnership approach enables partner bodies to remain autonomous, but creates a consistent approach for experience delivery. A partnership dives mutual accountability through transparency, aligned goals and consistent reporting and can foster improved links across the regions.

It is important to note that this model can require high maintenance, especially as the Partnership is forming and determining the best path forward. This should be acknowledged and worked on by all parties.

Leadership

Visionary leadership that ensuring coordination, cohesion and collective voice across the Barramundi Highway in delivering naturally diverse fishing experiences and in advocating for sustainable fishing and healthy habitats across the regions.

A Chair of the partnership should be nominated who has the skills and leadership required to engage all member partners.

Communication

A clear flow of information is required both internally and externally to ensure the success of the Barramundi Highway. Understanding organisational roles, hierarchies and constraints will support a deeper understanding of how efficient communication can be supported across the internal team.

Externally, a distinctive voice needs to be established for the Barramundi Highway that balances Hooked on Mackay and Fishing the Fitzroy. A strategy needs to be developed that links directly to all partners existing communication strategies with actions defined for stakeholders that are strategically determined. Designating actions across the partnership team will ensure that delivery is fair and achievable.

Intellectual Property

Trade Marking the Barramundi Highway should be the first step. This IP should be shared across the three founding members. As marketing collateral is developed, this IP will also be shared across the three entities.

Meetings

The project team of the Barramundi Highway will meet on a quarterly basis.

Meetings will be held virtually.

Where possible, at least one face to face meeting will be held annually with all Partners.

In the requirement of additional discussions needing to be held, ad-hoc meetings can be called with representation from all Partners present for decision making.

Resourcing

The level of resourcing, both financial and human can impact the on-going viability of a Partnership. Committing a fair resource allocation to the program in-line with the strategic priorities will strengthen the Partnership. Failure to apportion suitable resourcing may result in the loss of key Partners.

Working Groups or Supporting Members

From time to time, external supporters may be required to advance strategic objectives. In determining contributions, all Partners should sign off on engagement. Supporters should be utilised for cross-sectoral engagement and skills specific outcomes. Working Groups or Supporting Members should add a critical link that the Partners are unable to address. Key partners to be aligned with the project include Transport and Main Roads and the Visitor Information Centres.

6.1 GOVERNANCE STRUCTURE

Oversight Responsibilities

The role of the Barramundi Highway Partnership is to:

- Collectively market the Barramundi Highway through a united voice highlighting what makes each region unique, complimentary and attractive to fishers
- Deliver world-class fishing competitions and events
- Support tourism operators in the development of diverse fishing experiences across dams, rivers and offshore waterways
- Advocate for sustainable management of fish stocks and fishing practices
- Advocate for enabling infrastructure

In addition, supporting roles of the Partnership include:

- Operating under a sustainable ethos
- Advocacy to strengthen the 365 day fishing proposition across the Barramundi Highway.

Terms of reference

Terms of reference set the boundaries of the partnership and the strategic and operational working arrangement that exists between partner organisations. A template for proposed Terms of Reference can be found on the following page.

Budget

Budget will depend on Partners' willingness to contribute and strategic goals on an annual basis. Budget should be reviewed on an annual basis to ensure priority actions can be realised and aligned to ability to resource the Partnership.

Funding should be channelled through Mackay Isaac Tourism. A review of budget should be provided at the start of year and audited annually.

Major budget items (anything over \$5,000) should be signed off by all three parties prior to commitment.

Monitoring and evaluation

On-going engagement and relevance is important. Partnerships often fall through due to a lack of dependability from one or more of the contributing Partnerships. Given the small nature of the Partnership across the Barramundi Highway, a single Partner not contributing to the goals will have a significant impact.

Regular reviews of the goals, KPIs, reporting in accordance with Council requirements and the Partnership as a whole will support the sustainability of the Partnership in the longer-term.

Where outcomes are not being met it is important to understand whether a suitable mix of partners is still present, what market changes have occurred and where a realignment of goals and values can be achieved to reinvigorate progress.

Reporting

Each respective Council will require reporting of actions. Scoping of timeframes, frequency and nature should be established to ensure transparency and accountability.

6.2 TERMS OF REFERENCE

Terms of reference

Terms of reference set the boundaries of the partnership and the strategic and operational working arrangement that exists between partner organisations. The following is proposed for the Terms of Reference

1. Role

The role of the Barramundi Highway Partnership is to provide strategic direction and leadership in the promotion, development and sustainability of the Barramundi Highway. The Barramundi Highway aims to drive greater economic value to the Mackay and Rockhampton Regions through collective fishing routes. Furthermore, the Barramundi Highway will solidify the reputation of the regions as premier Barramundi fishing destinations in Australia, raising awareness of sustainable fishing practices through the Code of Conduct and maintain (or enhancing) healthy fish stock levels across the regions.

2. Term

The Barramundi Highway Partnership is effective from June 2021 and is on-going until terminated by agreement of all Partners.

3. Membership

Members of the Barramundi Highway Partnership include:
Mackay Isaac Tourism
Mackay Regional Council
Rockhampton Regional Council.

The Chair of the Partnership will be voted on annually.

4. Roles and Responsibilities

The role of the Barramundi Highway Partnership is to:

- Collectively market through a united voice highlighting what makes each region unique, complimentary and attractive to fishers.
- Offer world-class fishing competitions and events.
- Develop and deliver diverse fishing experiences across dams, rivers and offshore.
- Advocate for sustainable management of fish stocks and fishing practices.
- Advocate for enabling infrastructure.

It is expected that all Partners will:

- Actively contribute to the Partnership, providing information in a timely, accurate and meaningful way.
- Be aware of and respond to risks that may impact the success of the Barramundi Highway.
- Regularly review progress, actions and Partnership engagement.

It is the responsibility of the Chair to lead Partner meetings, to ensure actions are adhered to and to lead reviews.

5. Intellectual Property

Intellectual Property will be jointly owned between all founding partners. This includes word ownership, creative and website and social media.

6. Meetings

All meetings will be Chaired by the nominated Chair.

Meetings will be held bi-monthly and require participation from all Partners.

At least one meeting annually will be held face-to-face.

Meeting minutes will be kept and distributed to all parties.

7. Amendment, Modification or Variation

The Terms of Reference may be amended, updated or modified after consultation and agreement with all Partners.

A review of the TOR is recommended annually.

7 BUDGET



*When you customise an experience to make it just right for
an individual...you cannot help changing that individual.*

- The Experience Economy, Updated Edition, 2011

7.1 YEAR 1

ITEM	ESTIMATE
Trademark Barramundi Highway	\$330
Logo & brand development – creative content, style-guide development & colour guide	\$2,500
Barramundihighway.com.au – purchase of domain	\$100
Website design – design of content, imagery & mapping aligned to brand	\$5,000-\$7,000
Website development (internal RRC)	\$5,000 video input coding \$XXX development of itinerary mapping
Social media set up – obtaining Facebook & Instagram handles. Cross promotion to Hooked on Mackay and Fishing the Fitzroy	Staff time costs (\$150)
Development of communications plan – including media, social and website communication	Staff time costs (\$480)
½ day week (per organisation) social media comms – development of first 3 months posting & ongoing engagement	Staff time costs (allocate ½ day per week per organisation)
Brochure & map collateral – creative and printing of Barramundi Highway maps and brochures	Content - \$5,000 Design - \$5,000 Printing - \$2,000 (5,000 pieces)
Training of VIC staff – building awareness of the Barramundi Highway, key itineraries and how to promote	Training development ½ day – to be shared across partners Delivery - ½ day staff time + catering
Experience development – working with existing operators who are well positioned to deliver or support the Barramundi Highway	Training development ½ day – to be shared across partners Delivery - ½ day staff time + catering
Video content edit from existing b-roll footage provided by Mackay Regional Council & Rockhampton Regional Council	\$3,000 per/day of editing (approximately 10 short videos quality of footage dependent)
Marketing ad in fishing magazine (e.g. Fishing World)	

7.2 ON-GOING COSTS

ITEM	ESTIMATE
Web maintenance, SEO and hosting	RRC time
Social media (1/2 day per week per team) Blog post development & RTO, STO & NTO engagement	Staff time – to be scheduled & agreed upon quarterly by partners
Paid social media content	\$2,000 p/quarter
Engagement of influencers for content engagement	
Alternative option – third party content management solution (3 Facebook posts, 3 Instagram posts, community management & monthly reporting)	\$212.50 per week
Operator engagement (upskilling, inclusion & packaging)	Quarterly training – staff time + catering
Signage development - 2 stand-alone signs sized 4,000mm x 1,600mm = 6.4m ² and 1 replacement sign sized 4,200mm x 3,500mm = 14.7m ² .	\$48,000
Signature catch and release event	Approximately \$100,000
Traditional marketing opportunity – adverts in online/print fishing magazines	Approximately \$20,000
Collateral updates	½ yearly with tide times - \$6,000
Renewal of trade-mark (10 years)	\$450

8 ACTION PLAN



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an individual...you cannot help changing that individual.*

- The Experience Economy, Updated Edition, 2011

8.1 ACTION PLAN

Action	Who will lead?	Timeframe
Formalise the Terms of Reference and Memorandum of Understanding with agreement from all three parties.	RRC, MRC, MIT	Immediate
Purchase the website, social handles and trade-mark the name Barramundi Highway. To be maintained as shared IP.	MIT	3 months
Engage a creative to develop brand, logo and style guide .	MIT (sign-off from partners)	3 months
Create a communications plan to offer a framework for engagement and tone of engagement. Launch Barramundi Highway social media platforms.	RRC	3 months
Develop a message framework for social media to ensure brand identity is established and maintained including development of a plan for keeping information up-to-date and relevant.	RRC	3 months
Plan and deliver a launch event including media engagement, PR & Press Launch .	All	Determined launch date
Content launch across Mackay, Capricorn, Rockhampton, TEQ and Tourism Australia Pages (Featured Blogs)	All (region specific)	Determined launch date
Share content with specialist fishing sites	RRC & MRC (existing contacts)	Determined launch date
Develop training materials for VIC staff and tourism operators.	MIT	6 months
Engagement with key operators to align with concept and support implementation. This includes highlighting fishing friendly accommodation.	RRC & MRC	6 months
Advocacy to TMR around signage and look-outs.	RRC & MRC	Year 2
Determine the key stories to be told and develop materials to share (e.g. QR codes with links to Barramundi Highway website, physical interpretation points at key attractions and training of VIC staff to share stories).	All	Immediate voice for website, Year 2 for interpretation
Develop a strategic events plan identifying opportunities to reach key target markets at critical times of the year.	MRC	6 months
Conduct training for Visitor Information Staff and key stakeholders to align to messaging and develop a comprehensive understanding of goals of the Barramundi Highway.	RRC & MIT	6 months
Encourage the local community to regularly visit sites across the Highway with friends and relatives and special events.	All	On-going
Develop the Barramundi Highway symbol of inclusion to support boat friendly accommodation & experiences that are part of the itinerary.	RRC	6 months
Work with key tourism operators to support delivery of the trail experiences.	All	On-going

8.2 POTENTIAL KEY PERFORMANCE INDICATORS

KPI	RECOMMENDED TARGET
Visitation	<p>Increase in domestic (and international visitation) across both Mackay and Rockhampton. Increase in day trippers from regional mining towns. Increase of length of stay and spend for both regions.</p> <p>Aim to increase overnight visitors by 5% year-on-year over the next 5 years.</p>
Brand awareness	<p>Aim to build brand awareness. Website traffic and Google Analytics to monitor. Solidify both Mackay and Rockhampton's position as premier fishing destinations.</p>
Visitor Engagement	Using visitor surveys, measure visitor engagement with the key messages.
Partnerships	Engage businesses, Visitor Information Services and other key stakeholders with key messaging.
Marketing	<p>Develop a strategic marketing platform that aligns to existing Hooked on Mackay and Fishing the Fitzroy brands but provides a unique voice to the Barramundi Highway.</p> <p>Increase awareness through Social Media – development of dedicated social media account to be jointly managed. First year aim 1,000 Instagram followers, 4,000 Facebook followers. 5% increase year on year. Aim for 7% of follower engagement on posts.</p>

At time of development Instagram - Hooked on Mackay = 637 followers, Explore Rockhampton (Fishing the Fitzroy) = 1,987
 Facebook – Hooked on Mackay = 4,541, Fishing the Fitzroy = 22,676

9 APPENDIX



Memorable experiences are about creating value. Value is the defining factor. When there is no difference in value people buy on price alone. You can only compete on price for so long but you can compete on value forever.

- Pine and Gilmore, The Experience Economy, 1999

APPENDIX 1 - existing strategies



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Review of Existing Documents

For the Mackay and Rockhampton regions, there are an abundance of existing tourism and fishing strategies, documents and guidelines that outline appropriate strategies for future development. Reviewing these documents is essential for the Barramundi Highway Concept Development as they will identify existing opportunities and gaps.

Relevant documents will mainly be from a local and regional level, that will focus on specific areas of interest. State and national strategies are also important to understand how these may impact the development. The link to all relevant strategies can be found in *Appendix one*.

Mackay Region Recreational Fishing Strategy 2017 – 2022

This strategy set the framework for the sustainable management and development of recreational fishing in the region. The strategy contains three main themes of: nurturing our assets, building growth and target markets. The aim of this strategy was to see an increased contribution to the wider Mackay economy from recreational fishing, recognition of the region as a premier fishing destination, reduction in un-sustainable fishing and improved environment for all marine species.

Mackay Isaac Destination Tourism Plan 2019 -2022

Tourism plays an important role within the Mackay region, and this plan outlines the strategic framework for future tourism development. There are three hero experience areas identified in the plan: Unspoilt nature, Fishing and Boating and Events that celebrate the location. Over the years these areas have been defined to more specific experiences, but the overall themes still remain. The vision of the report focuses on nature-based tourism as that is what the markets are trending towards.

Mackay Regional Camping Analysis

The report provides recommendations for the Mackay Regional Council owned campsites. There are three main outputs: A framework to guide future investment of council camping facilities, an analysis on the current sites ability to respond to demand and the future opportunities for camping and recreational activities at the council owned campsites.

Mackay Tourism Opportunity Analysis

This report looks identifies and assesses the viability of new and existing tourism development within the Mackay region. One priority project identified is the Theresa Creek Dam fishing lodge, as a premier accommodation for anglers. This project is seen to have potential return on investment and would create supply of an additional 40-60 twin share rooms.

A wellness and Eco-Adventure lodge at Eungella could capitalise on its proximity to the Broken River and Dam offering complimentary active fishing experiences that promote a connection to nature.

The analysis notes Mackay's suitability for recreational fishing and opportunities for additional guiding experiences in the region.

Economic Development Strategy 2020-2025

The economic strategy has the vision to encourage sustainable and diversified jobs and investment in the Mackay region.

The Mackay Region Economic Development Strategy 2020-2025 provides a strategic framework and action plan to deliver a coordinated regional approach to economic development and sustainable economic growth. The plan provides a strategic framework for actions over the following pillars: Advocacy and Leadership, Investment Attraction, Industry Development and Workforce and Skills.

Mackay Region Event Strategy 2020-2025

The purpose of this report is to set a new direction and framework for events within the Mackay Region. Gaps and opportunities were identified and resulted in four key delivery priorities: to set structures in place, create the environment for success and sustainability, evaluate and evolve and develop, acquire and partner. This strategy identifies the value of collaboration and partnerships, and the opportunity to leverage the existing domestic connectivity between Rockhampton and Mackay (i.e. for access to expanded target markets / event audiences). The strategy also notes the need for further investigation of opportunities relating to coastal offering, culinary delights and focus on experiences.

Review of Existing Documents

Rockhampton Economic Action Plan

The aim of this plan is to develop an improved business environment that is innovative, competitive, productive and prosperous. The economic focus for tourism is three key markets: visiting friends and relatives, leisure and holiday and the travelling public.

Key tourism actions that can be supported through the Barramundi Highway include: tourism and events under 'Destination Rockhampton', implementation of actions in the Rockhampton Recreation Fishing Strategy and to improve tourism infrastructure and road sign signage. Measures of success that the Barramundi Highway can support include: Tripling of attendance at Rockhampton events, increase in registered businesses, reduced unemployment and increased community leadership.

Rockhampton Tourism Strategy

The Rockhampton Tourism Strategy is driven by five key pillars - corporate, leisure, events, education and sport. Trophy Barramundi play a central role in the image of the region with its 300 days of sunshine making it a year round destination to stop, see and stay. The Barramundi Highway should support year round activation of the destination and present opportunity for key markets.

Rockhampton Events Best Practice Guide

Rockhampton hosts over 70 community and commercial events annually that build on the strengths of the region. The Rockhampton Event Guide is designed to assist event and festival organisers position events that align with the goals and aspirations of the Rockhampton Region.

The guide is used as a tool to provide organisers with greater understanding of event management and relative frameworks for planning, producing and marketing the event.

Any events developed as part of the Barramundi Highway activation should be positioned within the existing events framework to maximise the benefits.

Rockhampton Recreational Fishing Development Strategy

This strategy provided five priority actions for the region: Improved Infrastructure, Business Development, Marketing, Fisheries Management and Ecology. It looks at a four year road map (to 2020) on how the five priority areas will be addressed in future development. The plan aims to create infrastructure that meets demand and support economic developments, realise the economic benefits of net free fishing zones, create accessible options for fishing among younger markets who may not be able to afford water based options and leveraging the benefits of these markets through service businesses that are able to deliver engaging experiences.

The strategy highlights Rockhampton's potential to become one of Australia's most important adventure tourism destinations. Through strategic marketing and a clear brand story, Rockhampton can leverage its position as the home of Barramundi. Sharing its narrative of the Bradda moon di through the Dharumbal people will offer a distinctive advantage.

Review of Existing Documents

Building a Resilient Tourism industry: Queensland tourism and climate change response plan

This document supports the Queensland tourism industry to respond to the challenges and opportunities of climate change. The plan sets out six key priorities: resilient businesses, destinations and communities, stewardship and education for healthy natural assets, green tourism industry, diversified products, sustainable marketing and collaboration between industry, government and communities. The plan focuses on collaboration as that will be the way to combat the risks of climate change.

Queensland Tourism and Transport Strategy

The Queensland Tourism and Transport Strategy details the governments plan to develop and improve access to the Queensland tourism destinations. The aim is to enhance the visitor experience while also growing the tourism industry in the state. There are four key priorities: visitor information, transport services, ticketing and products, planning and investment. All of the actions from these priority areas require collaboration across the public and private sectors.

Queensland Tourism Strategy

Whilst to date there is no Queensland Tourism Strategy, the Department of Tourism, Innovation and Sport has a strategic focus on creating a competitive and resilient visitor economy, enabling the economy through innovation, improving health and well-being through sport and recreation and inspiring sporting success.

Regional recovery has been a focus since the COVID-19 pandemic impacted the state. In order to leverage these ambitions, actions should reflect the state wide agenda and should be adaptive to consider the 2030 strategy once released.

One of the key aims for the Queensland Government is:

Grow quality products, events and experiences

Queensland has built a solid reputation for the diversity, quality and safety of its destinations and experiences. This priority area aims to:

- develop high quality, innovative products and experiences
- develop new and refreshed ecotourism, nature-based and cultural heritage products and experiences
- attract and grow events in Queensland
- improve the customer-focused service culture and experience.

The Barramundi Highway has the potential to align to several of these key areas and therefore opportunities for funding maybe a viable options. In development of the concept, potential funding opportunities will be identified.

Inclusive Tourism

Whilst the strategy may be out of date (2016-2020), consideration of accessibility should be maintained throughout concept development. The Inclusive Tourism Strategy was developed to ensure that businesses are accessible and inclusive to those with physical and intellectual disabilities. It presents the aspirational goal of making experiences and destinations open to everyone.

Key Takeaways from Existing Documents

All of the relevant documents state universal themes and potential opportunities for the Mackay Rockhampton Barramundi Highway.

- Nature based tourism is important for the Mackay and Rockhampton regions. Both offer an abundance of nature-based activities that are either central to or supporting the destination experience.
- Between the two tourism regions there are over 30 national parks including the Southern Great Barrier Reef. The top attraction in both regions, according to Trip Advisor are nature related; in Mackay it is Bluewater Lagoon and the Botanic Gardens in Rockhampton.
- Post COVID-19 global travel trends indicate that visitors will want to spend more time in nature after being 'stuck' instead for months. Now is the perfect time to activate opportunities.
- Both regions have recreational fishing plans that outline strategies and similar aspirations to make become premier fishing locations in Australia. Leveraging reputation can support goals across both regions.
- Both regions have voluntary codes of practice for recreational fishing that provide a framework for visitor engagement – businesses and supporting operations should reflect this.
- The regions are susceptible to impacts from climate change – environmental, social and economic – these need to be addressed in the way the route is managed and maintained.

Post COVID-19 Visitor Trends



Rise of the conscious traveler – travelling less with a lighter footprint.

Seeking wide open spaces – getting back to nature, enjoying a slower pace.



Looking for safety and security above higher order outcomes.

Engaging like locals – finding niche experiences and hidden gems.



Finding wellness experiences to unwind and rejuvenate.

APPENDIX 2 – case studies



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- Pine and Gilmore, *The Experience Economy*, 1999

DNR

HUNTING

FISHING

PLANTS & ANIMALS

LANDS & WATERS

HELPFUL RESOURCES



[BUY A LICENSE](#)
[CHECK IN GAME](#)



WEST VIRGINIA FISHING

Fishing in Almost Heaven

West Virginia's Department of Natural Resources (DNR) hosts fishing in almost heaven. The site provides visitors all required information for their travel from fishing licenses to accommodation and baiting tips. The trail is Government led under the statutory mission of the West Virginia Division of Natural Resources to provide and administer a comprehensive program that supports exploration, conservation, development, protection and enjoyment of natural resources in the state. Primary Divisions charged with the governance of the program include the Wildlife Resources Section, West Virginia State Parks Section and the Law Enforcement Section.

West Virginia DNR goes beyond just the fishing trail, encompassing a hunting aspect as well, with clear consideration of the target market.

The website includes a list of in season animal for both hunting and fishing. A [full guide](#) is also provided as a PDF including regulations and species guide.

Permits are required for fishing in the state of West Virginia so the portal offers a one stop shop for all fishing needs, linking directly through to the purchase of a single or annual permit.

For those relatively new to fishing, the site includes a basic list of things to take on your trip including everything from your fishing license to bait and tackle to water and sunscreen. This information is featured prominently on the fishing guide indicating an immature target market.

A linked interactive fishing map ([here](#)), provides visitors detailed mapping of the 20,000 miles of streams and more than 100 fishing lakes available across the state. The map provides details of the water body (lake or stream), the species of fish, whether it is stocked, the times of year it is stocked and the latitude and longitude so potential visitors can find the access points with ease.

Link to Fishing in Almost Heaven [here](#).

Events

In addition to online purchase, mapping and guidance for amateur fishers, the site also offers events to stimulate fishing at certain times of the year. The Gold Rush, has been operating over the past four spring seasons. Approximately 50,000 golden rainbow trout are released, with fishers given the opportunity to reel in a prized trophy fish in 50 strategically picked locations around the state. Locations are determined to control visitor flow.

Adventure On! Freedom Festival! was held on 10-12 September and celebrates all things outdoors including the largest outdoor hunting and fishing show. The youth challenge is designed to provide hands on learning (including fishing) to those aged 6-18.

Youth fishing

1. Buy a fishing license
2. Purchase fishing equipment
3. Find a place near you to go fishing
4. Practice basic skills
5. Go out and enjoy the outdoors

The DNR sponsors outdoor events that offer instructions for youth fishing and also provides equipment to use at the events. These events are great places to learn how to fish.

A first fish catch certificate is also [offered](#).



Mammoth Lakes

Mammoth Lakes in California offers a 365 day fishing proposition – sun or snow.

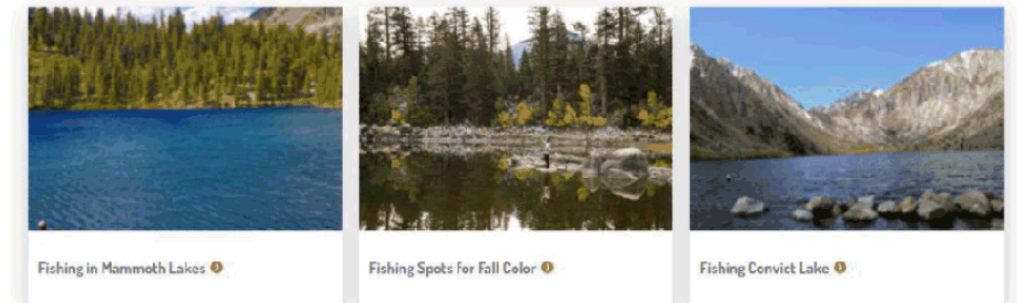
Whilst permits are required for fishing in the region, once a year a Free Fishing Day event is held across specific locations to provide new markets the opportunity to try fishing at a low cost.

Mammoth Lakes CVB offers support to visitors to [PLAN YOUR ADVENTURE](#) this includes details on where to get information from, local shops that provide fishing gear, guided experience opportunities and other relevant information based on the adventure selected.

Through a series of [blogs](#) and [promotional videos](#), the region presents a variety of opportunities, itineraries and support materials. The use of local experts to provide knowledge and insights creates a sense of trust and authenticity with the experience. The videos connect the potential visitor with the region and provide insight into how the locals live. Blogs are also written by experts with local insider knowledge promoting opportunities to live like the locals and experience a special part of the region. Travel tips – or the plan your adventure – are prevalent with blog posts as well, giving potential visitors instant access on how to reach the location, where to purchase the right equipment and which guides are best suited to the type of fishing.

Trading lightly and sustainable fishing practices are important to the region with key messaging across the website. Visitors are asked to sign up to the Mammoth Lakes Promise – whilst not specific to fishing, it does refer to healthy waterways and recreating responsibly in the waterways. On signing the promise there is the opportunity to sign-up for travel inspiration and tips – creating a database of potential repeat visitors. Visitors receive an email once they are signed up to the promise promoting sustainable behavior in the region, opportunities to give back and encouraging visitors to share with others.

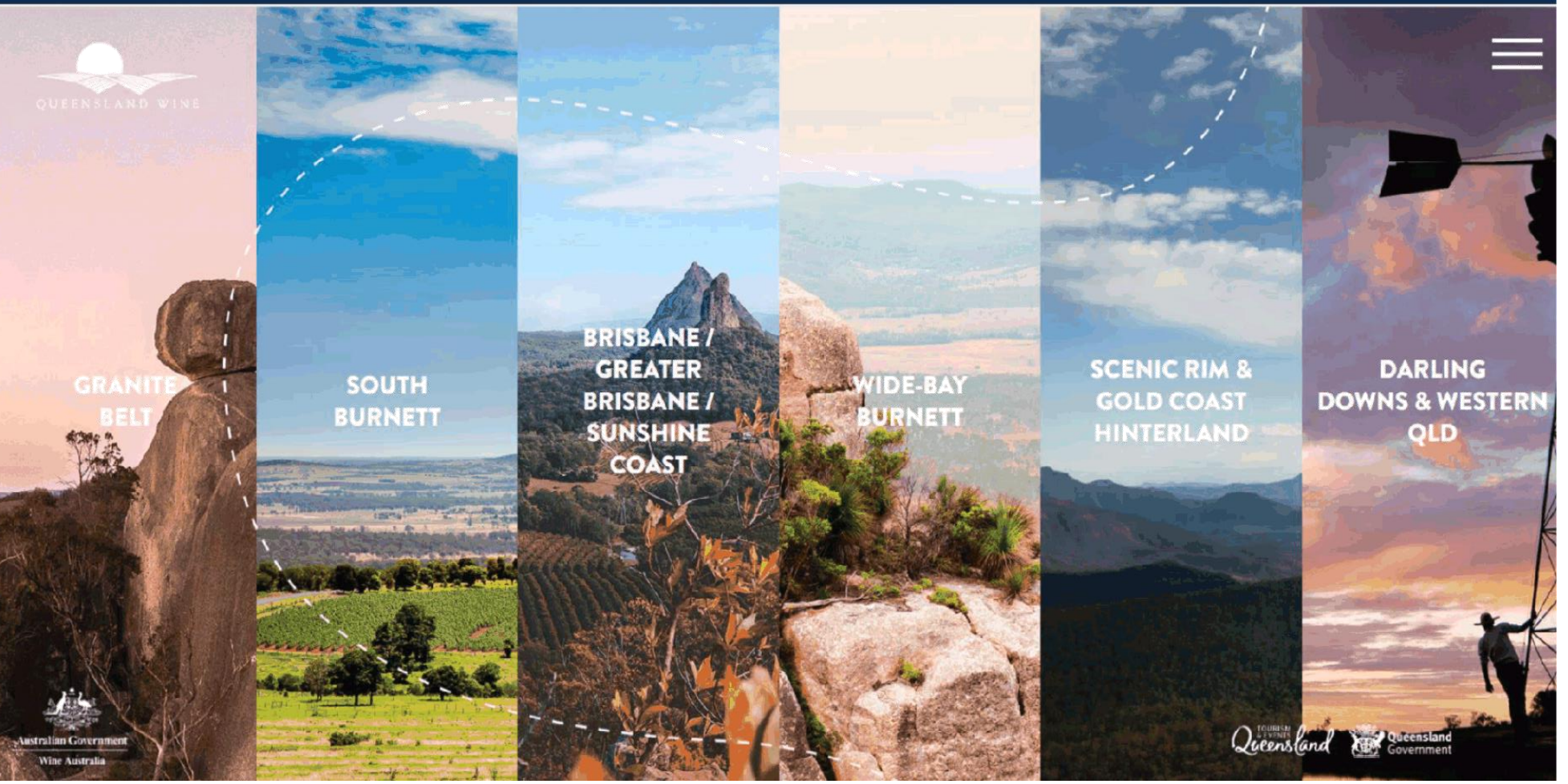
FISHING TRIP IDEAS



Mammoth Lakes Promise:

1. I will know and practice the [seven principles of Leave No Trace](#) and help make Mammoth Lakes and the areas I recreate in better for others to enjoy in the future.
2. I will clean up after myself and my pets (and maybe even others) by packing out all trash, including pet waste, and [knowing how to properly dispose of human waste](#).
3. I will do my part to reduce waste by bringing reusable water and food containers with me and properly disposing of any trash I do create.
4. I will know my limitations and always be prepared so as not to put myself or others at risk for the sake of a bucket list summit or the perfect picture for the 'gram.
5. I will be responsible with fire, respect local fire restrictions and ensure any fires I do make are put out completely before leaving camp
6. I will respect wildlife by keeping a safe distance and never feeding wildlife or leaving trash for animals to find.
7. I will protect the local drinking water and fisheries by [recreating responsibly around waterways](#).
8. I will do my part to travel sustainably by walking, biking or riding public transportation when possible. When I do drive, I will not invent my own by parking illegally in town or pulling off the road and damaging plant life.
9. In winter, I will [use snow chains when there are chain restrictions in place](#), fully clean snow off my vehicle before driving and respect the power of winter storms.
10. I will leave Mammoth Lakes and the Eastern Sierra better than I found it.

Vine and Shine Trail, Queensland Wine



Vine and Shine Trail – Queensland Wine

Queensland's Vine and Shine Trail is the first official wine trail in the state. It aims to promote and connect 70 different wine experiences across five different regions. The trail is self-guided and allows visitors to explore the best of Queensland wine. The vision of the trail is to promote and market Queensland winemakers to domestic and international visitors to move inward and see that the state has more to offer than nature and beaches.

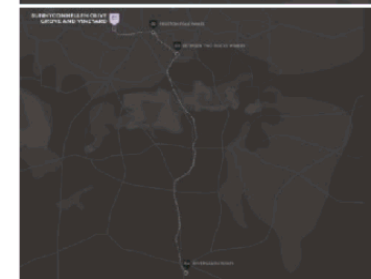
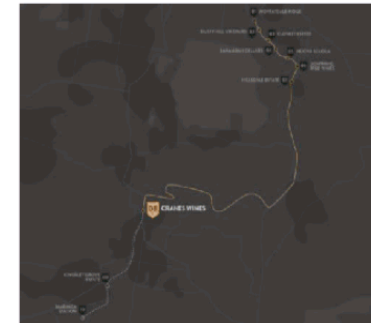
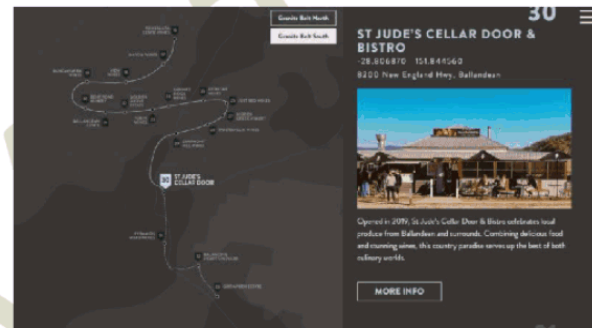
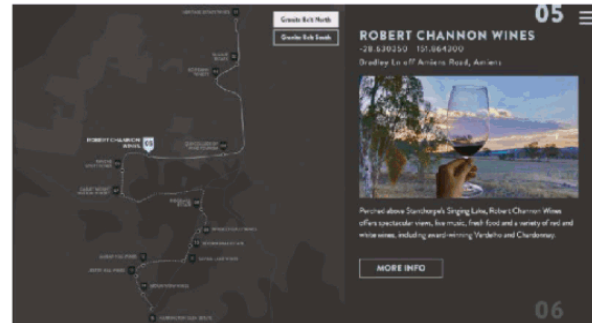
The trail is divided across five different regions: Granite Belt, South Burnett, Brisbane/ Greater Brisbane/ Sunshine Coast, Wide-bay Burnett, Scenic Rim and Gold Coast Hinterland and, Darling Downs and Western Queensland. Each Region has a well written overview that broadly discusses the wine experiences but also general attractions in the area, ensuring that people have enough information to determine which region will be best for them to visit. Information on each of the region pages is short and to the point, making sure it does not overwhelm people. The photos used throughout the website are an effective way to illustrate the different experiences in the region.

The self-guide nature of the trail encourages visitors to explore as much or as little as they want. This freedom appeals to people of all demographics as it allows people to select what they are interested in, and to fit an itinerary of any length. If people are only in the scenic rim region, then they have all the information in one place where they can find all the different experiences offered. If someone is wanting to travel around to the different regions they can easily see

The maps for each region are simple and clearly outline the road route used to travel between each location. There are no road addresses on the map which could be confusing, however instead they provide coordinates that can be put into any navigation system.

The Vine and Shine trail developed by Queensland Wine creates a modern trail that covers a range of different wine experiences and attractions across five regions. Its simplistic design is easy to follow, and people are encouraged to explore the regions to find what suits them. The information from the website can easily be transferred to navigation systems allowing for people to look up the trail on the go to go explore what Queensland's wine trail has to offer.

Supporting experiences are missing, limiting experiences to wine.



APPENDIX 3 – accommodation audit



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- Pine and Gilmore, The Experience Economy, 1999

APPENDIX 1 – ACCOMMODATION AUDIT - MACKAY

Mackay	Trailer Friendly	Boat Parking	Secure Parking
Dolphin Head Resort	No Info	No Info	No Info
Comfort Resort Blue Pacific	No Info	No Info	No Info
Mackay Blacks Beach Holiday Park	Caravan Parking	yes	yes
The Shores Holiday Apartments	No Info	No Info	No Info
The Seabreeze Hotel	No Info	No Info	No Info
Motel Northview	No Info	No Info	No Info
Windmill Motel and Events	Caravan Parking	yes	No Info
Aarons Central Tourist Park	Caravan Parking	yes	No Info
Discovery Parks Mackay	Caravan Parking	yes	No Info
Mantra Mackay	No Info	No Info	No Info
Lanai Riverside Apartments Mackay	No Info	No Info	No Info
Riviera Mackay	No Info	No Info	No Info
Oaks Mackay Rivermarque Hotel	No Info	No Info	No Info
Mid City Motor Inn	No Info	No Info	No Info
McGuire's Hotel	No Info	No Info	No Info
Gecko's Rest	No Info	No Info	No Info
Paradise Lodge Mackay	No Info	No Info	No Info
Quest Mackay	No Info	No Info	No Info
Coral Sands Motel	No Info	No Info	No Info
International Lodge Motel	No Info	No Info	No Info
Rydges Mackay Suites	No Info	No Info	No Info

Mackay	Trailer Friendly	Boat Parking	Secure Parking
Quest Mackay on Gordon	No Info	No Info	No Info
Shakespeare Motel	No Info	No Info	No Info
Oaks Mackay Carlyle Suites	No Info	No Info	No Info
Mackay Oceanside Central Hotel	No Info	No Info	No Info
Direct Hotels - Pacific Sands	No Info	No Info	No Info
Econo lodge Beachside	No Info	No Info	No Info
Ocean International Hotel	No Info	No Info	No Info
Ibis Mackay Hotel	No Info	No Info	No Info
Cool Palms Motel	No Info	No Info	No Info
Bel Air Motel	No Info	No Info	No Info
Country Plaza Motor Inn	No Info	No Info	No Info
Marco Polo Motel Mackay	Larger Vehicles	Yes	No Info
Alara Motor Inn	No Info	No Info	No Info
Miners Lodge Motor Inn	No Info	No Info	No Info
White Lace Motor Inn	Larger Vehicles	No Info	No Info
Lantern Motor Inn	Larger Vehicles	No	No
Mackay Resort Motel	Larger Vehicles	Yes	No
Tropic Coast Motel	No Info	No Info	No Info
Mackay Rose Motel	No Info	No Info	No Info
Shamrock Gardens Motel	No Info	No Info	No Info
Galaxy Mackay Motor Inn	No Info	No Info	No Info
Mackay Motor Inn	No Info	No Info	No Info
Boomerang Hotel	No Info	No Info	No Info

APPENDIX 2 – ACCOMMODATION AUDIT - ROCKHAMPTON

Rockhampton	Trailer Parking	Boat Parking	Secure Parking
Casa Nostra Motel	No Info	No Info	No Info
True Blue Motor Inn	Yes	Yes	Yes
Korte's Resort	Large Vehicles	Yes	No Info
Capricorn Motel	No Info	No Info	No Info
Glenmore Palms Motel	No Info	No Info	No Info
Discovery Parks Rockhampton	Caravan	Yes	No Info
Ambassador Motel	Large Vehicles	Yes	No Info
The David Motel	Large Vehicles	No Info	No Info
Rockhampton YHA	No Info	No Info	No Info
Riverside Tourist Park	Caravan	No Info	No Info
Cityville Luxury Apartments and Motel	No Info	No Info	No Info
Rockhampton Riverside Central Hotel	No Info	No Info	No Info
Quest Rockhampton	No Info	No Info	No Info
Cosmopolitan Motel	No Info	No Info	No Info
Hampton Villa Motel	No Info	No Info	No Info
The Stirling Rockhampton	No Info	No Info	No Info
Archer Park Motel	No Info	No Info	No Info
Rockhampton Palms Motor Inn	No Info	No Info	No Info
Rockhampton Court Motor Inn	No Info	No Info	No Info
CBD Luxury Accommodation	No Info	No Info	No Info
Mercure Rockhampton	No Info	No Info	No Info
Motel 98	No Info	No Info	No Info
Empire Apartment Hotel	No Info	No Info	No Info
The Criterion Motel	No Info	No Info	No Info
Metro Motel	Large Vehicles	Yes	No Info

Rockhampton	Trailer Parking	Boat Parking	Secure Parking
Leichhardt Hotel	No Info	No Info	No Info
Quality Regent Hotel Rockhampton	No Info	No Info	No Info
Heritage Hotel Rockhampton	No Info	No Info	No Info
Centrepont Motor Inn	No Info	No Info	No Info
Porky's Motel	No Info	No Info	No Info
CocoBrew Rockhampton	No Info	No Info	No Info
Coffee House Apartment Motel	No Info	No Info	No Info
Rockhampton Serviced Apartments	No Info	No Info	No Info
Central Park Motel	No Info	No Info	No Info
Citywalk Motor Inn	No Info	No Info	No Info
Denison Boutique Hotel	No Info	No Info	No Info
Best One Motel	No Info	No Info	No Info
Motel Lodge	No Info	No Info	No Info
The Q Motel	No Info	No Info	No Info
ZED Motel Tropical Gateway	No Info	No Info	No Info
Top 1 Motel Rockhampton	Large Vehicles	yes	No Info
Best Western Cattle City Motor Inn	Large Vehicles	No	No
Sun Palms Motel	No Info	No Info	No Info
Golden Fountain Motel	Large Vehicles	yes	No Info
Rocky Resort Motor Inn	No Info	No Info	No Info
Apartments on Palmer	No Info	No Info	No Info
Rocky Gardens Motor Inn	Yes	Yes	No
Fitzroy Motor Inn	No Info	No Info	No Info

10.4 MAKING WATER WORK PROGRAM - PROGRESSION OF FITZROY FOOD BOWL PLANNING

File No:	14966
Attachments:	1. Business Case - Making Water Work Program 2. CRCNA Participant Deed - Visionary land use planning to facilitate development precincts
Authorising Officer:	Greg Bowden - Executive Manager Advance Rockhampton
Author:	Wade Clark - Industry Engagement Manager

SUMMARY

Agriculture and water are intrinsically interlinked and are two of the key focus sectors in the future economic growth of our region.

The Making Water Work Program (MWWP) framework has been created in partnership with Rockhampton Regional Council (Advance Rockhampton), the Cooperative Research Centre for Northern Australia (CRCNA) and the Queensland State Government to progress sustainable agriculture development in the region. The Fitzroy Food Bowl title was born from this initiative. The MWWP is now at a stage where detailed planning is recommended to assist agricultural precinct development namely the Fitzroy Food Bowl.

OFFICER'S RECOMMENDATION

THAT Council approves an allocation of \$110,000 from the current Economic Development budget to be paid to the Cooperative Research Centre for Northern Australia to undertake planning for the South Yaamba agricultural precinct which forms part of the Fitzroy Food Bowl.

COMMENTARY

To deliver greater regional benefit from agricultural water the MWWP business case was developed (Attachment 1: Business Case – Making Water Work) in 2019-2020 to help guide the Rockhampton Region develop irrigated agriculture adjacent to the Fitzroy River.

The Fitzroy River has the largest river catchment on the Eastern Seaboard of Australia. This provides the Region with sustainable long term economic opportunities to develop irrigated agriculture (horticulture, cropping and livestock production) in the Fitzroy Food Bowl.

Advance Rockhampton through detailed planning, local landholder assistance and investment attraction wishes to pursue a strong growth strategy in agriculture. The aim will be to substantially grow the current Regional Output/Total Sales which is currently at \$487M.

The MWWP is focused on detailed agricultural planning which will further de-risk the investment opportunity. The MWWP will assist the Region to:

- Create more local on farm, food manufacturing and related service jobs
- Unlock unmet agriculture demand in domestic and export markets
- Take advantage of new and existing water resources
- Benefit from circular economies through nutrient flow management
- Ensure sustainable agricultural growth and positive Great Barrier Reef outcomes

To assist the implementation of the MWWP the CRCNA will invest \$350,000 by mid-2024 with other key stakeholders assessing options for cash and in-kind support.

The Department of Agriculture and Fisheries (DAF) for example has invested \$200,000 with the CRCNA in the 2021/2022 financial year, targeted at high priority projects such as the

MWWP. Negotiations are underway to formalise a Memorandum of Understanding between DAF and CRCNA for an increased annual commitment over the next three years.

The next steps for the MWWP and the development of the Fitzroy Food Bowl are to:

1. Define supply chains and develop precincts visioning
2. Undertake land use planning to facilitate development precincts
3. Mobilise strong water governance arrangements
4. Integrate nutrient, waste and energy streams in developing agriculture
5. Focus on reef water quality requirements in new agricultural developments

As part of (2) Undertake land use planning to develop precincts, South Yaamba has been identified to have a planning foundations report formulated. The planning foundations report will provide for preliminary plans and designs incorporating a water distribution scheme, infrastructure (such as roads, power / energy and telecommunications), waste stream mapping and nutrient flow mapping.

South Yaamba was identified as there are numerous landholders with high quality soils that wish to proceed with larger scale irrigated agricultural production which are currently constrained and require planning assistance to help achieve their goals.

To assist the development of the South Yaamba planning foundations report it is recommended that Council allocate \$110,000 from the current Economic Development budget.

BACKGROUND

The Making Water Work business case development was funded in 2019-2020 by the State Government through the Communities in Transition Program facilitated by the CRCNA and Advance Rockhampton (on behalf of the Council).

In 2020, the Making Water Work Program developed a terms of reference to assist dialogue between the CRCNA, Advance Rockhampton, State Government agencies and industry representatives to pursue outcomes identified by the MWW Business Case.

BUDGET IMPLICATIONS

Proceeding with the recommendation will see \$110,000 allocated from the current (2021/2022) Economic Development Budget noting this allocation is mainly funded by positive revenue variances in this current financial year.

LEGAL IMPLICATIONS

The Council is recommended to enter into a deed (Attachment 2: CRCNA Participant Deed – Visionary land use planning to facilitate development precincts). This has been reviewed by legal and is ready to be progressed if the Council proceeds with the recommendation.

STAFFING IMPLICATIONS

Advance Rockhampton's Industry Engagement Manager will be Council's key lead for the MWWP liaising with the Executive Manager of Advance Rockhampton, Manager of Strategic Planning, Manager for Strategic Infrastructure and others as the project progresses.

CORPORATE/OPERATIONAL PLAN

Corporate Plan – Economy: *2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports*

Operational Plan – Economy: *2.2.2 Deliver economic development and industry engagement initiatives that create economic growth and continue to strengthen resources, agriculture and defence industry services.*

CONCLUSION

The MWWP will facilitate further planning work that will de-risk the investment opportunity in the Fitzroy Food Bowl. This will assist the Rockhampton Region in its economic growth

aspirations in Agriculture and Water opportunities, creating on farm jobs, food manufacturing jobs and fostering exports.

MAKING WATER WORK PROGRAM - PROGRESSION OF FITZROY FOOD BOWL PLANNING

Business Case – Making Water Work Program

Meeting Date: 10 May 2022

Attachment No: 1

Business Case

Making Water Work in the Rockhampton Region

Delivering Greater Regional Benefit from Agricultural Water, Supply and Value Chain Development for the Rockhampton Region



(IMAGE SOURCE: https://www.i-q.net.au/wp-content/uploads/Queensland-18x449-300-ppi-Rookwood-aerial_2-min-3264x1632-855x0-c-default.jpg)



The economic development
unit of Rockhampton
Regional Council

Acknowledgements

Funding for this report was provided by the Queensland Government's Department of Environment and Science, and delivered through the Clean Growth Choices Consortium. The consortium is comprised of experienced practitioners and academics from the University of Southern Queensland (USQ), James Cook University (JCU), CSIRO and The EcoEfficiency Group (TEG). The consortium team would like to acknowledge the strong support we received from DES, especially from Georgine Roodenrys, Matthew Arthur, Sandra Avendano and Rosanna Virzi.

We would also like to extend our sincere thanks for the continued support and help from the Rockhampton Regional Council, particularly Wade Clark, Kelly Turner, Angus Russell, Tony Cullen, Christine Bell, Alicia Cutler, Rick Palmer, Jason Plumb, Michael O'Keeffe and Councillor Drew Wickerson.

We would also like to thank our participating experts in the workshop discussions, who made invaluable contributions to the process.

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Executive summary

The Rockhampton Region as a community is building on its economic, social and environmental assets to create a stronger economy. On the back of broad options assessment, the Region has agreed a priority development pathway that will focus on growing, transitioning and intensifying the irrigated agricultural sector. This focus will deliver greater economic, social and environmental benefit from every additional megalitre of water brought on line for agriculture within the Region. In this sector, Rockhampton has many advantages over many Australian regions. One of the most critical is that it has the largest freshwater river catchment on the eastern seaboard of Australia, the Fitzroy River catchment, combined with suitable soils for irrigation. It is also well positioned to service significant growth in new agricultural commodities into near northern markets.

At the same time, increasing water prices and a decline water availability are driving renewed interest from other irrigation regions in northern Australian development opportunities. Recent related supply chain analysis further north in Townsville suggests that there is significant unmet demand for typical agricultural products across key markets including South East Asia, China and the Middle East. Of relevance to Rockhampton, that work identified five priority products, including intensive beef cattle, on-shore aquaculture, pulses and avocados, with nearly \$3 billion of currently unmet demand in global markets.

In a strong sign of the Region's capacity to service these markets, and to further harness the economic opportunities from this water source, the Federal Government and Queensland State Government have collectively agreed to fund \$352 million towards the construction of Rookwood Weir on the Fitzroy River. Rookwood Weir could deliver up to 42,000ML of water to help generate agricultural industry development along with supporting urban and industrial growth and water security (76,000 ML in total). This will be in addition to the existing storages found between the Barrage and Rookwood Weir (Barrage 60,150 ML and Eden Bann Weir 26,260 ML). This water will enable the transition of land use towards the production of priority demand-led products. The Fitzroy Agricultural Corridor is the first major new irrigation development in Queensland for a generation, but achieving economic, social and environmental resilience, will mean making every drop of work hard for the community.

This new development has the potential to herald internationally ground-breaking opportunities for the expansion of the next generation of value-rich horticultural, cropping and livestock developments. This new approach is needed as agricultural development comes with a series of previously silent challenges. New State regulations for water run-off from farms seeks to achieve no net decline in Great Barrier Reef (GBR) water quality. We face higher infrastructure costs, higher energy costs and higher general farming input costs. Consumer markets demand increasingly high product standards. Consequently, the most significant challenge for the development of agriculture will be effective management of water allocations to enable higher value and much more efficient, low impact agricultural ventures and supply chains, whether they be they large or small in scale. To assist in this transition, the Communities in Transition (CiT) Program, funded by the Department of Environment and Science and supported by CSIRO, James Cook University (JCU), the University of Southern Queensland (USQ) and The Eco-efficiency Group (TEG), have been working with Rockhampton Regional Council's economic group Advance Rockhampton and the Region's wider stakeholders to create and to implement this *Making Water Work* initiative. The initiative will explore, scope and map:

- The required agricultural supply chain visions and potential production system models;

- Visionary land use and infrastructure planning that can deliver this promise, optimising effort and including innovative road, airport, port and communications solutions;
- Integration with reliable, affordable and low-carbon energy/waste management options;
- Catering for protected cropping, smaller scale farming and farm services innovation; and
- Next generation production system practices that meet the new GBR regulations.

Combined with new and more efficient supply chain, value chain and waste reduction and energy sector thinking, the opportunity exists for the Region to lead the way in new and exciting developments in these approaches. New thinking and technologies present great opportunities to shift towards a more circularised economy and more integrated and value-rich supply chains in the agricultural sector. These include new techniques in the design and management of new agricultural lands, nutrient extraction in aquaculture, and the potential for greater integration of feed production, soil enhancement and nutrient reuse between sectors.

This *Making Water Work* business case will focus a combined government, community and industry effort on identifying the opportunities, constraints and strategies to achieve this outcome.

SECTION ONE – STRATEGIC CONTEXT

Options analysis

The *Making Water Work* initiative evolved from the *Communities in Transition* Program, an active community development and capacity building process for strengthening regional resilience in dealing with economic, social and environmental change. The first stage of the program included the development of a *Community Resilience Framework* from which a community profile was created. Next came a series of deeper community conversations, asking stakeholders to describe pressures and opportunities facing their community. A desk-top study, together with information provided by the community conversations led to broader consensus on a prioritised set of transition pathways and options for the future of the Region. These are listed in the third column of Table 1.

Table 1: Linking regional pressures and opportunities with plausible pathways.

Current pressures & future challenges	Current strengths & opportunities for the future	Some options/ideas for broad pathways
<ul style="list-style-type: none"> Climate/ extreme weather conditions – floods, heat, cyclones Changing investment risks, including climate risk, changing government policies and consumer and shareholder pressures. International trading hampered by political and/or practical barriers affecting trade partnerships Below av numbers of local businesses, slow business formation & growth rates Population with lower than national average educational, employment and health characteristics. Perceptions by some of 'imposed regulations' from metropolitan centres in the south Always a challenge to maintain community leadership and capacity (RPS Australia East 2016). 	<ul style="list-style-type: none"> Coastal sub-tropical climate with mild winters Great natural assets for diverse economic activities - steady water supply, important mineral deposits, abundant solar energy, good agricultural land High ecological values with varied landscapes Outdoor lifestyle –agricultural, mining, sports and recreation Diversifying from traditional focus on beef, exploring new products and industries. Strong governance associated with catchment and landscape planning Container Refund Scheme (CRS) - economic opportunities, litter reduction (Boomerang Alliance 2018). Laid-back relaxed lifestyle and unique character Both Indigenous and non-Indigenous history adds to 'sense of place' Rich Indigenous culture - local Traditional Owners hold key information about country/culture Strong 'sense of community' across the Region 	Making water work: preparing the ground for low impact agriculture
		Aquacultural boom: towards a zero emissions aquaculture sector
		Flood Resilience: Major new focus on floodplain management & Great Barrier Reef ecosystems
		Focus on Ecosystem Services
		Outward bound: major new supply chain opportunity through airport internationalisation
		Tourism & recreation revival: enviro, river, historic, indigenous
		Effective waste management
		Communications & big data
		New circular economy: turbo-charging support for business-based economic and eco-efficiencies

Because of its imminent potential for significant economic progress and value-intense industry, one clear priority pathway, *Making Water Work* became apparent through workshop discussions of several potential pathways, based on regional pressures, challenges and opportunities for the future. Agreement on this pathway was based on a number of considerations including:

- The recent announcement of the construction of Rookwood Weir;
- Shared government identification of the Fitzroy River Agricultural Corridor for intensive agriculture development, with water supplied from the new weir;
- Opportunities to shift towards a more circular economy in the wider agricultural sector (e.g. exploration of new techniques in the design and management of new agricultural lands);
- Combined with new value rich supply chain thinking, the opportunity exists for Rockhampton to globally lead the way in new and exciting developments; and
- The need to meet particular obligations to protect the Great Barrier Reef (GBR) and to achieve “no net decline” in GBR water quality under prosed new regulatory arrangements
- Identification of Aquaculture Development Areas at Bajool and Raglan by the State.

The second stage of the program involved an online survey of stakeholders to elicit their preferences and priorities for options within the *Making Water Work* pathway. The option prioritisation was completed through a second set of workshop discussions, based on options and criteria shown in Appendix A. Further discussions with the Rockhampton City Council and other key stakeholders have resulted in the key concept and components within the *Making Water Work* initiative (Figure 1).

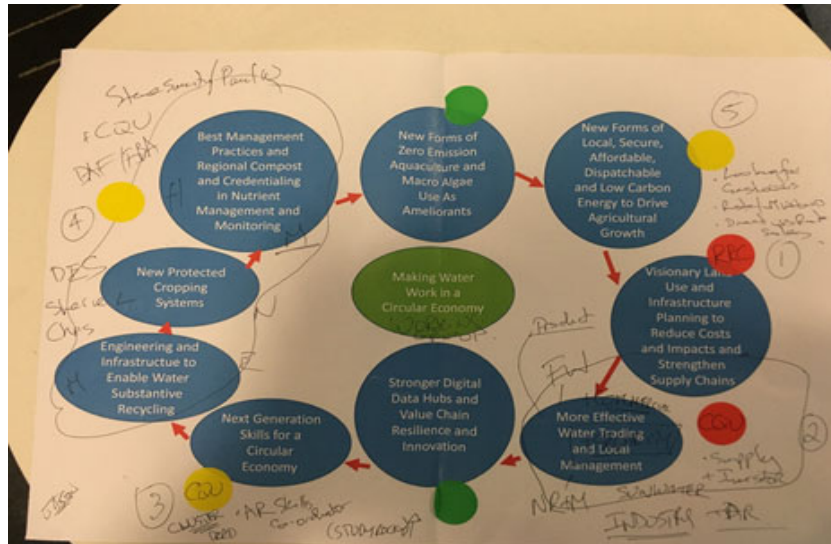


Figure 1: Prioritisation of pathways options: The green circle in the middle is the preferred pathway, blue circles represent potential options, red dots represent foundational options, yellow dots essential options and green dots represent desirable options that maybe realised in future.

The key concept

The Fitzroy River catchment in the Rockhampton Region is the largest freshwater river catchment on the eastern seaboard of Australia (RRC 2018). Nevertheless, there are increasing water demands from continued urban and industrial growth, mining development, agricultural activities and other issues in the Region. The Central Queensland Regional Water Supply Strategy (CQRWSS) (DNRW 2006), identified that further infrastructure on the lower Fitzroy River is required to meet short, medium and long-term demands for high priority water (Sunwater & GAWB 2015). Recent and related supply chain analysis further north in Townsville suggests that there is significant unmet demand for typical agricultural products across key markets including South East Asia, China and the Middle East (KPMG 2019). To further harness the economic opportunities from the catchment, the Federal Government and Queensland State Government have collectively agreed to fund \$352 million towards the construction of Rookwood Weir on the Fitzroy River. The new Weir could deliver 42,000ML of water which could boost agricultural production by up to \$1 billion in the Fitzroy River Agricultural Corridor, and extra water for urban and industrial growth, and water security (76,000 ML in total) (RDAFCW 2018; QSDMIP 2019).

These opportunities collectively present the chance for the Region to grow, transition and intensify its agricultural sector. Implementing this business case will enable the Region to unlock currently unrealized economic value from unmet demand in markets for agricultural and food products in the

Asia Pacific Region. The Fitzroy River Agricultural Corridor is the first major new irrigation development in Queensland for a generation, but achieving economic, social and environmental resilience will mean making every drop of water work hard for the community. The development of the Fitzroy River Agricultural Corridor has the potential to herald internationally groundbreaking opportunities for the expansion of the next generation of value-rich horticultural, cropping and livestock production. However, a new approach is needed as today's agricultural development comes with a series of previously silent challenges.

The Fitzroy River and its tributaries contribute to sediment, pesticide, and herbicide levels in the coastal waterways and further out into the Great Barrier Reef (GBR) lagoon, which affect the distribution and abundance of coral and other marine organisms (Marsden Jacob Associates 2013). Proposed new State regulations for water run-off from farms seeks to achieve no net decline in reef water quality (Queensland Parliament 2019). Further, there are increasing infrastructure, energy and general farming input costs, while at the same time consumers demand increasingly high product standards. Consequently, the most significant challenge for the development of agriculture in the Fitzroy River Agricultural Corridor will be effective management of water allocations to enable higher value and much more efficient, low impact agricultural ventures, whether they be large or small. Combined with new supply chain and energy sector thinking, the opportunity exists for the Region to lead the way in new and exciting developments in these approaches. New thinking and technologies present great opportunities to shift towards a more circular economy and more integrated and value-rich supply chains in the agricultural sector. These include new techniques in the design and management of new agricultural lands, nutrient extraction in aquaculture, and the potential for greater integration of feed production, soil enhancement and nutrient reuse between sectors. Embedded within this overall opportunity is the need to facilitate much more intensive investment and development in a traditional grazing area, with changing land ownership patterns and intents.

To create and implement this *Making Water Work* pathway and initiative, the *Communities in Transition* (CiT) pilot program has been working with Rockhampton Regional Council's economic group *Advance Rockhampton* and the Region's wider stakeholders. The pilot program is funded by the Department of Environment and Science and supported by CSIRO, James Cook University (JCU), the University of Southern Queensland (USQ) and The Eco-efficiency Group (TEG). In effect, the vision for the concept was that new agricultural develop deliver next generational agricultural development, with significant environmental efficiencies, highly efficient supply chains, and increasingly integrated and high-worth value chains that deliver social and economic resilience. It was considered that the key components needed to drive this vision included:

- Defining supply chain visions and potential productions system models;
- Visionary land use planning, footprint development and design;
- Connected water infrastructure, ownership and water products;
- Integrated infrastructure, communications, services planning and coordination;
- Integrated, reliable, affordable and low impact energy and waste management; and
- Next generation practices to achieve Great Barrier Reef (GBR) outcomes.

These are detailed in Section 2 of this business case.

Justification and risks mitigated

There are multiple major justifications that underpin the *Making Water Work* initiative, unpacking the significant benefits from and risks to be mitigated by taking such an approach. The following key factors underpin the logic for progression of this business case for the approach.

1. Unlocking unmet agriculture export and domestic demand

Recent supply chain analysis in North Queensland suggests that demand for products typical of those produced in Central Queensland exists across the usual key markets including South East Asia, China and the Middle East. Of relevance to Rockhampton, that work identified five priority products, including intensive beef cattle, on-shore aquaculture and pulses with nearly \$3 billion of currently unmet demand in global markets. In the Northern Queensland case, transitioning land use to the priority products was estimated to provide a positive benefit of between \$26.5 and \$271.1 million NPV and to generate numerous jobs, and we consider that similar trajectories are possible in the Rockhampton Region (KPMG 2019).

In 2015/16, the total value of agricultural output in the Rockhampton Region was already \$74m. The largest commodity produced was processed livestock, which accounted for 84.9% of the Region's total agricultural output (RRC 2016). The Region presently concentrates on the production and processing of beef which is exported to markets throughout the world, but particularly China, Japan, United States and Korea. Other crops which are currently grown and which have the potential to increase further are cotton, wheat, sorghum, table grapes, hay, macadamias, citrus, mangos and avocados. Construction of Rookwood Weir has the possibility of significantly expanding the range of crops which are grown in the Rockhampton Region within 5km of the Fitzroy River. Many of these crops are not presently grown in Central Queensland, but can be well aligned to identified demand-led gaps in particular agricultural markets.

Risks of Doing Nothing

The risks of not preparing for greater involvement in this sector means the Region would effectively perform poorly in the most significant and resilience building growth opportunities available. If these significant opportunities are to be realized, however, the major climatic and environmental constraints for agricultural development need to be overcome, though these are small compared with other factors such as those associated with finances and investment planning, land tenure and property rights, management, skills, and supply chains (Ash & Watson 2018).

2. Taking intensive advantage of new and existing water resources

The Commonwealth Government's North Queensland Water Infrastructure Authority (NQWIA) was established in March 2019 to progress the development of water resource projects in northern and central Queensland, through strategic planning and the coordination of information sharing among relevant regulatory authorities and stakeholders (Commonwealth of Australia 2019). Current planning includes a focus on building weir-based water infrastructure; with Federal and Queensland Governments collectively agreeing to fund \$352M towards the construction of Rookwood Weir on the Fitzroy River. The new weir could deliver up to 42,000ML of water which could boost agricultural production by up to \$1B in the Fitzroy River Agricultural Corridor, and extra water for urban and industrial growth, and water security (76,000 ML in total) (RDAFCW 2018; QDSMIP 2019). However this will be in addition to the existing storages found between the Barrage and Rookwood Weir (Barrage 60,150 ML and Eden Bann Weir 26,260 ML), enabling the transition of land use towards the production of priority demand-led products. More work is required on planning for:

- Water products and costs, with the National Water Initiative requiring any water pricing subsidy to be fully transparent in water pricing;
- A staged approach to water availability – e.g. what is the current latent capacity in the system? Availability of water held in the barrage and Eden Bann? What are some options if the planned Rookwood weir is reduced in size?
- Upgrades to the road network to handle freight and tourism traffic;

- Value added economic development opportunities in food processing;
- Export opportunities of fresh and processed foods;
- The exploration of airport connections to south-east Asia and southern Australian cities;
- Long-term water security for Rockhampton Region;
- Socio-economic development of the communities around the development;
- Associated recreational (fishing, water sports) and other activities.

Risks of Doing Nothing

Without effective planning work behind the development of new water assets, the uptake and use of that water may be slower than desirable from an infrastructure, commercial and economic perspective. Significant effort will be required to promote and attract investment and facilitate development that migrates from current land uses. Potential risks associated with the project that could be better managed through this *Making Water Work* initiative include:

- Increasing the cost effectiveness of development attracted to the Region as a result of the weir development and other available water resources;
- Reducing the costs of water likely to restrict the viable cropping opportunities; and
- Increased capacity of existing markets to absorb significant additional horticultural production (SMEC Australia Pty Ltd 2018).

Further de-risking work is needed before a new agricultural development proponents could invest confidently, especially given the scale of development and the long term infrastructure investment being made in the Rookwood project. Without this initiative's work to most efficiently match demand to supply and value, there is a risk of creating stranded water assets without an associated gain in environmental values of the catchment. In short, there needs to be a more proactive, sophisticated approach to facilitate development, uptake and use of water. Making time, the value of money and investment more efficient is a critical part of the financial and economic equation, and this is needed to accelerate the benefits arising from new agricultural investment.

3. Unlocking Rockhampton's agricultural potential

The Queensland Government's Agricultural Strategy aims to double the value of Queensland's food production by 2040. However, this can only happen if the level of productivity within the sector increases across the whole supply chain (RDAFCW 2018). Land within 5km of the Fitzroy River in the Rockhampton Region has the possibility of being used for intensive animal and horticultural production. Cotton, wheat, sorghum, table grapes, hay, macadamias, citrus, mangos and avocados are crops which are already successfully grown in Central Queensland and have the real possibility of expanding substantially as a result of harvesting water from the Fitzroy River. The construction of Rookwood Weir has the possibility of significantly expanding the range of crops which are grown within 5km of the Fitzroy River. There are also sufficient land and water resources the adequately support feedlots and intensive livestock and protected agriculture. In 2015-2016 Central Queensland supported 1.9 million head of cattle - 28% of the state's total number (RDAFCW 2018). During the same period, Central Queensland had a total of 2,802 agricultural businesses. 88.2% (2,471 businesses) were beef cattle farming (RDAFCW 2018). There are two abattoirs in and near Rockhampton: JBS Australia, with a daily processing capacity of 696 head of beef; and Teys Australia which has a daily capacity of 1,731 head of beef (RDAFCW 2018).

Risks of Doing Nothing

Achieving agricultural development targets based on the quality resources available can only happen if (as envisaged by this *Making Water Work* initiative) the proactive level of analysis and planning for productivity improvements within the sector increases across the whole supply chain (RDAFCW 2018). As such, consequent effort must consider (and where possible draw upon existing data sets held by DAF and DNRME) to determine:

- Spatial limitations and location of the most productive soils in the Region;
- The potential for early structural decline in the soil resource base, requiring excellent soil identification and management from the outset;
- The potential for integrative links across commodity sectors (such as aquaculture and cropping); and
- The most efficient location of infrastructure requirements relative to production areas.
- Potential for Master Planning and refinements to current planning scheme.

4. Benefits from building a more circular and value-rich agricultural economy

A successful circular economy contributes to all the three dimensions of sustainable development, encompassing economic, environmental and social values (Korhonen, Honkasalo & Seppälä 2018). In agriculture, these shared values focus on improving growing techniques and strengthening the local cluster of supporting suppliers and other institutions in order to increase efficiency, yields, product quality, and sustainability (Porter & Kramer 2011). For example, connecting consumer preference to farm profitability is becoming increasingly important in maintaining farmer profitability, as demonstrated by the growing demand for organic food (Perry 2017). Digital technologies have the potential to enable consumers to precisely track food, from the field to the pantry, and to inform decision-making. At the same time, commodity crop farmers will be able to match consumer demand for products and produce a more valuable crop. In the years to come, the essential connection between agricultural practice and consumer preference will dramatically accelerate the adoption of new sustainable technologies in agriculture (Perry 2017). An emerging local example might be the West Rockhampton Aquaculture Precinct, including protected vertical aquaponics and horticulture (being designed to assist in training, research and small scale commercial opportunities).

Key operational principles/options to create a circular economy (Suárez-Eiroa et al., 2019) include:

1. *Adjusting resource inputs to regeneration rates*
 - Reduce/eliminate non-renewable resources use;
 - Substitute non-renewable by renewable inputs (e.g., renewable energy); and
 - Adjust extraction rate of renewable resources to be within regeneration rate.
2. *Adjusting waste and emission outputs to absorption rates*
 - Promote eco-efficiency and eco-effectiveness to reduce wastage and waste.
3. *Closing or slowing the material use loops*
 - Promote use of renewable resources (e.g. Energy);
 - Connect waste management with resource recovery; and
 - Design products that are durable, repairable, easy to upgrade, reuse recycle and/or recover.
4. *Shifting production and consumption culture*
 - Shift business perspectives from producing products with rapid obsolescence; and
 - Shift consumer expectations about using disposables and acquisition of latest product
5. *Coordinating and collaborating*
 - Coordinate adjustments throughout the value chain including inputs and outputs;
 - Recover material and energy from waste for recirculation;
 - Establish new markets and value chains to facilitate transition to a circular economy; and
 - Enlist significant policy, regulatory and program support from governments.
6. *Using digital innovation*
 - Digital technology such as big data, sensors, 3D printing will make reusing and recovering material energy efficient and effective, thus helping to decouple economic growth from natural resource depletion and environmental degradation (Murray et al., 2017).

Key benefits arising for regions in this approach include:

- Building greater efficiency and value within the supply chains;
- Increasing productive parts of the economy; and
- Increasing skills and diversity required in the workforce.

In relation to workforce (see Table 2 below), most of the Region's 643 agricultural full time work force are currently in less differentiated jobs in beef cattle, sheep and grain farming (with 411 persons working in this area). According to the 2016 Australian Bureau of Statistics (ABS) Census data for the Region there were 78 persons working full time in horticulture which included:

- 31 persons working full time in Nursery and Floriculture Production;
- 3 persons working full time in Mushroom and Vegetable Growing;
- 23 persons working full time in Fruit and Tree Nut Growing; and
- 21 persons working full time in Other Crop Growing (ABS 2017).

Taking into account the amount of water that will be available through the development of Rookwood Weir, and the potential for a more value-rich and circular approach to workforce development, there is an opportunity to assist boosting employment and to diversify the agricultural workforce. Initiatives that could assist in the short term to assist diversification could include:

1. *Skilling Queenslanders for Work* - Through the Department of Employment, Small Business and Training the Queensland Government's Skilling Queenslanders for Work initiative funds training and support for unemployed or underemployed people with a focus on young people, Aboriginal and Torres Strait Islander people, people with disability, mature-age job seekers, women re-entering the workforce, veterans and ex-service personnel, and people from culturally and linguistically diverse backgrounds;
2. *Back to Work* - Back to Work supports eligible Queensland employers to hire an eligible unemployed job seeker with payment of up to \$20,000, subject to funding availability.
3. *Work Start incentives* - For private sector employers not eligible for a Back to Work payment to eligible employers for hiring a new trainee or apprentice who had previously participated in a Skilling Queenslanders for Work project, after a qualifying period. A Youth Boost component of \$20,000 is available if the eligible person is aged 15 to 24 years; and
4. *CQU/TAFE* – Courses and open days for horticulture and there are study tours to horticultural centres such as Bundaberg and Mackay.

Rockhampton Regional Council area	2016			2011			Change
Industry (Click rows to view sub-categories)	Number	% Queensland	% Queensland	Number	% Queensland	% Queensland	2011 to 2016
Agriculture, Forestry and Fishing	643	1.8	2.8	501	1.4	2.7	+142
• Agriculture, nfd	43	0.1	0.2	19	0.1	0.1	+24
• Nursery and Floriculture Production	31	0.1	0.1	25	0.1	0.1	+6
• Mushroom and Vegetable Growing	3	0.0	0.2	3	0.0	0.2	0
• Fruit and Tree Nut Growing	23	0.1	0.4	12	0.0	0.3	+11
• Sheep, Beef Cattle and Grain Farming	411	1.1	1.0	370	1.0	1.1	+41
• Other Crop Growing	21	0.1	0.3	16	0.0	0.3	+5
• Dairy Cattle Farming	11	0.0	0.1	6	0.0	0.1	+5
• Poultry Farming	15	0.0	0.1	13	0.0	0.1	+2
• Deer Farming	0	0.0	0.0	0	0.0	0.0	0
• Other Livestock Farming	14	0.0	0.1	13	0.0	0.1	+1
• Aquaculture	4	0.0	0.0	0	0.0	0.0	+4
• Forestry and Logging	4	0.0	0.0	0	0.0	0.0	+4
• Fishing, Hunting and Trapping, nfd	5	0.0	0.0	0	0.0	0.0	+5
• Fishing	7	0.0	0.0	4	0.0	0.0	+3
• Hunting and Trapping	0	0.0	0.0	0	0.0	0.0	0
• Agriculture, Forestry and Fishing Support Services, nfd	0	0.0	0.0	0	0.0	0.0	0
• Forestry Support Services	0	0.0	0.0	6	0.0	0.0	-6
• Agriculture and Fishing Support Services	39	0.1	0.2	16	0.0	0.2	+23
• Agriculture, Forestry and Fishing, nfd	7	0.0	0.0	0	0.0	0.0	+7

Table 2: Current agricultural employment in the Rockhampton Region by sector.

Risks of Doing Nothing

There is significant evidence internationally to suggest that those economies that adopt more circular approaches to economic development will become much more resource use efficient and highly competitive economies (Dominish et al., 2017). Not moving in this direction also risks local agriculture not delivering growing market requirements, and high levels of awareness among consumers, distributors and producers about the potential for circular economy thinking to reduce wastage and provide economic, social and environmental benefits (Kirchherr et al., 2018). While the concept and its benefits are not widely discussed and accessible to practitioners and the wider public (Merli et al., 2018), the opportunity for the Rockhampton Region to take leadership in this area of thinking will also mean the services that emerge may increasingly have global value.

5. Planning now to deliver on Great Barrier Reef outcomes

The northern Australian development agenda seeks to significantly expand agricultural production in northern and central Queensland. As much of the State's agricultural land, however, is in GBR catchments, without careful management, agricultural growth and intensification could increase pollutant loads in coastal and marine waterways flowing to the GBR. Activities associated with water pollution in the GBR catchment include suspended sediment from soil erosion, nitrate run-off from fertiliser application on crop lands and herbicide run-off from various land uses (Brodie et al., 2012).

Legislation for natural resource management is in place across all GBR catchments including the *Queensland Vegetation Management Act 1999*, the *Queensland Water Act 2000*, the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*, the *Queensland Land Act 1994*, the *Queensland Reef Protection Act 2010*, the *Commonwealth Great Barrier Reef Marine Park Act 1975*,

and proposed new regulations in Queensland for land managers to achieve “no net decline” in GBR water quality (Dale et al 2018; Queensland Parliament 2019). Given the critical role of these legislative instruments in setting limits for resource use, a clear business case for de-risking agricultural expansion will be needed to include explicit consideration of, and costings due to, environmental regulations. Significant investment is already being applied to improve water quality in the Fitzroy Region, (a regulatory requirement under the *GBRMP Act*) and this poses a potentially high risk to the approval of new agricultural activities. By thinking at an area- based level in advance of new agricultural development, serious new thinking can be applied in advance of the approval of individual agricultural activities on farm. This more area-based approach, focused around new water-based agricultural development areas, has the potential to significantly simplify the development approval process and deliver no net decline in water quality discharging into the GBR lagoon. Key activities would need to include:

- (a) New investors thinking through, committing to and implementing very effective on-farm agricultural practices in advance of new agricultural development;
- (b) Exploring new approaches to the treatment of water run-off on farm; and
- (c) Exploring more sub-catchment based and collaborative approaches to the capture and treatment of agricultural run-off from new agricultural development areas.

Risks of Doing Nothing

Existing regulatory arrangements *and* the proposed changes to GBR regulations require landholders to move more urgently from traditional agricultural practices to improved practices. Without early and proactive industry-based thinking about how new agricultural development can be best designed and managed to enable no net decline in GBR water quality, then a real risk exists of new water infrastructure being approved and developed, that then may not be able to be used for its original intended application to agricultural development. Proactive thinking and planning to address the problem may have the potential to increase profitability in new farming operations as well and maintaining and increasing market access into the future.

SECTION TWO – KEY CONCEPT COMPONENTS AND RETURNS

The following unpacks the key jobs that need to be progressed to secure the best possible outcomes from the *Making Water Work* initiative.

1. Defining supply and value chain vision and production system model

What is the Current Context?

The Rockhampton Region’s current agricultural production is focused on beef production and processing with some grain (wheat and sorghum). Water from the barrage pondage and Eden Bann Weir has enabled landholders along the Fitzroy River to grow some limited crops of hay, macadamias, mangoes and avocados. Despite potential opportunities afforded by the construction of Rookwood Weir and other available water resources, the Region has not yet developed a clear vision of its most viable agricultural supply chain as a basis for planning. This should be a regional priority, regardless of the Rookwood Weir development. A strong model could envision a very clear focus on the development of a particular mix of beef product; the crop-based feedstock required; a particular combination of feedlots and processing facilities. These could all be serviced by particular land use and infrastructure/ service needs, including linkage back to feed supplements coming from aquaculture. Attaining broad support for, and consensus about the supply and value chain vision and model is a crucial foundation in the further steps required to ensure the Region really makes water work. The approach can be used to encourage and target key sectors for investment and to promote best practice. At the same time, key investment decisions will also be guided by commercial realities of the market.

What Scope is Required?

With significant new water developments coming on line in the Region, the time has now come to ensure that early strategic thinking is in place to deliver new agricultural development that builds upon a very clear, demand-driven *Supply and Value Chain Vision and Plan*. New and significant demand-led thinking is now needed to define the most economically and socially lucrative and environmentally responsible vision of the supply chain. Without much more visionary clarity about how a more demand-led supply and value chain could function, the proactive development of land use planning, infrastructure and servicing required will not be able to emerge. Consequently, the critical tasks and outcomes required include:

Key Tasks	Outcomes
Deeper regional analysis of the most significant and securable agricultural markets. The Queensland's Government's Land Use Mapping Program (QLUMP) would be a valuable tool to use.	Regional knowledge to inform proactive land use and infrastructure planning and new agricultural investment.
Based on deeper regional market analysis, building the deep sectoral engagement and collaboration required to forge a shared approach to industry and community-based visioning of the future supply chain possibilities, options and priority strategic directions.	Stronger regional industry and supply chain consensus about priority land use planning and infrastructure investment decision making. Stronger governance arrangements surround critical decision making within the supply chain.
Exploring (quantifying) and envisaging (defining) the potential (demand-led and production enabled) supply and value chains possible to maximize economic and other benefits (from production through to value add and delivery).	Prioritisation of the most viable supply chain options (including transport links for domestic & export markets) and associated production systems, value-add and distribution system needs (land, infrastructure including irrigation distribution and servicing), translating into a very clear <i>Agricultural Development Model</i> as a basis for further planning. This vision-based thinking will need to include development of a view of enterprise diversity possible in the <i>Agricultural Development Model</i> (i.e. a model based on a reasonable mix between larger corporates and small to medium farming enterprises).
Exploring or identifying the key potential investors (or investor types) to lead investment and development in the sector, and prioritising future engagement and cooperation with those investors (including the potential for co-investment in development infrastructure). Need to also identify management and ownership structures and the	Key agricultural development investors identified, engaged and supported. Key management and ownership structures identified Key investment attraction and investment incentives identified and design (e.g. linkages to concessional loans under the Clean Energy Finance Corporation or CEFC).

potential revenue streams which could get off the ground. May include delivery network options and analysis.	
Exploring potential barriers and enablers in the supply and value chain components - including current under-utilised water and the barriers/drivers.	Key land use planning and infrastructure priorities identified. Steps taken to ensure strong inter-operability between different supply chain options (e.g. between cattle and aquaculture). May lead to brokerage opportunities.

Within the context of this work, serious consideration should also be given to the potential role of more protected forms of agriculture within the Region (i.e. glasshouse-based production). If this is a significant opportunity, it is likely that a more diversified agricultural strategy may be possible, with broader scale agriculture and protected cropping not competing heavily for land and water resources, but potentially complimenting each other in terms of airport/port requirements. It is likely that protected cropping would require flood-free land, good access to transport and water infrastructure and exist within 10 kilometers of reasonable services. Protected cropping approaches also present real opportunities in the progression of more circular forms of integrated cropping, particularly if also linked to more broad-scale cropping opportunities. An example of an innovative Australian company that has invested in protected cropping is shown in the case below.

Innovative Sundrop Farms Uses Sunlight and Seawater to Grow Tomatoes*

Sundrop Farms in South Australia uses more than 23,000 mirrors to capture sunlight and direct it to a central receiver at the top of a 127-metre "power" tower. All the water used for irrigating the crops is piped from the Spencer Gulf and converted into fresh water using a thermal desalination unit. At its peak it produces 39 megawatts of thermal energy, which is used for electricity, heating and making water. The commercial facility cost about \$200 million to build, with private equity firm Kohlberg, Kravis and Roberts (KKR) investing \$100 million. The facility produces about 17,000 tonnes of truss tomatoes a year and holds a 10- year supply contract with Coles Australia. See <https://www.sundropfarms.com/innovation/>.



*Information and image source: <https://www.abc.net.au/news/rural/2019-05-15/port-augusta-sundrop-farms- sold-to-investment-fund-morrison-co/11108046>

Timeframes, Investment and Costs

The way forward should build strongly on emerging supply chain work currently being progressed through the Collaborative Research Centre on Northern Australia (CRCNA) investment at Central Queensland University (and also KPMG 2019), explore the particular relevance of that work to the Rockhampton Region, and facilitate a cohesive cross-sectoral vision of the most viable supply and value chains and required strategic actions. Will also include exploration of local, national and international distribution.

Package Item	Total In Kind	Total Cash Cost	Completion Timelines
Supply Chain Visioning and Collaboration Building		\$150,000	June 2021
Potential Investors	In Kind	Cash	Notes
Possible State Budget Bid		\$150,000	
CRCNA Supply Chain			
Council			
CQU/JCU			

Who Needs to Be Involved?

In the Rockhampton Region context, Council could be the appropriate project lead to ensure this work is locally coordinated and integrated with other key steps and processes, but it may seek to partner key support from CQU/JCU and the CiT Team together with state government agencies.

Key players that need to be involved in this work include:

- Key participants in the most prospective agricultural sectors, including growers, financials, suppliers, the real estate industry, agricultural service providers, key infrastructure leaders;
- DAF would be involved as an advocate for agricultural expansion;
- TMR would be integral to understanding existing transport infrastructure capacity and where work is needed e.g. road to port, road to airport, rail to port;
- Other agencies include DNRME, Sunwater, GAWB, FRW, power companies.

This work should build on the current CQU work on seeking to understand the collaboration building necessary in building agricultural supply chains cooperatives and key price points along each of the key supply chains. This will help identify clear barriers in the supply chain system. Barriers might include trade access, biosecurity, information barriers, etc. The work is also looking to test a viable regional consistency and potential for a Rockhampton Brand.

2. Visionary land use planning footprint and design

What is the Current Context?

To encourage high quality and high value agricultural development, a more sophisticated and incentive-focused land use planning and development approval system will need to be developed, designed and implemented. Not having these arrangements in place in advance of the development front will result in sub-optimal outcomes for the Region and for agricultural development investors alike. It will particularly limit value adding investment opportunities such as food processing and waste management (Benyama Kinnear & Rolfe 2018). Rockhampton Regional Council has already undertaken a preliminary spatial Multi-Criteria Analysis (MCA) across the Region to initially help identify areas for more intensive investigation. However, more detailed assessment and industry discussion is required. It will be important, for example, to also:

- Not discount dryland agricultural development opportunities in the Region, particularly in

relation to feed development (e.g. Kalapa Flats area) and the potential advances in drought tolerant crops (e.g., AgriVentis); and

- Explore the potential for the feasibility of rural water distribution schemes feasibility to service nearby non-riparian Good Quality Agricultural Land (GQAL). This is needed regardless of the progress of Rookwood Weir.

What Scope Is Required?

With a much clearer vision of the future supply and value chain, and a stronger focus on supply chain efficiency, minimizing environmental harm, maximizing the quality of soils farmed, reducing agricultural runoff and reducing agricultural costs (transport, pumping), then a much more refined set of land use planning data layers can be developed, overlaid, analysed and optimized. A good example of the quality of mapping required in this case is already emerging within the Region (see Figure 2 below). However, a stronger agricultural area design is required to significantly achieve higher level supply chain and environmental efficiency.

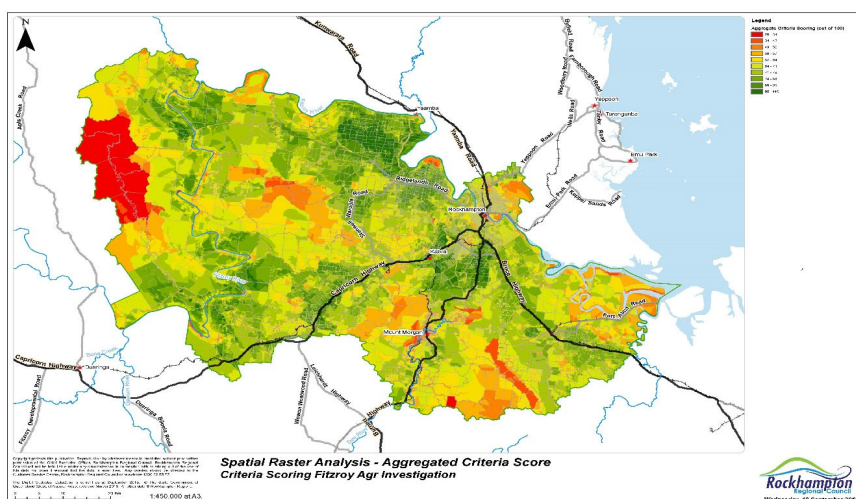


Figure 2: An example of the mapping detail that will be required
Consequently, required tasks and outcomes are:

Key Tasks	Outcomes
Drawing on the <i>Supply and Production System Vision</i> , council, DAF, CSIRO and other parties need to further engage in developing the key opportunities and constraints layers for potential and staged agricultural development. Staged infrastructure development is also needed for water distribution scheme.	Clearly identified priority areas for agricultural investment and development, including associated value chain opportunities and associated infrastructure corridors/locations. Sufficient planning flexibility to enable alternative supply chain development models to be accommodated if needed. Sufficient planning flexibility to enable sufficient diversity in the enterprise mix that emerges, enabling an appropriate mix of larger and small/medium enterprises, enabling entrepreneurship. Sufficient planning effort to optimise required infrastructure development corridors.

Exploring the most appropriate planning instruments and provisions required to help facilitate development and investment in these contexts (e.g. State Development Area, Ag Development Precinct, Strategic Assessment under the EPBC Act etc.).	A planning and development approval framework that facilitates smooth and high quality development investment, appropriate public-private partnerships and identified suitable investment incentive packages.
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Timeframes, Investment and Costs

The pathway forward on this particular piece of work should build strongly on the foundations mapping overlay work that already exist within Council. New mapping work can be used to facilitate a cohesive cross- sector input into the design of the tightest supply and value chains possible.

Package Item	Total In Kind	Total Cash Cost	Completion Timelines
Mapping Overlay Development, Efficiency Analytics and Plan Production			June 2021
Potential Investors	In Kind	Cash	Notes
Possible State Budget Bid		\$300,000	
Council	Existing mapping layers within Council.		
QDAF	Existing data/ products		
CSIRO	Existing data/ products		
FBA	Existing data/ products		
DNRME	Existing data/ products		
Port	Existing data/ products		
TMR	Existing data/ products		
DSDMIP	Existing data/ products		

Who Needs to Be Involved?

Rockhampton Regional Council could be the appropriate project lead to ensure this work is coordinated and integrated with other key steps. Key players that need to be involved include:

- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, the real estate industry, agricultural service providers, key infrastructure leaders;
- Strong skills in relation to the cost analysis of supply chain logistics (e.g. QUT);
- Stronger designer-skills in the context of more circular agricultural systems. Key players that need to be involved in this work include:
- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, the real estate industry, agricultural service providers, key infrastructure leaders;
- Strong skills in relation to the cost analysis of supply chain logistics (e.g. CQU/QUT);
- Stronger designer-skills in the context of more circular agricultural systems.

3. Connected water infrastructure, ownership and water products

What is the Current Context?

In relation to the water now potentially becoming available for agricultural development, there is at this stage, little firm planning in place concerning the distribution infrastructure, ownership and water products that will likely be made available through these water opportunities, both within and beyond the Fitzroy Corridor. Key components at least include:

- The consideration of the potential for further use of the current water storage facilities (Eden Bann and the Barrage) and associated agriculture that has been planned historically; Rockhampton Regional Council is the owner and operator of water from the Barrage, however it is yet to consider its role in regard to future ownership and management of new water infrastructure;
- Overall, new water could deliver up to 5,000 hectares of more intensively farmed land, with a significant need for coordinated water distribution and management;
- In relation to existing water assets, Rockhampton Regional Council has a 50,000 ML allocation (which can only be drawn from Barrage Weir Pool), of which only half is being half used. Its use has also been uncertain because of potential water quality implications;
- In the testing of new water products, there may be problems in overcoming the challenge of determining where the water would be best used for the development area and the need to encourage new crop investment trialing (i.e. initial leasing and options to purchase);
- There are opportunities now to consider brokerage options and to work with producers to provide input/insight into the underutilization of current water allocations, including market arrangements (with the potential for unregulated water harvesting entitlements to deliver around 30,000 ML); and
- There is also still much work to be done to develop water products that will meet the needs of any new supply chain development.

What Scope Is Required?

With Rookwood Weir now planned for construction, much significant effort is needed to define the emerging model of agricultural development, which will in itself define the scope and type of water products that will need to be made available. Irrigation distribution systems and their ability to contribute to a more circular economy are yet to be determined and designed. Finally, issues of various aspects of scheme ownership, and associated governance are yet to be determined. Consequently, required tasks and outcomes are:

Key Tasks	Outcomes
Feasibility of the preferred water products and distribution systems developed and full costings driven by the land use project planning.	A significant interplay between supply chain visioning, innovative land use planning and the final design, costing, funding and delivery of distribution systems. More cohesive distribution systems and innovative investment sharing principles. Opportunities for market arrangements that explore and enhance the potential for using existing under-used water systems/allocations. Exploration of the current Stanwell pipeline as a potential asset that could be utilized (though its future also depends on the future trajectory of the Stanwell Power Station).

Early consideration of the most appropriate governance arrangements and ownership options need to be agreed to between Sunwater, Rockhampton Regional Council, other government agencies and industry.	Once established, there may be potential value in improving operability of the market. The current market is constrained by the trading rules and also needs some refinement. New approaches being explored in the MDIA may be worth exploring and adopting.
Identify and finalized any requirements to update the current Queensland Government Burdekin Water Management (WMP).	All water allocations scientifically tested and legitimately allocated to enable security.

Timeframes, Investment and Costs

Given the unfolding process for the construction of Rookwood Weir, and limited consideration of other potentially available water resources, key timeframes and investment includes the following.

Package Item	Total In Kind	Total Cash Cost	Completion Timelines
Consideration of Water Governance, Ownership, Distribution, Water Products and Market Arrangements.			
Potential Investors	In Kind	Cash	Notes
Possible State Budget Bid		\$100,000	
Council			
NRM&E			
FRW			
Sunwater			
Targeted Ag producer input			
GAWB/Stanwell – leverage existing and future pipelines			

Who Needs to Be Involved?

Rockhampton Council would be the appropriate project lead to ensure this work is coordinated and integrated with other key steps, but the work would need to be developed in strong partnership with the current development process being implemented by Sunwater and the Queensland Department of Natural Resources and Mines (QDNR&M). Key players that need to be involved in this work include:

- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, the real estate industry, agricultural service providers, key infrastructure leaders;
- Rockhampton Regional Council, Sunwater and QDNR&E will need to work closely together in partnership with industry; and
- Stronger designer-skills in new water product opportunities, power generation in water distribution and market trading skills will be required.

4. Integrated infrastructure, communications & services planning & coordination

What is the Current Context?

To facilitate effective agricultural investment, more cohesive infrastructure and services planning will be required alongside water infrastructure planning and development. With Rookwood coming on line, there are emerging changes in the infrastructure and communication systems needed in the Rockhampton Region, and there will be a stronger need to ensure good telecommunications access, a refreshed look at the integrated infrastructure needs of a more intensive/circular agricultural system.

What Scope Is Required?

In the context of the emerging Supply Chain Vision and the proposed new Rookwood development, there is a significant need to update of the Fitzroy Industry and Infrastructure Study (which currently runs to 2007). Given the importance of infrastructure in ensuring a tight supply chain, and enabling integrated linkages between sectors (e.g. agriculture and aquaculture), it is essential that innovative infrastructure design follow through in advance of the development front. In this context, there will be a need for a focus on roads, the airport, port linkages (Gladstone) and communications.

At the same time, this work needs to flag implications for human and commercial service linkages as well, though these will tend to be lagging rather than leading requirements. While there should be a strong focus on telecommunications, it is understood there are no major constraints in the trunk system. As such, service support behind big data management in the supply chain will again tend to be a lagging versus leading part of that thinking, though early approaches to big-data service innovators in the agricultural space will be important within this process to build and strengthen the agricultural support opportunity. Consequently, required tasks and outcomes are:

Key Tasks	Outcomes
Reframing if the key infrastructure, communications and services requirements to deliver on the emerging supply chain vision and visionary land use planning. Irrigation precinct master plan	Strong co-design in establishing a much tighter supply and value chain and greater circular economy opportunities. A clear understanding of the lagging human and commercial service requirements emerging from the proposed development trajectory. Facilitation and brokering of staged workforce development planning & coordinated response.
The coordinated designing and prosecution of appropriate, coordinated and staged budgetary and investment response for infrastructure (across Federal, State, Local and private sector requirements).	Timely delivery of infrastructure to secure high quality agricultural investment. Active facilitation of the required big data service supports to keep pace with emerging agricultural development.

Timeframes, Investment and Costs

The way forward should build strongly on foundational mapping and supply chain vision-building and visionary land use planning work undertaken by Rockhampton Regional Council. This is needed to facilitate a cohesive sector-wide input into the design of the tightest and most effective infrastructure planning and investment priorities possible.

Package Item	Total In Kind	Total Cash Cost	Completion Timelines
Planning and Strategic Infrastructure, Communications and Services to Service Agricultural Development			June 2021
Potential Investors	In Kind	Cash	Notes
Core investor		\$300,000	
Council			
TMR			
Airport Corp			
Gladstone Port Auth.			
NBNCo/Telstra			

Who Needs to Be Involved?

Advance Rockhampton would be the appropriate project lead to ensure this work is coordinated and integrated with other key steps, but the work would need to be developed in strong partnership with the Department of Transport and Main Roads (TMR), the Port and Airport and the National Broadband Network Company (NBNCo). Key players that need to be involved in this work include:

- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, the real estate industry, agricultural service providers, data service providers, CQU and key infrastructure leaders;
- Rockhampton Regional Council, TMR, Airport Corporation, Gladstone Port Authority and NBN Co will need to work closely together in partnership with industry; and
- A stronger co-design approach is required that can deliver tighter supply and value chain outcomes and stronger circular economy principles.

5. Integrated, reliable, affordable and low impact energy & waste management

What is the Current Context?

Despite policy instability over the last decade, a more stable national and state-wide policy framework is now emerging, seeking to achieve energy security, affordability (via enhanced generation investment) and transition (AER 2018). This means that as a new agriculture development area, the Region has the opportunity to rethink the design of the right energy mix to service new agricultural development in ways that achieve significant advances in all three energy-related objectives (security, affordability and transition). Additional energy priorities for Queensland (QDEWS 2017) include:

- Assessment of options for deploying hydro and pumped storage including bulk off stream storage linked to distribution network;
- Increased supply of gas into the Australian market;
- Reviewed costs of energy storage and demand management (Arenawire 2019);
- Increased assessment of energy investment trends in Distributed Energy Resources (DER) and Virtual Power Plants (VPPs);
- The strengthening future power systems by addressing technical issues;
- Improved access to climate and extreme weather information for the electricity sector; and
- Tri-sector integration of electricity, gas, and transport in AEMO's co-optimisation model, based on the "zero emission vehicle" roadmap (AEMO 2019).

While these broad settings are emerging, there remains no clear energy planning in advance of new proposed agricultural development. Strategic thinking in this context needs to account for:

- New opportunities for agricultural-based waste to energy technologies that might also significantly contribute to circular economies and tighter supply chains;
- New opportunities in remotely generated power and micro grids;
- Integration between power generation options and regional waste management; and
- New emerging opportunities for hydrogen based power options.

Rockhampton has traditionally benefitted from a stable coal-based power supply located on its doorstep through the Stanwell Power Station. Wider strategic thinking in the context of catering for new agricultural development needs to account for:

- The current planned future life-cycle for the current Stanwell Power Station;
- New opportunities for agricultural-based waste to energy technologies that might also significantly contribute to circular economies and tighter supply chains;
- Integration between power generation options and regional waste management;
- Wider regional plans for the Aldoga solar development west of Gladstone; and
- New emerging opportunities for hydrogen-based power options.

Similar to energy, the new agricultural development front presents an opportunity to rethink regional and more sustainable and cost effective approaches to waste management. Given several new policy and technology developments, there is a refreshed opportunity to explore the linkages between agriculture and waste management. These include: (i) the recent introduction of the waste levy system; (ii) new thinking about regional organic waste management for supporting agricultural production (being undertaken by RDAFNQ&TS, Shark Recyclers and CQU in the Lakeland area); and (iii) the Growcom agricultural waste utilization trial being developed by CSIRO.

In respect to the Lakeland work, there is a focus on testing for a possible 60% reduction in use of chemical fertiliser, a 35% increase in production, a 9 fold increase in organic matter, a 19% saving in energy cost and a 30% reduction in water consumption in bananas. In respect to the Growcom-based work in the Townsville context, the Food Waste CRC is currently starting a 20 week process for engaging in opportunities for new approaches to food waste processing. In emerging agricultural domains, this might involve the development of significant value add opportunity for agricultural products. The approach has the potential to be built in a modular style for expansion or duplication. In this context, the Rockhampton Region could have an appropriate horticultural mix all year round (and potentially with strong provenance to the global health and welfare market). This emerging approach suggests that there is significant global investment interest in area-based food manufacturing models (by combining the skills of local entrepreneurs and attracting investors). Early figures show that a factory built at the cost of \$22 million could deliver some \$66 million revenue with a \$45 million return on investment to the community (give or take 30%).

Rockhampton Regional Council has recently explored the potential for waste to energy opportunities, but these have not yet been integrated into any broader thinking about establishing a more circular agriculture development opportunity within the Region. Urban Waste Streams and feedstock may be a potentially limiting factor, but Council strategy could be currently heading towards the beneficial reuse of sewage and residential green waste and organic waste potential.

Combined with new thinking about regional organic waste development of agricultural production (being undertaken by Central Queensland University in the Lakeland area), there is a refreshed opportunity to explore the linkages between agriculture and waste management. Related to the regional waste opportunity is also the growing opportunity to link the Region's emerging

aquaculture development agenda to an area-based design that applies more circular approaches to new agricultural development, particularly in the GBR catchment context. Pacific Bio and JCU are undertaking detailed work that would see the use of macro-algae to treat water from aquaculture (and potentially also sewage) to develop both innovative stock feeds and soil ameliorants. This raises the potential even on site treatment of controlled agricultural runoff. Within all of this opportunity, a third consideration is the potential to take advantage of the emerging Queensland Waste Levy to support the development and operation of innovative solutions.

What Scope Is Required?

In respect to energy's pivotal role in agricultural development, to achieve genuine affordability, security and transition outcomes, a unique opportunity exists to ensure every effort is taken to fully explore and compare the range of locally-based options now available. This will enable regional decisions about the best options possible, and progress planning and implementation. There is a need to explore whether these opportunities can contribute to the design of a more circular economy in the context of the new agricultural developments at Rookwood and associated future water developments. As such, a structured approach to the conceptualization, comparison and more targeted design of the most effective energy and waste management options should at least include the following tasks and outcomes:

Key Tasks	Outcomes
Criteria based assessment and refinement of the a range of energy generation and supply options possible, or a combined set of options that deliver significantly improved energy security, affordability and transition in the region in the context of emerging new agricultural developments.	Full exploration of: (i) property-based solutions (solar or biomass) that additionally feed energy back into the grid; (ii) the potential contribution of innovative hydro-power within or from the distribution system; (iii) a regional approach to biomass powered sub-regional micro-grids, resulting in multiple circular economy products (e.g. oil/syngas, biochar); (iv) potential regional waste to energy options; (v) potential hydrogen-based solutions (e.g. water plus power to create hydrogen with overflow power to reduce marginal cost; or (vi) an appropriate combination of these and other options.
Criteria based assessment and refinement of the options possible, or a combined set of options that deliver significantly improved waste and pollution reduction, more intense supply chains and improved value chain opportunities.	Full exploration of options that include: (i) management of municipal waste; (ii) agricultural waste biomass contributions to energy production; (iii) regional approaches to organic waste for compost production; (iv) greater consideration of potential wood waste and other value adding options and processes; and (v) integrated consideration of biological wastes and nutrient pollution reduction emerging from new agricultural and aquacultural developments. Full review of the potential waste and pollution reduction technologies that could be applied in the agricultural development context and their associated benefits and product streams.
Progression of the most appropriate options into a fully integrated area-based design concept and associated investment strategies for implementation.	Strongly positive and investment ready business cases for regional agreed solutions.

While energy and waste management security, affordability and transition are the key objectives, additional benefits such as multiple product streams contributing to a more circular system need to be considered, as well as additional value-added products that the Region may be able to grow economically (e.g. power, biochar, etc.).

Timeframes, Investments and Costs

The way forward should again all build on the foundation supply chain and land use planning work outlined previously.

Package Item	Total In Kind	Total Cash Cost	Completion Timelines
Circular Integrated Energy Supply and Waste Management Option Comparisons and Preliminary Designs.			June 2021
Potential Investors	Total In Kind	Total Cash Cost	Notes
Proposed State Budget Bid		\$250,000	
Council			
Energy Queensland			
DES and Queensland Waste Levy			
NRM&E			
Growcom			
Pacific Bio			
Industry Partners			
CQU/JCU/CSIRO			

Who Needs to Be Involved?

The *Rockhampton Regional Council* would be the appropriate project lead to ensure this work is coordinated and integrated with other key steps, but the work would need to be developed in strong partnership with Energy Queensland, DES and DNR&M. Council's Waste Management Team would be deeply involved to ensure this work is coordinated and integrated with other key steps, but the work would need to be developed in strong partnership with groups like Pacific Bio, Growcom and research institutions (JCU, CSIRO and CQU). Linkages would also need to be made to the NQ Regional Organization of Councils Waste Management Strategy. This work would be led by Council through the integrated governance arrangements, but would need to involve key players that include:

- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, the real estate industry, agricultural service providers, key infrastructure leaders;
- Council, Stanwell, Energy Queensland, DES and DNR&E will need to work closely together in partnership with industry; and
- Strong designer-skills in new energy generation, waste management and their integrated contribution to circular economy development opportunities.

6. Achieving regulated water quality outcomes for the Great Barrier Reef

What is the Current Context?

The bilaterally agreed *Reef 2050 Plan* sets a clear strategy for improving water quality outcomes for the GBR World Heritage area. In this context, the Queensland Government introduced a Bill to Parliament in February 2019 to strengthen existing GBR protection regulations. The proposed regulations under the *Environmental Protection (GBR Protection Measures) and Other Legislation Amendment Bill 2019* reduce water pollution (nutrients and sediment) from agricultural and industrial land uses entering GBR waters while maintaining productivity and profitability through improved land management. The new legislation supports the staged roll-out of strengthened Reef protection regulations to apply to all commercially produced cane, bananas, horticulture, grains and grazing as well as direct sources of pollution from industrial land uses (for example, sewage and water treatment plants, aquaculture or intensive animal industries etc.) across all GBR regions. This, for the first time, will include requirements to ensure new agricultural development does not contribute further to declines in the quality of waters running into the GBR lagoon. This has major significance for any new agricultural development in the Rockhampton Region.

Innovative Agritech, InFarm, Goondiwindi

Goondiwindi based company, InFarm, is pioneering the development of ground breaking drone-to-tractor weed identification technology that is enabling large farms in south west Queensland to achieve savings of up to 95% in herbicide use on farm. The process uses drones to capture high definition images of the paddock. The images are uploaded into InFarm's processing platform where a unique weed-identifying algorithm is applied. The result is a file that pinpoints the exact location of the weeds. The file is uploaded into a standard variable rate tractor via a USB and the data is used to control spray nozzles - turning them on and off depending on the presence of weeds. See <https://www.infarm.io/>.

While there has been major progress in improving existing practices in the Fitzroy Basin, there has to date been no cohesive attempt to conceptualise and design how new agricultural development will meet the not net increase in pollution requirements. This detailed thinking is better managed through an area-based approach, rather than leaving every new farming enterprise to design a no-net-decline approach property by property. Additionally, some actions are actually better planned as at multi-property (e.g. combined water reuse) or sub-catchment scale (sub-catchment monitoring).

What Scope Is Required?

Any planned expansion of agriculture must meet these new regulatory standards. Additionally, however, there is real scope to apply highly innovative and collaborative thinking in advance of the agricultural development curve, improving development approval and new development outcomes. Across the globe, there are examples to be drawn upon. The required tasks and outcomes are:

Key Tasks	Outcomes
Building a strong and evidence-based collaborative alliance between, industry, researchers and FBA to co-design an area based approach in association with the <i>Supply Chain Vision Building</i> and <i>Visionary Land Use Planning</i> phases.	All responsibilities for implementation are clearly defined and strong pathways in place to secure the investment required to implement. Highly innovative cross-sectoral, area-based approaches are explored and assessed as well as traditional practice-based approaches.
Building strong collaborative governance arrangements to ensure standards are maintained and continuously improved.	Whole of area monitoring alliances and outcomes established from the outset of the development cycle to minimize investment risk. Targeted concessional finance arrangements identified and linked to new agriculture development meeting scheme requirements.

Timeframes, Investment and Costs

The pathways forward on this particular piece of work should build strongly on the foundational mapping of supply chain vision and visionary land use planning work undertaken by Council. It should also facilitate a cohesive sector wide input into the design of systems that might be able to attract significant concession finances for compliant agricultural development opportunities.

Package Item	Total In Kind	Total Cash	Completion Timelines
Establishing Innovation and Delivery Systems for Meeting No Net Decline Water Quality Outcomes in the GBR			June 2021
Potential Investors	In Kind	Cash	Notes
Potential State Budget Bid		\$300,000	
GBRF			
OGBR			
Council			
FBA			
Industry Partners			
CQU/JCU/CSIRO			
Clean Energy Finance Corporation			

Who Needs to Be Involved?

Fitzroy Basin Association (FBA) (in collaboration with Rockhampton Regional Council) would be the appropriate project lead to ensure this work is coordinated and integrated with other key steps, but

the work would need to be developed in strong partnership with industry and investors. Key players that need to be involved include:

- Key participants in the most prospective agricultural sectors, including government agencies, growers, financials, suppliers, agricultural service providers and data service providers.
- Rockhampton Regional Council, GBRMPA, the Fitzroy Basin Association and the Water Service Provider; and
- A stronger co-design approach at and area scale is required that can deliver an area based and cross-sectoral approach to achieving no-net decline in water quality.

SECTION THREE – GOVERNANCE, MANAGEMENT AND CAPACITY

Total project costs, return on investment and future leverage

The following outlines the foundational but incomplete Return on Investment (ROI) case behind the proposed \$1.4M State budget investment envisaged over a five year period starting July 2020. Table 3 below outlines the estimated returns and the assumptions underpinning these returns.

Table 3: Estimated ROI for the *Making Water Work* Initiative.

Project Impact Category	Assumptions For Additional Impact	Total Investment Return
Project Cash Leverage	<ul style="list-style-type: none"> • TBA following initiative budget finalization. 	\$
Increased Regional Sector Growth or Business Turnover	<ul style="list-style-type: none"> • Assume current Gross Regional Product from agriculture is \$94 million. • Assume the projected growth in agriculture from proposed new water development includes occurred over 30 years. • Assume this investment delivers 25% of the value of the growth in that agricultural GRP over 30 years. 	\$
New Consequent and Attributable Private and Public Sector Investment in Region	<ul style="list-style-type: none"> • Target of \$500,000 Year 1 and \$1.5 million in each subsequent year to year 5. 	\$6,500,000
Total State Investment	Preliminary Total Investment Return	Total ROI
\$1.4M	\$6.5M	4.6:1

Governing for integrated effort and success

Project Governance Arrangements

Strong governance arrangements will be key to the success of this initiative, particularly ones that are locally-led, regionally coordinated and State supported. These would at least include:

- Some form of strong area-based governing structure that is inclusive of key partners;
- Strong stable and longer-term initiative leadership based within the RRC;
- Strong project-focused delivery coordination (preferably third-party facilitated) involving RRC, CQU, the CiT team, the private sector and the State);
- Ongoing support partnerships with CQU, the original CiT partners and the Regional Economies Centre of Excellence (RECoE); and
- Ongoing formal networking across-CiT regions, potentially included the strategic consideration shared appointments and procurement approaches.

Integrated Project Linkages

Key integrated linkages from this initiative and others will need to include:

- Integrated links and cooperation between the wider Making Water Work Queensland budget bid (Cook, Charters Towers, Rockhampton and Barcaldine);
- Strong linkages to the planning of the recently established Federal NQ Water Infrastructure Development Authority;
- Strategic links to key Queensland policy initiatives, including the new Innovation Strategy, Just Transition Strategy, Zero Net Emissions, the Agricultural Strategy Paper, etc.;
- Strategic linkages to the Office of the Great Barrier Reef (OGBR), the Great Barrier Reef Foundation (GBRF) and the Great Barrier Reef Marine Park Authority (GBRMPA); and
- Key research investments and linkages should be considered and maintained, including: (i) the Advanced Manufacturing Growth Centre; (ii) the CRC Northern Australia; (iii) the new Future Food Systems CRC; and the NESP Tropical Water Quality Hub (RRRC).

Monitoring For Success

A strong monitoring program should be established from the outset of this initiative to ensure that the key outcomes and projected ROI are achieved. This approach sets up the process for key partners to jointly monitor both the health of the partnerships and the progress of implementation. It also establishes a basis for monitoring the achievement of the predicted cost benefits as the project unfolds and becomes a reality.

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Appendix A: Criteria Sheet – Key Options for Making water work

Select **ONE** Option and consider it when you answer the questions in the table.

1. Best Management Practices, Regional Composts, Credentialing in Nutrient Management & Monitoring
2. New Forms of Zero Emission Aquaculture, including macro algae to treat waste water
3. New Forms of Local, Secure, Affordable, Dispatchable and Low Carbon Energy to Drive Agricultural Growth
4. Visionary Land Use and Infrastructure Planning to Reduce Costs and Impacts and Strengthen Supply Chains
5. More Effective Water Trading and Local Management
6. Stronger Digital Data Hubs and Value Chain Resilience and Innovation
7. Next Generation Skills for a Circular Economy
8. New Protected Cropping Systems for Agriculture (eg greenhouses, shade structures)
9. Engineering Solutions, New Water Infrastructure and Enabling Substantive Water Recycling

Intervention Option Name:	Not sure	No	Yes	Comments
1. Is it essential for the pathway?	N S	N	Y	
2. Is it essential, but difficult to implement - i.e. lots of barriers	N S	N	Y	
3. Might the option foreclose other options?	N S	N	Y	
4. Might it open/benefit other options?	N S	N	Y	
5. Could it lead to irreversible negative changes?	N S	N	Y	
6. Will it be robust? (long-lasting & durable)	N S	N	Y	
7. Is it 'no regrets'?	N S	N	Y	
8. Other considerations				

MAKING WATER WORK PROGRAM - PROGRESSION OF FITZROY FOOD BOWL PLANNING

**CRCNA Participant Deed –
Visionary land use planning to
facilitate development precincts**

Meeting Date: 10 May 2022

Attachment No: 2



CRC FOR DEVELOPING NORTHERN AUSTRALIA LTD
ABN 43 618 131 150

2/214 Charters Towers Road
Hermit Park, Townsville QLD 4812

T + 61 7 4401 5035
www.crcna.com.au

PARTICIPANT CONTRIBUTION DEED

BETWEEN

CRC FOR DEVELOPING NORTHERN AUSTRALIA LTD ACN 618 131 150

AND

ROCKHAMPTON REGIONAL COUNCIL ABN 59 923 523 766

Details

This Deed is made on the date specified in Item 1 of Schedule 1

Parties

CRC FOR DEVELOPING NORTHERN AUSTRALIA LTD (CRC)

and

ROCKHAMPTON REGIONAL COUNCIL ABN 59 923 523 766 (PARTICIPANT)

Background

- A.** The CRC intends to carry out the Activity or to engage a Research Provider to carry out the Activity.
- B.** The Participant has agreed to assist CRC and/or the Research Provider in carrying out the Activity by providing the Funds.
- C.** CRC and the Participant wish to record the terms of their agreement in this Deed.

Agreed Terms

Part 1 Definitions and Interpretation

- 1.1 In this Deed unless the context requires otherwise:
 - a) "Activity" means the activity or purpose specified in Item 5 of Schedule 1 to this Deed;
 - b) "Contribution Date" means the date of this Deed;
 - c) "Contribution" means the contribution specified in Item 4 of Schedule 1 hereto which is to be gifted by the Participant to the CRC;
 - d) "End Date" means the date specified in Item 6 of Schedule 1 hereto which is the date by which the Contribution must be applied by CRC (if any);
 - e) "Project" means the project which the Activity forms a part of (if applicable);
 - f) "Research Provider" means a party engaged by CRC to undertake an Activity; and
 - g) "Warranties Schedule" means the warranties schedule annexed to this Deed and marked as "Schedule 2".
- 1.2 Headings are inserted for convenience only and do not affect interpretation. The following rules of interpretation apply unless the context requires otherwise:
 - a) a reference to this Deed or another instrument includes any variation or replacement of any of them;

- b) a reference to a statute or other law includes all regulations, rules and other instruments relative thereto and amendments, re-enactments or consolidations thereof;
- c) a reference to a person includes a firm, a body corporate, an unincorporated body, a joint venture association, a trust, a government or semi-government authority or other entity and conversely;
- d) a reference to any party hereto includes that party's successors, administrators and assigns;
- e) where a party comprises more than one person the rights liabilities and obligations of such persons shall be joint and several;
- f) the singular includes the plural and vice versa; and
- g) a gender includes all genders.

Part 2 Funds

- 2.1 The Participant hereby gifts the Contribution absolutely, unconditionally and irrevocably to CRC with immediate effect from the Contribution Date and CRC hereby accepts the Contribution as a gift with immediate effect from the Contribution Date. CRC must apply the Contribution to an activity by the End Date if an End Date is specified in Schedule 1.
- 2.2 If the Participant fails to comply with the Contribution terms as outlined in clause 1.1, the Participant's involvement in the Project may be terminated at CRC's discretion.

Part 3 Activity

- 3.1 The CRCNA covenants and agrees that the Contribution must be used for the sole purpose of the Activity.
 - 3.1.1 For the avoidance of doubt, the Activity is as specified in Item 5 of Schedule 1 to this Deed and parties acknowledge that Schedule 2 - Project Plan may vary as unanimously agreed by the Project Participants.
-

Part 4 Intellectual Property and Moral Rights

- 4.1 The Participant hereby absolutely, unconditionally and irrevocably assigns any intellectual property it may have in the Activity or any other activities or outcomes of CRC due to the use of the Contribution by CRC.
- 4.2 The CRCNA represents and warrants to the Participant that:
- i) its conduct of the Activity will not infringe any other person's Intellectual Property rights (excluding patent rights)
 - ii) the best of its knowledge and belief after due enquiry, its conduct of the Activity will not infringe the patent rights of any other person.

Part 5 Warranties

- 5.1 If the Participant has specified a specific Activity in this Deed, the Participant further always warrants that as at Contribution Date and during the term of the Deed that:
- a) subject to the execution of the lead participant agreement in relation to the Project, the Participant will support and actively participate in the CRC as stipulated in the project plan contained in the lead participant agreement ("the Project Plan", a copy of which is annexed to this Deed and marked as "Schedule 2" and as amended from time to time), as amended from time to time by CRC
 - b) the Participant will contribute (subject to the execution of the lead participant agreement) the staff, funds and other resources indicated in the Project Plan at Schedule 2 and that the Participant has obtained, or will obtain, the necessary authorisations to do so
 - c) the Participant will comply with, and require that its subcontractors and independent contractors comply with all applicable laws
 - d) the information contained in the Project Plan that relates to the Participant together with any statement provided, is to the best of the Participant's knowledge, true, accurate and complete
 - e) the Participant acknowledges and agrees that the CRC has executed this Deed and the lead participant agreement in reliance of the warranties provided by the Participant.
- 5.2 The Participant agrees that if CRC considers that any statement made in a Project Plan or this Deed are incorrect, incomplete, false or misleading, CRC may, at its absolute discretion, take appropriate action without further notice to the Participant.
- 5.3 The Participant must provide to the CRC as requested by the CRC further documents and information in relation to the Participant, the Project or the Deed as reasonably requested by CRC, may consult with other government agencies, including State and Territory government agencies about the Participant's claims and may also engage external technical or financial advisers to advise on information provided by the Participant.

Part 6 Special Conditions

- 6.1 The parties agree that the special conditions listed in Item 7 of Schedule 1 hereto ("the Special Conditions") apply and if there are any inconsistencies between any of the standard terms of this Deed and the Special Conditions, the Special Conditions shall prevail to the extent of any such inconsistency.

Part 7 Termination

- 7.1 Either party may terminate this Agreement by giving the other party fourteen (14) days' written notice.

Part 8 General Terms

- 8.1 Each party must pay its own costs and outlays connected with the negotiation, preparation and execution of this Deed.
- 8.2 All notices from one party to another shall be in writing and addressed to the recipient at the relevant email or postal address contained in Schedule 1 to this Deed, or to other such place in Australia as advised by the recipient to the sender. Notices shall be deemed to have been served seventy-two (72) hours after they have been mailed or on the day of delivery if delivered by hand.
- 8.3 This Deed shall be governed by and construed in accordance with the law for the time being in force in the State of Queensland and the parties hereby submit to the jurisdiction of the Courts of that State.
- 8.4 If any provision of this Deed shall at any time be or become void, voidable or unenforceable, that provision shall be severed from the rest of this Deed and shall not affect or invalidate the remaining provisions hereof which shall continue in full force and effect.
- 8.5 The parties can amend this Deed by agreement in writing at any time, including via electronic communication.
- 8.6 This Deed is the entire agreement and understanding between the parties on everything connected with the subject matter of this Deed and supersedes any prior deeds, agreement or understanding on anything connected with that subject matter.
- 8.7 This Deed may be executed in any number of counterparts. A counterpart may be a facsimile or an electronic copy. Together all counterparts make up one (1) document.
- 8.8 If this Deed is executed in counterparts, it takes effect when each party has received the counterpart by the other party or would be deemed to have received the counterpart.

EXECUTED AS A DEED

SIGNED for and on behalf of **CRC for
Developing Northern Australia Ltd**
A.C.N 618 131 150 by its duly authorised
officer in the presence of:

SIGNED for and on behalf of the **Rockhampton
Regional Council ABN 59 923 523 766** by its
duly authorised officer in the presence of:

Signature

Signatory Print Name

Signature

Signatory Print Name

Witness Sign

Witness Print Name

Witness Sign

Witness Print Name

Schedule 1**Item 1. Date of this Deed**

The _____ day of _____ 202x

Item 2. CRC:

Name:	CRC FOR DEVELOPING NORTHERN AUSTRALIA LTD
ACN	618 131 150
Notice Details:	Suite 5/281 Ross River Road Aitkenvale, Queensland 4814
Phone:	07 4401 5035
Email address:	ceo@crcna.com.au

Item 3. The Participant:

Name:	Rockhampton Regional Council
ABN	59 923 523 766
Notice Details:	232 Bolsover Street, Rockhampton QLD 4700
Phone:	07 4936 8577
Email address:	Wade.clark@rrc.qld.gov.au

Item 4. The Contribution

\$100,000 (ex GST)

Item 5. The Activity

A.7.2122007 Visionary land use planning to facilitate development precincts

Item 6. End Date

30 June 2023

Item 7. Special Conditions

Schedule 2 – Project Plan

[INSERT DETAILS]

18112.3 CONTRIBUTION DEED – A.7.2122007 Visionary land use planning to facilitate development precincts

8

10.5 QUEENSLAND BEEF CORRIDORS

File No: 4932
Attachments: Nil
Authorising Officer: Greg Bowden - Executive Manager Advance Rockhampton
Author: Wade Clark - Industry Engagement Manager

SUMMARY

This report seeks additional funding for membership of the Queensland Beef Corridor Councils initiative. This membership will assist in further advocacy efforts for road infrastructure and improvements to beef cattle transportation and connections across central and western Queensland.

OFFICER'S RECOMMENDATION

THAT Council provides an additional financial contribution of \$1,472 plus GST to the Queensland Beef Corridor Councils Initiative.

COMMENTARY

The Queensland Beef Corridor Councils (QBCC) is a group of seven Central Queensland Local Governments including Central Highlands Regional Council, Barcaldine Regional Council, Isaac Regional Council, Woorabinda Aboriginal Council, Banana Shire Council, Gladstone Regional Council and Rockhampton Regional Council.

The QBCC is coordinated by Central Highlands Development Corporation (CHDC) with in kind support provided by all member Councils.

The focus for QBCC is to advocate for road infrastructure to further improve beef cattle transportation in Central Queensland.

The QBCC steering committee are seeking a total of \$13,472 from six of the seven member Councils, noting that Woorabinda Shire has a reduced rate. Payment of this amount will be used for advocacy purposes up until 31 December 2022.

BACKGROUND

The beef industry is a significant contributor to the Australian economy, with the industry valued at some \$19 billion annually. Queensland boasts 48% of the national herd with the Fitzroy Region having over 3 million head of cattle.

Rockhampton is known as the Beef Capital of Australia and represents a significant hub in the Queensland beef industry supply chain. It is home to Teys Lakes Creek meat processing facility and nearby JBS Nerimbera and the CQLX livestock selling facility at Gracemere. Advance Rockhampton engages with local processors on a regular basis and they are seeking to increase throughput.

Rockhampton is a hub for beef industry research and innovation and Rockhampton businesses provide a range of services to the industry both locally and in the wider central Queensland region. Rockhampton also hosts the triennial Beef Australia Exposition, which in 2021 boasted attendance of more than 115,000 over the week-long event.

Transportation efficiencies are vital to both the processing facilities in Rockhampton and also to the Gracemere Saleyards which has average annual throughput of some 120,000 head.

Council has been successful through the Roads of Strategic Importance for the Glenroy Road project, proposed by the Council and supported by the Queensland Beef Corridors advocacy efforts.

PREVIOUS DECISIONS

12 OCTOBER 2021 | COUNCIL RESOLUTION

THAT Council:

- (a) endorse Rockhampton Regional Council becoming a member Queensland Beef Corridor Councils and agree to making an initial financial contribution of \$12,000 and to providing in-kind support; and,
- (b) seek to have Glenroy Road upgrades and a new bridge at Glenroy Crossing included in the Queensland Beef Corridors priorities.

Moved by: Councillor Smith

Seconded by: Councillor Rutherford

MOTION CARRIED UNANIMOUSLY

BUDGET IMPLICATIONS

The financial contribution of \$13,472 plus GST to the Queensland Beef Corridors Initiative coordinated by Central Highlands Development Corporation. The additional amount of \$1,472 will be allocated within the Advance Rockhampton Economic Development budget.

LEGAL IMPLICATIONS

There are no legal implications as this is an advocacy initiative for infrastructure.

STAFFING IMPLICATIONS

Minor In kind contributions will be required from Advance Rockhampton, Strategic Infrastructure and Strategic Planning noting that CHDC will provide coordination services.

CORPORATE/OPERATIONAL PLAN

Corporate Plan – Economy: *2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports*

Operational Plan – Economy: *2.2.2 Deliver economic development and industry engagement initiatives that create economic growth and continue to strengthen resources, agriculture and defence industry services.*

CONCLUSION

The QBBC is a corner stone collaboration initiation with other Central Queensland Councils on shared interests in promoting and supporting the region's beef industry and essential infrastructure that supports its supply chains and logistics operations. The QBBC has assisted in advocacy efforts for example the Glenroy Road project.

10.6 D/30-2019 - MINOR CHANGE TO A DEVELOPMENT PERMIT FOR A MATERIAL CHANGE OF USE FOR RESIDENTIAL CARE FACILITY, RETIREMENT FACILITY AND COMMUNITY USE

File No: D/30-2019

Attachments: Nil

Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
 Jamie McCaul - Acting Manager Planning and Regulatory Services
 Alicia Cutler - General Manager Community Services

Author: Kathy McDonald - Planning Officer

SUMMARY

Development Application Number: D/30-2019

Applicant: Rockhampton Benevolent Homes Society Inc

Real Property Address: Lot 2 on CP890319 and Lot 4 SP220782

Common Property Address: 60 West Street, The Range

Area of Site: 1.35 hectares

Planning Scheme: Rockhampton Region Planning Scheme 2015 (version 2.1)

Planning Scheme Zone: Low Density Residential Zone

Planning Scheme Overlays: Steep Land Overlay; and
 Airport Environs Overlay

Approval Sought: Amended Decision Notice for a Development Permit for Material Change of Use for Residential Care Facility, Retirement Facility and Community Use

Referral Agency(s): Nil

Infrastructure Charges Area: Charge Area 1

OFFICER'S RECOMMENDATION

THAT in relation to the application for a Minor Change to Development Permit for a Material Change of Use for a Residential Care Facility, Retirement Facility and Community Use, made by Rockhampton Benevolent Homes Society Inc, located at 60 West Street, The Range described as Lot 2 on CP890319 and Lot 4 SP220782, Council resolves to provide the following reasons for its decision:

STATEMENT OF REASONS

Description of the development	Minor Change to Development Permit D/30-2019 for a Material Change of Use for a Residential Care Facility, Retirement Facility and Community Use
Reasons for Decision (original approval)	<p>a) The development contributes to the diversification of residential land uses in the zone by providing intergenerational housing options for Rockhampton's growing ageing population;</p> <p>b) The subject site is located in direct proximity to critical related health care infrastructure, including the Rockhampton Base</p>

	<p>Hospital and Hillcrest Private Hospital, which will service the needs of residents residing at the premises;</p> <p>c) The design of the facility will exhibit a high degree of visual amenity by using variations in colour, materials and landscaping treatments which are complementary to the surrounding area in order to maintain the immediate residential streetscape and character;</p> <p>d) The development does not compromise the strategic framework in the <i>Rockhampton Region Planning Scheme 2015</i>;</p> <p>e) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and</p> <p>f) The development does not compromise the relevant State Planning Policy.</p>	
Assessment Benchmarks	<p>The development was assessed against the following assessment benchmarks:</p> <ul style="list-style-type: none"> • Low Density Residential Zone Code; • Access, Parking and Transport Code; • Airport Environs Overlay Code • Landscape Code; • Stormwater Management Code; • Waste Management Code; and • Water and Sewer Code. 	
Compliance with assessment benchmarks	<p>The development was assessed against all of the assessment benchmarks listed above and complies with all of these with the exception(s) listed below.</p>	
	Assessment Benchmark	Reasons for the approval despite non-compliance with benchmark
	Airport Environs Overlay Code	<p>The Obstacle Limitation Surface (OLS) assessment concluded the height of the tallest building (Building B), which will be 39.64 metres AHD, is approximately 13.86 metres below the upper limit of the inner horizontal surface for the Rockhampton Airport. Therefore, while the site is located within the horizontal extent of the Rockhampton Airport, the height of the tallest building will not intrude into the obstacle limitation surfaces of the Rockhampton Airport.</p>
	Low Density Residential Zone Code	<p>The height of the tallest building will be approximately 36 metres, which exceeds the height requirement for the zone. However, the architectural design of the building</p>

		<p>generates a high degree of visual interest using variations in colour, angles and materials, which are complementary to the surrounding area. The built form will also create appealing open space areas, orientated towards all elevations of the proposed buildings in order to create an attractive streetscape.</p> <p>The topography of the site also falls approximately eight (8) metres from west to east, with the tallest building being located on the lowest point of the site. The position of these buildings on the lowest point of the site will significantly reduce the visual amenity impacts for residents located on Lennox Street who are positioned approximately ten (10) metres higher than the subject site.</p> <p>Photomontage views of the proposed development from the perspective of the residential properties on the western side of Lennox Street were also provided. These images demonstrate that views of Mount Archer and the Berserker Ranges will be uncompromised as a result of the proposal.</p> <p>The applicant also provided shadow diagrams which provide visual information to demonstrate how access to sunlight will change to the surrounding residents as a result of the proposal. The shadow diagrams demonstrated that access to natural light for residents located on Lennox and Cambridge Streets will largely be unaffected with the exception of the Winter solstice which may cause some minor shadowing impacts to some residents on Cambridge Street. However, these impacts are considered to be negligible.</p> <p>The infringements on the prescribed road boundary setback are considered very minor and will not affect the amenity of the surrounding area; not compromise the safety of the road network; nor cause any impacts to natural light, ventilation, privacy and noise attenuation. The proposed buildings are also partially screened by landscaping proposed within the road verge which will soften any impacts to surrounding residents.</p> <p>The subject site is located further than 200 metres from the nearest major hospital (Rockhampton Base Hospital and Hillcrest Private Hospital).</p> <p>Notwithstanding, the site is for the redevelopment of an existing Residential Care Facility. The subject site is located</p>
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		<p>within reasonable distance to the Rockhampton Base Hospital, which is approximately 400 metres to the west of the site. The use of the premises for a Residential Care Facility is very close to this supporting major infrastructure which will provide for the safety and convenience of Rockhampton's elderly population using the premises.</p> <p>The proposal will exceed the prescribed unit density for the Low Density Residential Zone (one (1) unit per 400m²). Despite this non-compliance, the proposal is for the redevelopment of the existing Benevolent Aged Care Facility to accommodate Rockhampton's increased ageing population. The proposed built form is considered necessary to accommodate the region's ageing population as there are currently limited options for seniors living, other than the traditional nursing home model or gated retirement villages.</p> <p>Photomontage views of the proposed development provided by the applicant from the perspective of the residential properties on the western side of Lennox Street were also provided. These images demonstrate that views of Mount Archer and the Berserker Ranges will be uncompromised as a result of the proposal.</p> <p>It is also considered that the proposed built form represents a rational development outcome for the zone as it is consistent with the amenity and characteristics of the surrounding area, as well as being in very close proximity to major supporting infrastructure including the Rockhampton Base Hospital and Hillcrest Private Hospital.</p> <p>The proposal will involve the removal of existing street trees which exceed four (4) metres in height. These street trees are located on Lennox Street and West Street.</p> <p>A Landscape Master Plan was submitted as part of the development application. This plan shows that new street trees will be planted on West, Cambridge, and Lennox Streets to offset the removal of the existing trees. The new street trees will ensure that the existing residential streetscape is maintained, while ensuring that the bulk and scale of the proposed built form is adequately screened from adjoining and surrounding residences.</p>
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	Access, Parking and Transport Code	<p>The proposed new access to Building B is within 20 metres of the unsignalised West / Cambridge Street intersection. This new crossover facilitates access to the Porte Cochere and drop off point to the renovated Jean May building on West Street.</p> <p>The new crossover is an “entry” only point, which connects to an exit point located further from the intersection, and provides access to a basement car park beneath Building B which is for long-term parking for residents. Given the nature of the new crossover, and its function, it is not anticipated that its construction and ongoing use will cause any traffic hazard to road network or the nearby intersection.</p>
		<p>The proposal will make provision of 75 on-site car parking spaces, which is a minor shortfall from the required amount across the combined land uses.</p> <p>In addition to the on-site car parks provided, there is also a large number of existing on-street car parks located on both West and Lennox Streets, and to a lesser extent Cambridge Street. These existing on-street car parks are currently utilised by staff and visitors utilising the existing Benevolent Aged Care facility located at the site.</p> <p>The expansion to the existing use is not anticipated to cause an adverse effect to the road network by using on-street car parks. While there is a minor shortfall in the number of on-site car parks required, the number provided is considered to be sufficient to meet the demand likely to be generated from the development.</p>
Matters prescribed by regulation	<ul style="list-style-type: none"> • The <i>State Planning Policy – Part E</i>; • The <i>Central Queensland Regional Plan</i>; • The <i>Rockhampton Region Planning Scheme 2015</i>; • Surrounding use of adjacent premises in terms of commensurate and consistent development form; and • The common material, being the material submitted with the application. 	
Relevant Matters	<p>The development was assessed against the following relevant matters:</p> <p><u>Planning need</u></p> <p>Evidence indicates that the percentage of Rockhampton’s “retirement age” population will increase by approximately 30.4% by 2026. The proposed development is considered necessary to broaden</p>	

	<p>Rockhampton's currently limited options for retirement and senior's accommodation, particularly in proximity to the Central Business District (CBD).</p> <p>It is considered that the proposal will address a future planning need by providing another housing option for Rockhampton's ageing population which is forecasted to increase significantly by 2026.</p>
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RECOMMENDATION B

That to reflect the above changes, Rockhampton Benevolent Homes Society Inc Dit, be issued with an Amended Decision Notice:

ADMINISTRATION

- 1.1 The Developer and his employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
 - 1.3.1 to Council's satisfaction;
 - 1.3.2 at no cost to Council; and
 - 1.3.3 prior to the commencement of the use,
 unless otherwise stated.
- 1.4 Infrastructure requirements of this development approval must be contributed to the relevant authorities, where applicable, at no cost to Council, prior to the commencement of the use unless otherwise stated.
- 1.5 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
 - 1.5.1 Operational Works:
 - (i) Road Works;
 - (ii) Access and Parking Works;
 - (iii) Sewerage Works;
 - (iv) Stormwater Works;
 - (v) Roof and Allotment Drainage;
 - (vi) Site Works;
 - 1.5.2 Plumbing and Drainage Works;
 - 1.5.3 Building Works:
 - (i) Demolition Works; and
 - (ii) Building Works.
- 1.6 DELETED
- 2.0 **APPROVED PLANS AND DOCUMENTS**
- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Basement Site Master Plan	SD-0101	24 September 2019
Ground Level Site Master Plan	SD-0102	24 September 2019
Level 1 Site Master Plan	SD-0103	24 September 2019
Level 2 Site Master Plan	SD-0104	16 July 2019
Basement Staging Plan	AS-CD-0301, DA01	29 September 2020
Ground Level MS Plan	AS-CD-0901, DA1	17 November 2020
Level 1 MS Plan	AS-CD-0902, DA1	17 November 2020
Level 2 MS Plan	AS-CD-0903, DA1	17 November 2020
Building A (RAC) Ground Level GA Plan	A-SD-1001	16 July 2019
Building A (RAC) Level 1 GA Plan	A-SD-1002	16 July 2019
Building A (RAC) Level 2 GA Plan	A-SD-1003	16 July 2019
Building A (RAC) Level 3 GA Plan	A-SD-1004	16 July 2019
Building A (RAC) Roof Plan	A-SD-1005	16 July 2019
Building A (RAC) North East Elevation and South East Elevation	A-SD-2001	16 July 2019
Building A (RAC) North West Elevation and South West Elevation	A-SD-2002	16 July 2019
Building B (ILU) Basement GA Plan	B-SD-1001	24 September 2019
Building B (ILU) Ground Level GA Plan	B-SD-1002	24 September 2019
Building B (ILU) Ground Level Kitchen / Laundry GA	B-SD-1003	21 March 2019
Building B (ILU) Level 1 GA Plan	B-SD-1004	24 September 2019
Building B (ILU) Level 2 GA Plan	B-SD-1005	8 March 2019
Building B (ILU) Level 3 GA Plan	B-SD-1006	8 March 2019
Building B (ILU) Level 4 GA Plan	B-SD-1007	8 March 2019
Building B (ILU) Roof Plan	B-SD-1008	8 March 2019
Building B (ILU) North East Elevation	B-SD-2001	24 September 2019
Building B (ILU) Cambridge Street Elevation	B-SD-2002	24 September 2019
Building B (ILU) South West Elevation	B-SD-2003	8 March 2019
Building B (ILU) North West	B-SD-2004	8 March 2019

Elevation		
Building C (RAC) Car Park Level GA Plan	C-SD-1001	8 March 2019
Building C (RAC) Ground / Street Level GA Plan	C-SD-1002	8 March 2019
Building C (RAC) Level 1 GA Plan	C-SD-1003	8 March 2019
Building C (RAC) Level 2 GA Plan	C-SD-1004	8 March 2019
Building C (RAC) Roof Plan	C-SD-1005	8 March 2019
Building C (RAC) North West and South West Elevations	C-SD-2001	8 March 2019
Building C (RAC) South East and North East Elevations	C-SD-2002	8 March 2019
West and Cambridge Street Elevations	SD-0201	24 September 2019
Lennox and Voss Park Elevations	SD-0202	16 July 2019
Site Sections	SD-0301	16 July 2019
Landscape Concept	1018050	4 April 2019
Engineering Infrastructure Report	18-001613	8 April 2019
Traffic Engineering Report	DA RFI V02b	September 2019
Waste Management Plan	-	August 2019
RE: 60 West Street, The Range – Benevolent Aged Care, Rockhampton Airport Obstacle Limitation Surfaces Study	062701-01	No date.

2.2 Where there is any conflict between the conditions of this development approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.

2.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council prior to the submission of an application for a Development Permit for Operational Works.

3.0 STAGED DEVELOPMENT

3.1 This development approval is for a development to be undertaken in three (3) discrete stages, namely:

3.1.1 Stage 1;

3.1.2 Stage 2a and 2b; and

3.1.3 Stage 3.

in accordance with the approved plan (refer to condition 2.1).

The stages are not required to be undertaken in any chronological order.

4.0 ROAD WORKS

4.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works required by this development approval.

4.2 All road works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, relevant *Australian Standards*, *Austroads Guidelines* and the provisions of a Development Permit for

Operational Works (road works).

- 4.3 On-street parking spaces along Lennox Street and West Street must be lined marked for the full frontage of the development site. Appropriate line marking must be provided to this effect in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities"* and the provisions of a Development Permit for Operational Works (Road Works).

Note: No on-street parking will be approved on West Street between the proposed new driveway access to Building B and West Street/Cambridge Street intersection.

- 4.4 The existing 'Loading Zone' signs on Lennox Street must be removed and the pavement area must be utilised for rear-in angled parking spaces.
- 4.5 A concrete pathway, with a minimum width of 1.2 metres, must be constructed to match the existing pathway of Cambridge and Lennox Street for the full frontage of the development site.
- 4.6 All pathways and access ramps must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.
- 4.7 All pathways located within a road reserve or Public use land must be provided with public space lighting in accordance with *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 4.8 All pathways must incorporate kerb ramps at all road crossing points.
- 4.9 Traffic signs and pavement markings must be provided in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*. Where necessary, existing traffic signs and pavement markings must be modified in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*.

5.0 ACCESS AND PARKING WORKS

- 5.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the development site.
- 5.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 5.3 All car parking and access areas must be paved or sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).
- 5.4 The existing accesses to the development at Lennox Street must be consolidated to one access location.
- 5.5 Two (2) new accesses to the development must be provided at West Street (refer to condition 2.1).
- 5.6 Service and delivery vehicles, including refuse collection vehicles must be via Cambridge Street access only.
- 5.7 Any redundant vehicular crossovers must be replaced by Council standard kerb and channel.
- 5.8 All vehicles must ingress and egress the development in a forward gear.
- 5.9 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 5.10 A minimum of 75 parking spaces must be provided on-site.
- 5.11 Universal access parking spaces must be provided on-site in accordance with *Australian Standard AS2890.6 "Parking facilities - Off-street parking for people with disabilities"*.

- 5.12 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 5.13 Any application for a Development Permit for Operational Works (access and parking works) must be accompanied by detailed and scaled plans, which demonstrate the turning movements/swept paths of the largest vehicle to access the development site including refuse collection vehicles.
- 5.14 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 5.15 Road signage and pavement markings must be installed in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"*.
- 5.16 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 5.17 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.

6.0 SEWERAGE WORKS

- 6.1 A Development Permit for Operational Works (sewerage works) must be obtained prior to the commencement of any sewerage works on the development site.
- 6.2 All sewerage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2017* and the provisions of a Development Permit for Operational Works (sewerage works).
- 6.3 The development must be connected to Council's reticulated sewerage network.
- 6.4 The existing sewerage connection point(s) must be retained and upgraded, if necessary, to service the development.
- 6.5 A section of existing 150 millimetre diameter Gravity Sewerage Main must be diverted around proposed Building B in accordance with the approved plans (refer to condition 2.1). This non-trunk infrastructure is conditioned under section 128 of the *Planning Act 2016*.
- 6.6 The finished sewerage access chamber surface must be at a sufficient level to avoid ponding of stormwater above the top of the chamber. A heavy duty trafficable lid must be provided in the trafficable area.
- 6.7 Sewer connections located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 6.8 Easements must be provided over all sewerage infrastructure located within private property. The easement location(s) and width(s) must be in accordance with the requirements of the *Capricorn Municipal Development Guidelines*.
- 6.9 Amended sewerage/Sewerage trade waste permits must be obtained for the discharge of any non-domestic waste into Council's reticulated sewerage network. Arrestor traps must be provided where commercial or non-domestic waste is proposed to be discharged into the sewer system.
- 6.10 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.

7.0 WATER WORKS

- 7.1 All water works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, and *Plumbing and Drainage Act 2002*.
- 7.2 The development must be connected to Council's reticulated water network.
- 7.3 The existing water connection point(s) must be retained and upgraded, if necessary, to service the development.
- 7.4 Adequate domestic and firefighting protection must be provided to the development, and must be certified by a hydraulic engineer or other suitably qualified person.
- 7.5 Water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.

8.0 PLUMBING AND DRAINAGE WORKS

- 8.1 A Development Permit for Plumbing and Drainage Works must be obtained for the removal and/or demolition of any existing structure on the development site.
- 8.2 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2018*, Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.
- 8.3 Alteration, disconnection or relocation of internal plumbing and sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2018* and Council's Plumbing and Drainage Policies.

9.0 STORMWATER WORKS

- 9.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works required by this development approval.
- 9.2 All stormwater drainage works must be designed and constructed in accordance with the approved Engineering Infrastructure Report (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, and sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 9.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause damage to other infrastructure.
- 9.4 Easements must be provided over any other land required to accommodate the flows associated with the subject development.
- 9.5 Easements must be provided over all land assessed to be within the inundation area in a one per cent (1%) Annual exceedance probability flood event.
- 9.6 The installation of gross pollutant traps must be in accordance with relevant *Australian Standards* and all maintenance of the proposed gross pollutant traps must be the responsibility of the property owner or body corporate (if applicable).
- 9.7 All proprietary stormwater quality treatment devices must be routinely checked, serviced and cleaned in accordance with the manufacturer's recommendations. Records of all maintenance activities undertaken must be kept and made available to Council upon request. Where replacement cartridges or other necessary components for the system become unavailable, an alternative system approved by Council, is required to be retrofitted into the development to achieve an equivalent pollutant reduction outcome. All maintenance cost must be borne by the site owner.

10.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 10.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any drainage works on the development site.
- 10.2 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual, Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (roof and allotment drainage works).
- 10.3 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not restrict, impair or change the natural flow of runoff water or cause a nuisance to surrounding land or infrastructure.

11.0 SITE WORKS

- 11.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works on the development site.
- 11.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan that clearly identifies the following:
 - 11.2.1 the location of cut and/or fill;
 - 11.2.2 the type of fill to be used and the manner in which it is to be compacted;
 - 11.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
 - 11.2.4 details of any proposed access routes that are intended to be used to transport fill to or from the development site; and
 - 11.2.5 the maintenance of access roads to and from the development site so that they are free of all cut and/or fill material and cleaned as necessary.
- 11.3 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 11.4 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
- 11.5 Any retaining structures above one (1) metre in height that are not incidental works to a Development Permit for Building Works, must not be constructed unless separately and specifically certified by a Registered Professional Engineer of Queensland and must be approved as part of a Development Permit for Operational Works (site works).
- 11.6 All site works must be undertaken to ensure that there is:
 - 11.6.1 no increase in upstream or downstream flood levels for all levels of immunity up to a one per cent (1%) Annual exceedance probability flood event;
 - 11.6.2 no increase in velocity profiles, for which no remedy exists to prevent erosion and/or scouring. In the event that modelling shows non-compliance with the above, works must be undertaken within the system to satisfy the above criteria for development; and
 - 11.6.3 a lawful point of discharge to which the approved works drain during construction phase.

12.0 BUILDING WORKS

- 12.1 A Development Permit for Building Works must be obtained for the removal and/or demolition of any existing structures and proposed structures on the development site.
- 12.2 Any additional structures proposed on top of the approved buildings which have not been identified on the approved plans (refer to condition 2.1) must be referred to the Rockhampton Regional Airport for approval prior to construction to ensure that there is no obstruction into the Obstacle Limitation Surface.

Note: This includes any additional masts, aerals, satellites, chimneys or the like.

- 12.3 There must be no light sources or reflective surfaces installed on any of the proposed buildings which may generate a distraction to pilots during both construction and throughout the commencement of the use.
- 12.4 Impervious paved waste storage area/s must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2008* and must be:
- 12.4.1 of a sufficient size to accommodate commercial type 2 x 6m³ Skip Bins, 4 x 200L Recycle Bins, 10 x 240L Recycle Bins, 1 x small Bin and 1 x 8m³ large Skip Bin that will be serviced by a commercial contractor plus clearances around the bins for manoeuvring and cleaning;
- 12.4.2 provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2018*.

Note: As an alternative to a washdown facility, a fully contained commercial bin cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.

13.0 LANDSCAPING WORKS

- 13.1 All landscaping must be established generally in accordance with the approved plans (refer to condition 2.1). The landscaping must be constructed and/or established prior to the commencement of the use and the landscape areas must predominantly contain plant species that have low water dependency.
- 13.2 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.
- 13.3 Council approval must be obtained prior to the removal or interference of street trees located on Council land in accordance with Council's Tree Management Policy.

14.0 ENVIRONMENTAL HEALTH

- 14.1 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as to not cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 14.2 Noise emitted from the activity must not cause an environmental nuisance.
- 14.3 When requested by Council, noise monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise. The monitoring data, an analysis of the data and a report, including noise mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation. Council may require any noise mitigation measures identified in the assessment to be implemented within appropriate timeframes. Noise measurements must be compared with the acoustic quality objectives specified in the most recent edition of the *Environmental Protection (Noise) Policy*.

15.0 ELECTRICITY

- 15.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

16.0 TELECOMMUNICATIONS

- 16.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider. Unless otherwise stipulated by telecommunications legislation at the time of installation, this includes all necessary pits and

pipes, and conduits that provide a connection to the telecommunications network.

17.0 ASSET MANAGEMENT

- 17.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.
- 17.2 Any damage to existing stormwater, water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land and Council infrastructure), that occurs while any works are being carried out in association with this development approval must be repaired at full cost to the developer. This includes the reinstatement of any existing traffic signs or pavement markings that may have been removed or damaged.
- 17.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.

18.0 OPERATING PROCEDURES

- 18.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within West Street, Cambridge Street or Lennox Street.
- 18.2 The Rockhampton Regional Airport must be notified of any temporary obstacles that may infringe the Obstacle Limitation Surface (OLS), prior to the commencement of any construction works on the site. If the obstacle does infringe, a "Notice to Airmen" (NOTAM) must be lodged with the relevant aviation authority to notify aircraft pilots of the obstacle, prior to works taking place.

ADVISORY NOTES

NOTE 1. Aboriginal Cultural Heritage

It is advised that under section 23 of the *Aboriginal Cultural Heritage Act 2003*, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the "cultural heritage duty of care"). Maximum penalties for breaching the duty of care are listed in the Aboriginal cultural heritage legislation. The information on Aboriginal cultural heritage is available on the Department of Aboriginal and Torres Strait Islander Partnerships website www.datsip.qld.gov.au.

NOTE 2. Asbestos Removal

Any demolition and/or removal works involving asbestos materials must be undertaken in accordance with the requirements of the *Work Health and Safety Act 2011* and *Public Health Act 2005*.

NOTE 3. General Environmental Duty

General environmental duty under the *Environmental Protection Act 1994* prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.

NOTE 4. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the development site, Council's Environment and Public Health Unit must be consulted to determine whether any approvals are required. Such activities may include food preparation, storage of dangerous goods or environmentally relevant activities. Approval for such activities is required before 'fit out' and operation.

NOTE 5. General Safety Of Public During Construction

The *Work Health and Safety Act 2011* and *Manual of Uniform Traffic Control Devices* must be complied with in carrying out any construction works, and to ensure safe traffic control and safe public access in respect of works being constructed on a road.

NOTE 6. Infrastructure Charges Notice

This application is subject to infrastructure charges in accordance with Council policies. The charges are presented on an Infrastructure Charges Notice.

BACKGROUND

Council at its meeting on 15 October 2019, approved a Development Application seeking a Development Permit for a Residential Care Facility, Retirement Facility and Community Use located at 60 West Street, The Range. A subsequent minor change to the Development Permit was approved on 11 December 2020.

In accordance with section 78 of the *Planning Act 2016*, the applicant has applied for an additional 'Minor Change' to the development approval. The subject of this Minor Change is in relation to the removal of Condition 1.6, which currently reads:

1.6 Lot 2 on CP890319 and Lot 4 on SP220782 must be amalgamated and registered as one lot prior to the commencement of the use.

Lot 2 on CP890319 is a Deed of Grant in Trust (DOGIT), whereas Lot 4 on SP220782 is owned by Rockhampton Benevolent Homes Society Incorporated. The DOGIT land was granted on trust for a particular purpose, being "Aged Care Persons Home Purposes", and is owned by the State Government and Benevolent are simply the trustee. The land can only be used for this purpose and cannot be bought or sold. As a result, it is not possible to amalgamate the subject lots.

PLANNING ASSESSMENT

The applicant has requested the following condition be deleted:

Condition 1.6

1.6 Lot 2 on CP890319 and Lot 4 on SP220782 must be amalgamated and registered as one lot prior to the commencement of the use.

Summary of request:

The applicant's request is considered reasonable and Council can agree to the changes.

Recommendation:

This Condition is to be deleted:

1.6 DELETED

MATTERS FOR CONSIDERATION

This request has been assessed by Council's planning officers and other technical staff, as required. The assessment has been conducted in accordance with the provisions of the *Planning Act 2016* and Development Assessment Rules. Regard has been given to the relevant State Planning Policy; Council's Planning Scheme; and other general policies, procedures and documents as considered relevant.

An assessment of the Minor Change has been undertaken and it has been determined that the proposed change is generally consistent with the original approval, legislative requirements, and the assessment benchmarks prescribed in the statutory instrument which were in effect when the development application for the development approval was properly made.

CONCLUSION

The applicant's change representations are considered reasonable and recommended for approval.

10.7 D/130-2021 - DEVELOPMENT APPLICATION FOR MATERIAL CHANGE OF USE FOR UTILITY INSTALLATION (WASTE MANAGEMENT SERVICE)

File No: D/130-2021

Attachments: 1. [Locality Plan](#)
2. [Site Plan](#)

Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
Alicia Cutler - General Manager Community Services

Author: Amanda O'Mara - Principal Planning Officer

SUMMARY

Development Application Number: D/130-2021

Applicant: KB Waste Group Pty Ltd

Real Property Address: Lot 28 on CP849910

Common Property Address: 334 Leichhardt Street, Parkhurst

Area of Site: 6,300 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015 (version 2.2)

Planning Scheme Zone: Low Impact Industry Zone

Planning Scheme Overlays: Acid Sulfate Soils Overlay
Airport Environs Overlay
Flood Hazard Overlay

Existing Development: Industrial Shed and Dwelling House

Approval Sought: Development Permit for a Material Change of Use for Utility Installation (Waste Management Service)

Level of Assessment: Impact Assessable

Submissions: One (1)

Referral Agency: Not Applicable

Infrastructure Charges Area: Charge Area 1

OFFICER'S RECOMMENDATION

THAT in relation to the application for a Development Permit for a Material Change of Use for Utility Installation (Waste Management Service), made by KB Waste Group Pty Ltd, located at 334 Leichhardt Street, Parkhurst, described as Lot 28 on CP849910, Council resolves to provide the following reasons for its decision:

STATEMENT OF REASONS

Description of the development	The proposed development is for a Material Change of Use for a Utility Installation (Waste Management Service)
Reasons for Decision	<p>a) The proposed land use is suited to operate within an industrial zone, given the nature and scale of the operations;</p> <p>b) The development incorporates appropriate landscaping and screening along the boundaries of the site to ensure the</p>

	<p>potential impacts generated from the development are minimised; and</p> <p>c) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, or local character and amenity.</p>	
Assessment Benchmarks	<p>The proposed development was assessed against the following assessment benchmarks:</p> <ul style="list-style-type: none"> • Low Impact industry Zone Code; • Telecommunications Facilities and Utilities Code; • Airport Environs Overlay Code; • Acid Sulfate Soils Overlay Code; • Flood Hazard Overlay Code; • Access, Parking and Transport Code; • Landscape Code; • Stormwater Management Code; • Waste Management Code; and • Water and Sewer Code. 	
Compliance with assessment benchmarks	<p>The development was assessed against all of the assessment benchmarks listed above and wholly complies without exception.</p>	
Matters raised in submissions	Issue	How matter was dealt with
	<p>The proposed development is not consistent with the purpose of the Low Impact Industry Zone.</p>	<p>The Low Impact Industry Zone does make provision for developments with acceptable environmental standards and with minimal impacts on nearby sensitive land uses. It is considered that the development application has demonstrated compliance with the requirements in this zone. Compliance has been achieved through the following:</p> <ul style="list-style-type: none"> • The proposed land use is suited to operate within an industrial zone, given the nature and scale of the operations; • The current built form will be retained, with no extension to the present gross floor area; and • The development outcomes will positively contribute to the immediate and surrounding area, which includes upgrades to the road network, formalised access driveways, landscaping along the primary road frontage, and

		<p>consolidation of onsite activities screened from public view and access.</p> <p>As such, it is considered that the proposed development is appropriate for the site and is an acceptable development to occur in the Low Impact Industry Zone.</p>
	<p>The proposed development will compromise the amenity of the dwellings in the surrounding area of the subject site and the environmental values.</p>	<p>The Environmental Report provided demonstrates the proposed development will be operated in a manner that protects the environmental values of:</p> <ul style="list-style-type: none"> • Air; • Odour; • Air quality; • Noise; and • Surface waters. <p>The Environmental Report demonstrates that the proposal will achieve the criteria under the Environmental Protection Act, taking account of the sensitive uses located adjacent to the proposal. The mitigation strategies that will be implemented and maintained while operating the Utility Installation will be conditioned by Department of Environment and Science as Environmentally Relevant Activity approvals will be required separately from the development application for the following:</p> <ul style="list-style-type: none"> • ERA 54 – Mechanical waste reprocessing. • ERA 62 – Resource Recovery and transfer facility. <p>These additional approvals will further ensure all potential off site impacts from the proposed operations are adequately mitigated.</p>
	<p>The nature of the proposed operations creates greater impacts than a Low Impact Industry.</p>	<p>It is noted the raised issues / impacts are related to the current activities on site rather than the proposed development.</p> <p>The Containers for Change operation on site is proposed to be relocated to a more suitable site and therefore the site will only accommodate the operations of Kanga Bins.</p> <p>The proposed development operates</p>

		solely during daytime hours. In addition, the development incorporates appropriate landscaping and screening along the boundaries of the site to ensure any potential impacts generated from the development are minimised and do not exceed what would be expected in a Low Impact Industry area.
	There will be an 'overflowing' of activities into Leichhardt and Sturt Streets as the premises is inadequate in size to accommodate the scale and intensity of activities generated by the use on a daily basis. This includes the ability for the site to accommodate staff / customer vehicles and heavy vehicles. In addition, conflicting interactions between private business operations and public customer operations and traffic congestion from the use causes a safety hazard both on site and on Leichhardt Street.	<p>It is noted the raised issues / impacts are related to the current activities on site rather than the proposed development.</p> <p>The Containers for Change operation on site is proposed to be relocated to a more suitable site and therefore the site will only accommodate the operations of Kanga Bins.</p> <p>The proposal includes improving and expanding onsite staff car parking to match the demand on site. Furthermore, the development proposes formalising two (2) access driveways located along the Leichhardt Street road frontage. Consequently, the current car parking issues along Sturt Street will no longer occur.</p>
	Concerns the septic system on site is not sized to cater for the daily occupants of the site.	The conditions of approval require the existing on-site sewage facilities to be adequate for the proposed development. Should the existing on-site sewerage facilities not be adequate, an upgrade of the system will be provided by the developer. The upgrade will be in accordance with the <i>Queensland Plumbing and Wastewater Code</i> and Council's Plumbing and Drainage Policies.
Matters prescribed by regulation	<ul style="list-style-type: none"> • The <i>Rockhampton Region Planning Scheme 2015</i> (version 2.2); and • The common material, being the material submitted with the application. 	

RECOMMENDATION B

THAT in relation to the application for a Development Permit for a Material Change of Use for Utility Installation (Waste Management Service), made by K B Waste Group Pty Ltd, located at 334 Leichhardt Street, Parkhurst - described as Lot 28 on CP849910, Council resolves to Approve the application subject to the following conditions:

1.0 ADMINISTRATION

- 1.1 The Developer and their employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
 - 1.3.1 to Council's satisfaction;
 - 1.3.2 at no cost to Council; and
 - 1.3.3 prior to the commencement of the use,
 unless otherwise stated.
- 1.4 Infrastructure requirements of this development approval must be contributed to the relevant authorities, where applicable, at no cost to Council, prior to the commencement of the use, unless otherwise stated.
- 1.5 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
 - 1.5.1 Operational Works:
 - (i) Road Works;
 - (ii) Access and Parking Works; and
 - (iii) Roof and Allotment Drainage.
- 1.6 All conditions, works, or requirements of this development approval must be undertaken and completed by obtaining the Development Permit for Operational Works by lodging the application/s within three (3) months of the date of this development approval, and completion of the works within six (6) months from date of the approval of those works.
- 1.7 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.8 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.

2.0 APPROVED PLANS AND DOCUMENTS

- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

<u>Plan/Document Name</u>	<u>Prepared by</u>	<u>Date</u>	<u>Reference No.</u>	<u>Version/Issue</u>
Proposed Site Plan	Design + Architecture	24 September 2021	SK-001	18
Technical memorandum	McMurtrie Consulting Engineers	28 October 2021	038-19-19	-
Environmental Report	Steer Environmental Consulting	17 September 2021		

- 2.2 Where there is any conflict between the conditions of this development approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.

3.0 ROAD WORKS

- 3.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works required by this development approval.
- 3.2 All road works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, relevant *Australian Standards*, *Austrroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).
- 3.3 Leichhardt Street must be upgraded for the full frontage of the development site to Industrial Access standard in accordance with *Capricorn Municipal Development Guidelines*. Kerb and channel and drainage infrastructure must be included. This non-trunk infrastructure is condition under section 145 of the *Planning Act 2016*.

Note: In order to appropriately integrate the Leichhardt Street works with Sturt Street it must be necessary to return the kerb for a distance along Sturt Street and seal a portion of the intersection.

- 3.4 Traffic signs and pavement markings must be provided in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*. Where necessary, existing traffic signs and pavement markings must be modified in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*.

4.0 ACCESS AND PARKING WORKS

- 4.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the development site.
- 4.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"*, the provisions of a Development Permit for Operational Works (access and parking works).
- 4.3 All access, parking, vehicle manoeuvring and vehicle storage areas must be paved or sealed to Council's satisfaction.
- 4.4 All the existing access from Leichhardt Street to the development must be upgraded to comply with the requirements of the *Capricorn Municipal Development Guidelines*.
- 4.5 The existing access to the development from Sturt Street must be closed.
- 4.6 All vehicular access to and from the development must be via Leichhardt Street only.
- 4.7 All vehicles must ingress and egress the development in a forward gear.
- 4.8 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 4.9 A minimum of fourteen (14) parking spaces must be provided on-site.
- 4.10 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 4.11 Any application for a Development Permit for Operational Works (access and parking works) must be accompanied by detailed and scaled plans, which demonstrate the turning movements/swept paths of the largest vehicle to access the development site including refuse collection vehicles.

- 4.12 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.

5.0 PLUMBING AND DRAINAGE WORKS

- 5.1 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2018* and Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.

- 5.2 The development must be connected to Council's reticulated water networks.

- 5.3 The existing water connection point(s) must be retained, and upgraded if necessary, to service the development.

- 5.4 Adequate domestic and firefighting protection must be provided to the development, and must be certified by a hydraulic engineer or other suitably qualified person.

Note: No Fire Hydrant is available in close proximity to the development site for firefighting purpose.

- 5.5 The existing on-site sewerage facilities must be adequate for the proposed development. Should the existing on-site sewerage facilities not be adequate; an upgrade of the system must be provided by the developer at no cost to Council. The upgrade must be in accordance with the *Queensland Plumbing and Wastewater Code* and Council's Plumbing and Drainage Policies.

- 5.6 Structures, parking spaces and vehicle storage areas must not be located within the on-site sewerage treatment and disposal area or conflict with the separation distances, in accordance with the *Queensland Plumbing and Wastewater Code*.

- 5.7 Water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.

6.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 6.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any roof and allotment drainage works on the development site.

- 6.2 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines* and sound engineering practice.

- 6.3 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause a damage to other infrastructure.

- 6.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.

- 6.5 A drainage easement(s) must be registered, in favour of Council, over the development site assessed to be within a one percent (1%) Annual Exceedance probability defined flood / storm event inundation area.

7.0 SITE WORKS

- 7.1 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.

- 7.2 Site works must be constructed such that they do not, at any time, in any way restrict,

impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.

8.0 LANDSCAPING WORKS

- 8.1 Landscaping must be constructed and/or established prior to the commencement of the use in all areas shown on the approved plans (refer to condition 2.1).
- 8.2 Planting types used within the landscaping areas (refer to condition 2.1) must include either trees, shrubs or groundcovers, or any combination of these plantings types. These plantings must be established and maintained at a minimum of the following density rates:
 - 8.2.1 trees at five (5) metre intervals;
 - 8.2.2 shrubs at two (2) metre intervals; and
 - 8.2.3 groundcovers at one (1) metre intervals.
- 8.3 At least fifty (50) per cent of all new plantings within the landscaping areas (refer to condition 2.1) must be locally native species with low water dependency.
- 8.4 Plant species must not include undesirable species identified in *Planning Scheme Policy SC6.12 – Landscape Design and Street Trees Planning Scheme Policy*.
- 8.5 The landscaped areas must be subject to:
 - 8.5.1 a watering and maintenance plan during the establishment moment; and
 - 8.5.2 an ongoing maintenance and replanting programme.

9.0 ELECTRICITY

- 9.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

10.0 TELECOMMUNICATIONS

- 10.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider. Unless otherwise stipulated by telecommunications legislation at the time of installation, this includes all necessary pits and pipes, and conduits that provide a connection to the telecommunications network.

11.0 ASSET MANAGEMENT

- 11.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.
- 11.2 Any damage to existing stormwater, water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land and Council infrastructure), that occurs while any works are being carried out in association with this development approval must be repaired at full cost to the developer. This includes the reinstatement of any existing traffic signs or pavement markings that may have been removed or damaged.
- 11.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.

12.0 ENVIRONMENTAL

- 12.1 The Erosion Control and Stormwater Control Management Plan prepared by a Registered Professional Engineer of Queensland in accordance with the *Capricorn Municipal Design Guidelines*, must be:
 - 12.1.1 implemented, monitored and maintained for the duration of the works, and

until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped); and

- 12.1.2 available on-site for inspection by Council Officers whilst all works are being carried out.
- 12.2 The Environmental Management Plan approved as part of a Development Permit for Operational Works must be part of the contract documentation for the development works.

13.0 ENVIRONMENTAL HEALTH

- 13.1 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as not to cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 13.2 Operations on the site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light, noise or dust.
- 13.3 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance as determined by Council caused by noise, light, odour or dust. An analysis of the monitoring data and a report, including nuisance mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation.

14.0 OPERATING PROCEDURES

- 14.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within Leichhardt Street or Sturt Street.
- 14.2 The hours of operations for the development site (waste management service) must be limited to:
 - 14.2.1 0700 hours to 1900 hours on Monday to Saturday, with no operations on Sundays or Public Holidays.
- 14.3 All waste storage areas must be:
 - 14.3.1 kept in a clean and tidy condition; and
 - 14.3.2 maintained in accordance with *Environmental Protection Regulation 2019*.
- 14.4 Impervious paved waste storage area/s must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2019* and must be:
 - 14.4.1 designed and located so as not to cause a nuisance to neighbouring properties;
 - 14.4.2 surrounded by at least a 1.8 metre high screen fence that obstructs from view the contents of the waste storage area by any member of the public from any public place;
 - 14.4.3 of a sufficient size to accommodate commercial type bins, plus clearances around the bins for manoeuvring and cleaning;
 - 14.4.4 setback a minimum of two (2) metres from any road frontage; and
 - 14.4.5 provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2018*.

As an alternative to a washdown facility, a fully contained commercial bin

cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.

- 14.5 Storage (vehicles, bins etc) are not permitted within the existing flood extent areas on the development site.
- 14.6 The number of heavy rigid vehicles to be stored on the development site is restricted to a total of seven (7) heavy rigid vehicles at any given time.
- 14.7 Heavy Rigid Vehicle movements (to and from the development site) are limited to a maximum of five (5) trips per day.
Note: One (1) trip equals arriving to and departing the development site or vice versa.
- 14.8 The Utility Installation (Waste Management Service) must not accept or manage regulated waste or putrescible waste (general household waste) on site.
- 14.9 The Containers for Change (Queensland's used container refund scheme) must cease on site prior to the commencement of the Utility Installation (Waste Management Service).
- 14.10 All operations of the Utility Installation (Waste Management Service) must be undertaken in accordance with the Environmental Report (refer to Condition 2.1).

ADVISORY NOTES

NOTE 1. Aboriginal Cultural Heritage

It is advised that under section 23 of the *Aboriginal Cultural Heritage Act 2003*, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the "cultural heritage duty of care"). Maximum penalties for breaching the duty of care are listed in the Aboriginal cultural heritage legislation. The information on Aboriginal cultural heritage is available on the Department of Aboriginal and Torres Strait Islander Partnerships website www.dsdsatsip.qld.gov.au

NOTE 2. Asbestos Removal

Any demolition and/or removal works involving asbestos materials must be undertaken in accordance with the requirements of the *Work Health and Safety Act 2011* and *Public Health Act 2005*.

NOTE 3. General Environmental Duty

General environmental duty under the *Environmental Protection Act 1994* prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.

NOTE 4. General Safety Of Public During Construction

The *Work Health and Safety Act 2011* and *Manual of Uniform Traffic Control Devices* must be complied with in carrying out any construction works, and to ensure safe traffic control and safe public access in respect of works being constructed on a road.

NOTE 5. Infrastructure Charges Notice

This application is subject to infrastructure charges in accordance with Council policies. The charges are presented on an Infrastructure Charges Notice.

RECOMMENDATION C

In relation to the application for a Development Permit for a Material Change of Use for a Utility Installation (Waste Management Service), made by K B Waste Group Pty Ltd, located at 334 Leichhardt Street, Parkhurst, described as Lot 28 on CP849910, Council resolves to issue an Infrastructure Charges Notice for the amount of \$2,660.50.

BACKGROUND

The proposal is for the establishment of a Utility Installation (Waste Management Service) located on site. The waste management facility will primarily sort building and construction waste into separate waste streams for recycling. The business hires out skip bins for an agreed period before being collected and returned to the site for sorting. Non-recoverable materials will be transported to a licensed waste disposal facility for disposal and recyclable materials (metals, cardboard etc.) are transported to a recycling facility. The proposed operations do not accept or manage putrescible waste.

Trucks will enter the subject site from the proposed access driveway located within the site's south western corner. Skip bins will be offloaded and placed on the concrete hardstand area that adjoins the existing shed. Waste will be sorted and separated into larger skip bins. Trucks will manoeuvre through the eastern portion and exit in a forward direction via the Leichhardt Street access driveway.

The existing sheds, on site, will be retained as part of the development and utilised as a general storage area for equipment and commercial vehicles. Vehicles will enter the shed via a formalised access driveway located along Leichhardt Street.

An ancillary office and a dwelling are located on site. The existing office, located on the ground level, has a gross floor area of approximately 41.5m² and will be utilised as the main office and administrative support to the operations. The existing dwelling located above the office will remain.

The application is supported by an Environmental Report. The Environmental Report also identifies the proposal will require Environmentally Relevant Activity approvals to be obtained separately from this development application with the Department of Environment and Science:

- ERA 54 – Mechanical waste reprocessing; and
- ERA 62 – Resource recovery and transfer facility.

The development will be connected to Council's water infrastructure and will utilise the existing on-site sewer system which, if required, will be upgraded to service the development.

SITE AND LOCALITY

The subject site, 334 Leichhardt Street, is described as Lot 28 on CP849910 occupies an area of 6,300m². Access to the site is either via Leichhardt Street, or the undeveloped Sturt Street to the immediate north, which intersects and runs perpendicular to Leichhardt Street. The site is in the Parkhurst industrial area approximately 5.5 km north of the Rockhampton central business district, and between the Fitzroy River and Bruce Highway.

The subject land is relatively flat at the road frontage on Leichhardt Street, however at the rear of the block the gradient falls by several metres to the lowest section of the site towards the eastern corner of the block. This section at the rear is subject to the Flood Hazard Overlay.

The subject site is designated in the Low Impact Industry Zone. The site accommodates an existing dwelling and an industrial shed which is presently used for a Containers for Change depot.

Land uses surrounding the immediate area of the proposed activity are predominantly industrial, however there are some private residences interspersed amongst the industrial operators.

PLANNING ASSESSMENT**MATTERS FOR CONSIDERATION**

This application has been assessed by relevant Council planning, engineering, environmental health, and other technical officers as required. The assessment has been in accordance with the assessment process provisions of the Development Assessment Rules,

based on consideration of the relevant State Planning Policy; State Government guidelines; the Council's Town Planning Scheme, Planning Policies and other general policies and procedures, as well as other documents as considered relevant.

Development Engineering Comments

Support, subject to conditions.

Public and Environmental Health Comments

Support, subject to conditions.

Other Staff Technical Comments

Not applicable as the application was not referred to any other technical staff.

TOWN PLANNING COMMENTS**State Planning Policy 2017**

Section 2.1 of *Rockhampton Region Planning Scheme 2015* noted the *State Planning Policy 2017* is integrated in the planning scheme. The State planning interests are therefore addressed as part of this assessment of the development against the *Rockhampton Region Planning Scheme 2015*.

Central Queensland Regional Plan 2013

The *Central Queensland Regional Plan 2013* is a statutory document which came into effect on 18 October 2013. The Regional Plan is identified as being appropriately integrated with the Planning Scheme and therefore an assessment against the Planning Scheme is taken to be an assessment against the *Central Queensland Regional Plan 2013*.

Rockhampton Region Planning Scheme 2015**Strategic framework**

The subject site is situated within the Industrial Area designation under the scheme's strategic framework map. The strategic framework themes and their strategic outcomes, as identified within Part 3 of the *Rockhampton Region Planning Scheme 2015* are applicable:

(i) Settlement pattern

- (1) The pattern of settlement is reinforced in accordance with the Strategic framework – settlement pattern maps (SFM-1 to SFM-4) and as defined in Table 3.3.2.2 – Strategic map designations and descriptions. Sufficient land has been allocated for residential, commercial, industrial and community uses to meet the needs of the region for at least twenty (20) years.
- (2) Residential development within Rockhampton and Gracemere will occur in urban areas, urban infill and intensification areas and new urban areas (greenfield areas). These areas are shown on the strategic framework maps SFM-2 to SFM-3.
- (3) Urban development in Mount Morgan will only occur within the urban area and local centre as shown on strategic framework map SFM-4.
- (4) Residential development is compact, encourages strong neighbourhoods with attractive places for residents, makes efficient use of land and optimises the delivery and use of infrastructure and services. Expansion beyond these identified areas will not occur to ensure a focus on urban infill and intensification areas and to avoid further encroachment on natural assets and ecologically vulnerable areas.
- (5) Sufficient land for employment growth has been identified in industrial areas, new industrial areas and centres (including proposed centres) at locations that can be most efficiently serviced with infrastructure and facilities.
- (6) Future urban areas and future industrial areas are the preferred location for greenfield development beyond 2026.

- (7) The settlement pattern provides for a diverse range of housing to meet changing demographic needs, and creates opportunities for more affordable living close to services and facilities. These housing options will help stimulate centres and community focal points, and assist in making the most efficient use of infrastructure and other public investment.
- (8) Higher density development is focussed around centres and public transport nodes and corridors. Increased residential densities will be encouraged in the urban infill and intensification areas in a range of dwelling types that are located to make public transport, walking and cycling more convenient, safe and viable.
- (9) The design of the built environment (including buildings, streets and public spaces) is consistent with the existing or desired character of the area and buildings are oriented to the street and public places. Development is undertaken in accordance with urban design principles.
- (10) Centres provide for employment, retail, accommodation, entertainment and community services that meet the needs of residential communities that are well connected by the public transport network.
- (11) Centres are based on a hierarchy that ensures the scale and form of development is appropriate to the location, and that the centres' roles and functions are appropriate within the wider planning scheme area.
- (12) Centres are consolidated within designated areas, and expansion does not occur into adjoining residential areas.
- (13) An integrated and high quality public open space network caters for the needs of residents, particularly in and around centres and higher density areas.
- (14) The continuing viability of areas that provide for economic development such as industrial and specific use areas is protected from incompatible land uses.
- (15) Limited rural residential areas provide for semi-rural living; however, these areas do not expand beyond the areas designated.
- (16) The productive capacity of all rural land is protected.
- (17) Rural lands and natural areas are maintained for their rural and landscape values.
- (18) The scenic and environmental values of areas identified as nature conservation or natural corridor link are protected.
- (19) The cultural heritage of Rockhampton is conserved for present and future communities.
- (20) Development responds to natural hazards (flooding, bushfire, steep land, storm tide inundation and coastal erosion) by avoiding, mitigating, adapting and building resilience to natural hazards in areas mapped as being susceptible.

Complies.

The subject site is located within the industrial area of the strategic framework. The proposed development is for the establishment of a Utility Installation (Waste Management Service). The development will not generate significant nuisances to the surrounding area, with all potential impacts can be appropriately mitigated. The development ensures the functionality of the site prevails and incorporates landscaping and screening to maintain the amenity of the surrounding area.

(ii) Natural environment and hazards

- (1) The natural environment and landscape are highly valued by the community for their contribution to the planning scheme area's biodiversity, economic prosperity, culture, character and sense of place. These areas are to be protected from incompatible development.

- (2) Development does not create unsustainable impacts on:
 - (a) the natural functioning of floodplains;
 - (b) environmentally significant areas, including areas of state and locally significant vegetation, which provide fauna habitat and support biodiversity; and
 - (c) the quality of water entering waterways, wetlands and local catchments.
- (3) Development does not increase the risk to human life and property in areas that are affected, or potentially affected, by storm-surge, erosion, sea-level rise or other coastal processes, flooding, bushfire, or landslide. This occurs through the avoidance of natural hazards in new development areas, particularly greenfield areas and the mitigation of risks in existing built up areas.
- (4) Strategic and iconic scenic and landscape values are protected from potential adverse impacts of development.

Complies.

The proposed development will not create any unsustainable impacts on any environmental values in proximity to the site nor cause any environmental harm. In addition, mitigation measures to prevent any impacts to the surrounding area will be conditioned by the Department of Environment and Science through the Environmental Authority which manage the Environmentally Relevant Activities associated with the proposed development.

(iii) **Community identity and diversity**

- (1) The quality of life of residents is enhanced through equitable access to social infrastructure, community services and facilities necessary to support community health and well-being.
- (2) The community is self-sufficient and does not rely on services and facilities located in other regions. Development contributes to the provision of new social infrastructure, including land.
- (3) Cultural heritage including character housing and heritage buildings are conserved and enhanced.
- (4) Public places are safe, functional, characterised by good urban design, and include a range of facilities to encourage healthy and active lifestyles.
- (5) Crime prevention through environmental design is achieved in urban areas including public spaces to improve public safety.

Not applicable.

(iv) **Access and mobility**

- (1) Connectivity is achieved between residential uses, employment centres and services through the provision of active transport infrastructure integrated with efficient public transport services.
- (2) The trunk transport network (as shown on the strategic framework maps SFM-9 to SFM-12 and in plans for trunk infrastructure in the local government infrastructure plan) supports the settlement pattern and the local economy by facilitating the efficient and safe movement of people and goods both within the planning scheme area (especially between the main urban centres of Rockhampton and Gracemere), and to and from other locations.
- (3) The transport network encourages and supports active living in centres by providing for integrated walking, cycling, and public transport infrastructure to support a progressive reduction in car dependency.

- (4) The safety and efficiency of transport infrastructure, including the Bruce and Capricorn highways and other state and local roads, rail, airport and seaports, are not compromised by development.

Complies.

The proposed development is serviced by Leichhardt Street, an Industrial Access Road. The development formalises the existing access points located on-site, ensuring all vehicles utilising the development will not negatively impact the surrounding transport network.

(v) **Infrastructure and services**

- (1) Infrastructure and services are planned and delivered in a logical and cost efficient manner in support of the planned settlement pattern. It is fit for purpose and is sensitive to cultural and environmental values. In particular:
 - (a) efficient, affordable, reliable, timely and lasting infrastructure makes best use of public resources;
 - (b) the long-term needs of the community, industry and business are met; and
 - (c) the desired standards of service in Part 4 — Local government infrastructure plan are achieved.

Complies.

The proposal does not involve the delivery of significant infrastructure. All on-site services are fit for purpose and appropriate for the development proposed.

(vi) **Natural resources and economic development**

- (1) The economy of the planning scheme area continues to grow and provides the community with diverse and new employment opportunities. Rockhampton continues to strengthen as the retail, service, cultural and administrative centre for both the planning scheme area and the wider Central Queensland region.
- (2) The strategic importance of Rockhampton for transport and logistics industries is fostered, given its central location at the junction of the Bruce Highway, the Capricorn Highway (through to the Landsborough Highway) and the Burnett Highway (through to the Leichhardt Highway).
- (3) The local community continues to value its traditional economic assets and natural resources and protects and conserves them and the contribution they make to maintaining and growing the region's economic prosperity, culture, character and sense of place. The region's traditional economic sectors of tourism and agriculture (including the iconic beef industry) continue to strengthen.
- (4) Development protects and, where possible, leverages the intrinsic economic value of the region's natural resources, including productive grazing, agricultural and forestry land, extractive and mineral resources, marine and coastal resources, and existing and planned water resources, including watercourses, water bodies and groundwater.
- (5) Natural assets identified by this planning scheme are protected as they underpin current and emerging tourism opportunities and important lifestyle values for residents.

Complies.

The proposed development will not negatively impact on the region's natural or economic assets.

The performance assessment of the proposal demonstrates that the development will not compromise the *Rockhampton Region Planning Scheme 2015* strategic outcomes.

Low Impact Industry Zone

The subject site is situated within the Low Impact Industry Zone under the *Rockhampton Region Planning Scheme 2015*. The purpose of the Low Impact Industry Zone identifies that:

The purpose of the zone will be achieved through the following overall outcomes:

- (a) *the zone primarily accommodates a range of smaller scale industrial uses such as low impact industry and warehouse uses which have low levels of potential impacts on the surrounding areas;*
- (b) *medium impact industry uses may be appropriate where the nature of the operations do not create greater impacts than a low impact industry;*
- (c) *existing industrial uses which are not low impact industry in nature continue to operate and expand in accordance with industry changes and demands, provided that any material changes in the intensity or scale of these uses does not worsen impacts and maintain appropriate separation distances. Should these industries cease to operate, new uses develop in accordance with the purpose for the zone;*
- (d) *the following uses are not located in the zone:*
 - (j) *high impact industries;*
 - (ii) *special industries; and*
 - (iii) *uses which are more appropriately located in centres including shops, stand-alone offices, shopping centres, showrooms and retail hardware outlets;*
- (e) *sensitive land use(s) will not occur within the zone;*
- (f) *a limited range of non-industrial uses that are ancillary to and support industrial uses and people employed in the area are located in the zone. The scale of these uses does not compromise the role and function of existing or future planned centres and includes:*
 - (i) *caretaker's accommodation or ancillary administration offices associated with industrial uses;*
 - (ii) *retail associated with, but ancillary to industrial uses carried out on the same site;*
 - (iii) *small-scale food and drink outlets servicing the day-to-day needs of the industrial zone;*
 - (iv) *non-resident workforce accommodation only when associated with an industrial use on the same site and located on an urban sub-arterial road or higher order road;*
 - (v) *service station;*
 - (vi) *uses which would be incompatible in a centres zone as a result of the size or nature of the goods sold or the fitting services provided (for example heavy plant and machinery parts, wholesale trade supplies to trade customers, outdoor sales, agricultural supplies store, garden centre and bulk landscape supplies); and*
 - (vii) *uses that share similar characteristics and external impacts with a low impact industry use such as hours of operation or the nature of the use (for example indoor sport and recreation facilities);*
- (g) **the viability of existing and future low impact industry uses is not affected by the intrusion of incompatible uses;**
- (h) **development is located, designed and managed to maintain safety to people, and to avoid significant adverse effects on the natural environment;**
 - (i) *development minimises adverse impacts on nearby non-industrial zoned land and sensitive land use(s) through building design, hours of operation, screening and landscaping;*
 - (j) *the functional needs of the development prevail over the built form and landscaping, except for ancillary office and sales areas being sited and orientated towards*

the primary street frontage and where adjoining visually sensitive areas including residential areas, and major road corridors;

- (k) new industrial developments are located and integrated with existing and future planned industrial areas;*
- (l) development maximises the use of existing transport infrastructure and has safe and practical access to all modes of transport infrastructure and facilities, including airports and seaports;***
- (m) development is designed to incorporate sustainable practices including maximising opportunities for energy efficiency, water conservation, public and active transport use; and*
- (n) development is sited and designed to respond to natural landscape features and environmental constraints;*
- (o) development is connected to all infrastructure services available in the area.***

The proposal is for the establishment of a Utility Installation (Waste Management Service) over the site. The proposal reuses the existing infrastructure located on site and does not increase the existing gross floor area (515m²). The proposal will have an insignificant impact on the surrounding environment and can mitigate against any nuisances that may potentially be generated as part of the development.

The proposal, being for non-industrial land use, is better suited to industrial-zoned land due to the size and nature of the development, which makes it an incompatible use with a centres zone. The development upgrades and improves the site for future industrial uses to operate within the surrounding area without compromising the natural landscape of the site.

Due to the reuse of the existing infrastructure on site, the development does not significantly alter or change the built form of the site. The proposal improves the functionality of the site by enhancing vehicle manoeuvrability within the site. The nature of the development allows for waste to be managed and distributed sustainably throughout the region.

Whilst the rear of the site is impacted by flooding, the business operations are located within the front portion of the site, allowing for the safety of both staff and community to be maintained. The development will not have greater impacts than a Low Impact Industry use and can mitigate any potential impacts on sensitive land uses within the surrounding area.

The proposal operates solely during daytime hours, ensuring the surrounding residential land uses are not negatively impacted. The development incorporates appropriate landscaping and screening along the boundaries of the site to ensure the potential impacts generated from the development are minimised.

Therefore, the proposed development generally complies with the purpose of the Low Impact Industry Zone.

Rockhampton Regional Planning Scheme Codes

The following codes are applicable to this application:

- Low Impact Industry Zone Code;
- Telecommunications Facilities and Utilities Code;
- Airport Environs Overlay Code;
- Acid Sulfate Soils Overlay Code;
- Flood Hazard Overlay Code;
- Access, Parking and Transport Code;
- Landscape Code;
- Stormwater Management Code;
- Waste Management Code; and

- Water and Sewer Code.

Based on a performance assessment of the abovementioned codes, it is determined that the proposal is acceptable and wholly complies with the relevant Acceptable Outcomes.

INFRASTRUCTURE CHARGES

Adopted Infrastructure Charges Resolution (No. 5) 2015 (AICR) for non-residential development applies to the application and it falls within Charge Area 1. A Utility Installation falls within the ambit of the "Specialised Uses" category under the AICR, for which Council has discretion to decide the applicable infrastructure charges at the time of assessment. Council has decided to levy infrastructure charges in accordance with an industry use as the proposal is similar in nature. However, due to there being no increase in gross floor area on site a charge has only been applied for the increase in impervious area as details below:

Column 1 Use Schedule	Column 2 Charge Area	Column 3 Adopted Infrastructure Charge		Column 4 Adopted Infrastructure Charge for stormwater network		Calculate d Charge
		(\$)	Unit	(\$)	Unit	
Specialised Uses	All Areas	N/A	N/A	8.50	per m ² of impervious area	\$2,660.50
Total						\$2,660.50
Less Credit						Nil
TOTAL CHARGE						\$2,660.50

This is based on the following calculations:

- (a) A charge of \$2,660.50 for Impervious Area being 313 square metres (additional hardstand areas).

Therefore, a total charge of \$2,660.50 is payable and will be reflected in an Infrastructure Charges Notice for the development.

CONSULTATION

The proposal was the subject of public notification between 8 November 2021 to 26 November 2021 and, in accordance with the requirements of the *Planning Act 2016* and the Development Assessment Rules, one (1) properly submission was received.

The following is a summary of the submissions lodged, with Council officer comments:

Issue	Officer's Response
The proposed development is not consistent with the purpose of the Low Impact Industry Zone.	<p>The Low Impact Industry Zone does make provision for developments with acceptable environmental standards and with minimal impacts on nearby sensitive land uses. It is considered that the development application has demonstrated compliance with the requirements in this zone. Compliance has been achieved through the following:</p> <ul style="list-style-type: none"> • The proposed land use is suited to operate within an industrial zone, given

Issue	Officer's Response
	<p>the nature and scale of the operations;</p> <ul style="list-style-type: none"> • The current built form will be retained, with no extension to the present gross floor area; and • The development outcomes will positively contribute to the immediate and surrounding area, which includes upgrades to the road network, formalised access driveways, landscaping along the primary road frontage, and consolidation of onsite activities screened from public view and access. <p>As such, it is considered that the proposed development is appropriate for the site and is an acceptable development to occur in the Low Impact Industry Zone.</p>
<p>The proposed development will compromise the amenity of the dwellings in the surrounding area of the subject site and the environmental values.</p>	<p>The Environmental Report provided demonstrates the proposed development will be operated in a manner that protects the environmental values of:</p> <ul style="list-style-type: none"> • Air; • Odour; • Air quality; • Noise; and • Surface waters. <p>The Environmental Report demonstrates that the proposal will achieve the criteria under the Environmental Protection Act, taking account of the sensitive uses located adjacent to the proposal. The mitigation strategies that will be implemented and maintained while operating the Utility Installation will be conditioned by Department of Environment and Science as Environmental Relevant Activity approvals will be required separately from the development application for the following:</p> <ul style="list-style-type: none"> • ERA 54 – Mechanical waste reprocessing. • ERA 62 – Resource Recovery and transfer facility. <p>These additional approvals will further ensure all potential off site impacts from the proposed operations are adequately mitigated.</p>
<p>The nature of the proposed operations creates greater impacts than a Low Impact Industry.</p>	<p>It is noted the raised issues / impacts are related to the current activities on site rather than the proposed development.</p>

Issue	Officer's Response
	<p>The Containers for Change operation on site is proposed to be relocated to a more suitable site and therefore the site will only accommodate the operations of Kanga Bins.</p> <p>The proposed development operates solely during daytime hours. In addition, the development incorporates appropriate landscaping and screening along the boundaries of the site to ensure any potential impacts generated from the development are minimised and do not exceed what would be expected in a Low Impact Industry area.</p>
<p>There will be an 'overflowing' of activities into Leichhardt and Sturt Streets as the premises is inadequate in size to accommodate the scale and intensity of activities generated by the use on a daily basis. This includes the ability for the site to accommodate staff / customer vehicles and heavy vehicles. In addition, conflicting interactions between private business operations and public customer operations and traffic congestion from the use causes a safety hazard both on site and on Leichhardt Street.</p>	<p>It is noted the raised issues / impacts are related to the current activities on site rather than the proposed development.</p> <p>The Containers for Change operation on site is proposed to be relocated to a more suitable site and therefore the site will only accommodate the operations of Kanga Bins.</p> <p>The proposal includes improving and expanding onsite staff car parking to match the demand on site. Furthermore, the development proposes formalising two (2) access driveways located along the Leichhardt Street road frontage. Consequently, the current car parking issues along Sturt Street will no longer occur.</p>
<p>Concerns the septic system on site is not sized to cater for the daily occupants of the site.</p>	<p>The conditions of approval require the existing on-site sewage facilities to be adequate for the proposed development. Should the existing on-site sewerage facilities not be adequate, an upgrade of the system will be required. The upgrade will be in accordance with the <i>Queensland Plumbing and Wastewater Code</i> and Council's Plumbing and Drainage Policies.</p>

CONCLUSION

The proposed development will not compromise the Strategic Framework of *Rockhampton Region Planning Scheme 2015*. Furthermore, the proposal wholly complies with the provisions included in the applicable codes. The proposal is therefore, recommended for approval in accordance with the approved plans and subject to the conditions outlined in the recommendation.

**D/130-2021 - DEVELOPMENT
APPLICATION FOR MATERIAL
CHANGE OF USE FOR UTILITY
INSTALLATION
(WASTE MANAGEMENT SERVICE)**

Locality Plan

Meeting Date: 10 May 2022

Attachment No: 1

D/130-2021 - Locality Plan



A4 scale at 1: 5,725.20

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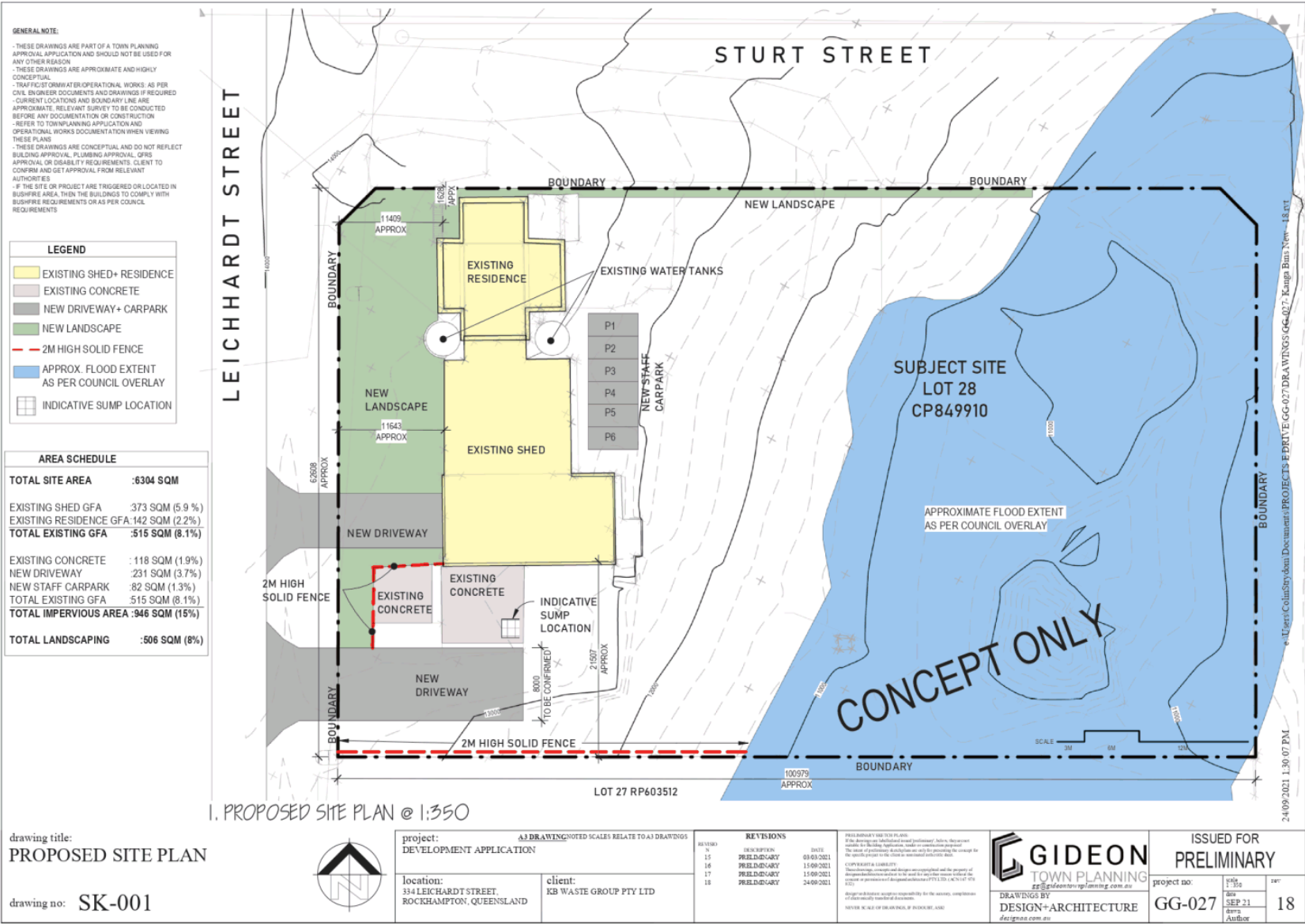


**D/130-2021 - DEVELOPMENT
APPLICATION FOR MATERIAL
CHANGE OF USE FOR UTILITY
INSTALLATION
(WASTE MANAGEMENT SERVICE)**

Site Plan

Meeting Date: 10 May 2022

Attachment No: 2



10.8 2021-22 OPERATIONAL PLAN QUARTERLY PROGRESS REPORT – QUARTER 3 AND PROPOSED AMENDMENT TO THE 2021-22 OPERATIONAL PLAN**File No:** 8320**Attachments:**

1. 2021-22 Operational Plan Quarterly Report - Quarter 3 [↓](#)
2. Proposed Changes 2021-22 Operational Plan Actions and Targets (Marked Up) [↓](#)
3. Amended 2021-22 Operational Plan (Clean) [↓](#)

Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer**Author:** Allysa Brennan - Coordinator Legal and Governance

SUMMARY

The 2021-22 Operational Plan Quarterly Report for quarter three as at 31 March 2022, pursuant to section 174(3) Local Government Regulation 2012 is presented for Council endorsement together with a proposed amendment to the 2021-22 Operational Plan for Council's adoption.

OFFICER'S RECOMMENDATION

THAT Council:

- (a) Receive the 2021-22 Operational Plan Quarterly Report for quarter three as at 31 March 2022; and
- (b) Adopt the proposed amendment to the 2021-22 Operational Plan detailed within this report and contained in Attachment 3.

COMMENTARY**2021-22 Operational Plan Quarterly Report – Quarter Three**

The 2021-22 Operational Plan Quarterly Report – Quarter Three (1 January 2022 to 31 March 2022) is presented for Council's consideration (**Attachment 1**).

The attached report displays key statistics and performance summaries against each Councillor Portfolio including commentary on the relevant Key Focus Areas and Significant Capital Projects. In addition, the report records the status of each Operational Plan target using a 'completed', 'on track', 'not on track' and 'watching' mechanism and includes progress comments from responsible managers.

The attached report includes a Quarterly Performance Plan Report for each commercial business unit of Council. Details of how each commercial business unit has performed against its financial and non-financial performance targets are included as detailed in each business unit's adopted Annual Performance Plan for 2021-22.

Overall the majority of Operational Plan targets are on track this quarter. Approximately 16% of Council's Operational Plan targets are not on track. Comments have been provided in the report against those items.

Amendment to 2021-22 Operational Plan

Council's Operational Plan for financial year 2021-22 was adopted by Council on 24 June 2021.

The 2021-22 Operational Plan outlines the actions Council will undertake throughout 2021-22 financial year to address the outcomes contained in the 2017-22 Corporate Plan.

The proposed amendment to the 2021-22 Operational Plan actions and targets is marked up in **Attachment 2** of this report.

The proposed amendment to the plan reflects a change to one of Council's actions and targets due to unforeseen impacts that have arisen since the Operational Plan was adopted.

A copy of the 2021-2022 Operational Plan publication incorporating the proposed amendment identified in Attachment 2 is contained in **Attachment 3** of this report.

PREVIOUS DECISIONS

The 2021-22 Operational Plan was adopted by Council on 24 June 2021.

Amendments to the 2021-22 Operational Plan were adopted by Council on 9 November 2021 and 8 February 2022.

BUDGET IMPLICATIONS

In accordance with section 175 of the *Local Government Regulation 2012*, the Operational Plan must be consistent with the budget.

LEGISLATIVE CONTEXT

Section 174(4) of the *Local Government Regulation 2012* states:

A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

Section 174(3) of the *Local Government Regulation 2012* states:

The Chief Executive Officer 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.

LEGAL IMPLICATIONS

Failure to report on Council's progress towards implementing the Operational Plan every quarter will result in legislative non-compliance.

STAFFING IMPLICATIONS

There were no implications to Council permanent staffing levels this quarter.

RISK ASSESSMENT

In accordance with section 175 of the *Local Government Regulation 2012*, the Operational Plan must manage operational risks. The 2021-22 Operational Plan Quarterly Report has identified any risks and how the risks are being managed.

CORPORATE/OPERATIONAL PLAN

The purpose of the annual Operational Plan is to advise how Council intends to address the 2017-22 Corporate Plan outcomes over the coming financial year by outlining the actions and targets Council will undertake in accordance with the adopted budget.

The 2021-22 Operational Plan Quarterly Report details the status of the Operational Plan actions against the targets set by Council.

CONCLUSION

The 2021-22 Operational Plan Quarterly Report for quarter three as at 31 March 2022 has been prepared and presented to Council for endorsement and an amendment to the 2021-22 Operational Plan has been presented to Council for adoption.

**2021-22 OPERATIONAL PLAN
QUARTERLY PROGRESS REPORT -
QUARTER 3 AND PROPOSED
AMENDMENT TO THE 2021-22
OPERATIONAL PLAN**

**2021-22 Operational Plan
Quarterly Report - Quarter 3**

Meeting Date: 10 May 2022

Attachment No: 1

Operational Plan

Quarterly Report

Q3 January - March

2021-2022



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Introduction

About the Operational Plan

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



Reporting on the progress of the Operational Plan

The Operational Plan provides the basis for reporting to Council on the quarterly progress towards achieving the Corporate Plan outcomes through the implementation of the Operational Plan.

Targets have been set for each action within the Operational Plan. Reporting on these targets is based on progress against time, budget-based and other applicable milestones as outlined in reports to Council that are linked to these various initiatives, and may be developed through the course of the operational planning process from time to time.

Each of Council's lead accountability areas will provide performance data and highlights by section in relation to:

- Service delivery;
- Operational activities; and
- Significant projects.

This report for Quarter 3 is presented to Council in accordance with section 174(3) of the *Local Government Regulation 2012* that requires the Chief Executive Officer to 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 3 months.

1 Community

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

Key Focus Areas for 2021-22

Open Space and Precinct Planning

Key Statistics – Year to Date Figures



70%

Botanic and Zoo Redevelopment actions completed
Totalling \$3 million | YTD Target: 100%



100%

Drinking water quality achieved
Compliance with industry standard | YTD Target: >98%



5.7

Sewage overflows to customer property
No. per 1,000 connections | YTD Target: <10



221,742

People through Council's community facilities
Includes Libraries, Pilbeam Theatre, Showgrounds, Heritage Village and Rockhampton Museum of Art



500m

Footpaths constructed
YTD Target: 700 metres



95%

Airport Flood Levee Feasibility Study complete
YTD Target: 80%

Portfolio Summaries

Advance Rockhampton

During Quarter 3, Advance Rockhampton successfully delivered the Great Australian Bites – Australia Day event showing Council's continued commitment to increase the liveability of the Region. The introduction of e-scooters has seen a great uptake in usage connecting the Region's precincts and showing increased activity on weekends and evenings across the city.

The visitability of the Region was once again boosted during Quarter 3 with the launch of Council's major events calendar and major events video. Tourism and marketing activities included campaigns such as 'Barra season is back, baby!' and 'Curb your Caravan'. Council also announced the partnership with 'Bonza Airlines' seeing direct flights proposed to and from Cairns, Townsville, Sunshine Coast and Melbourne. Rockynats 01 was also

nominated for a Local Government Managers Australia Awards for Excellence in the 'Collaboration' category.

The Investability of the Region is looking very positive with Clark Creek Renewable Energy receiving significant investment from Squadron Energy and early construction and planning works commencing at Boulder Creek Wind Farm. Works continue within the Central Queensland Regional Organisation of Councils (CQROC) Defence working group in development of the Defence Capability Statement. Council's coordination of the \$1.2 million Sunwater contract to facilitate the Rookwood Weir Landholder Support and Grants Program and the Making Water Work program continues Council's focus upon Agriculture and Water opportunities.

1 Community

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

Airport

Confidence is slowly returning to the aviation market since the Covid pandemic started. Council will continue to work with the airlines to ensure the right schedules are implemented to achieve growth in Quarter 4 as consumer confidence continues to return.

Communities and Heritage

Quarter 3 has seen a number of key community projects commencing, nearing completion or being completed as outlined below:

- Completion of the Dooley Street Depot Security Upgrade.
- Completion of the Amenities Program Renewal and Upgrade to five public amenities.
- Completion of the restumping of the Mount Morgan Council depot administration building.
- Completion of the Dooley Street Depot Electric Car Charging Facility.
- Solar photovoltaic (PV) installation almost completed. One remaining switchboard to be installed.
- Engineering is underway for the North Rockhampton Library rear entrance project.
- Gracemere Workshop Extension project has commenced.
- Contract awarded for the hydrogeological assessment for the Memorial Gardens – Synge Street project.

The Pilbeam Theatre began the year under new Health guidelines which mandated all people on site to be fully vaccinated along with check-in, however despite these restrictions, attendance remained strong. Council's annual musical – Jersey Boys opened to strong audiences and much acclaim. Unfortunately the second week of performances was cancelled due to COVID infections amongst the cast and crew.

The Rockhampton Showgrounds hosted its regular Speedway and Skate season as well as a variety of ad-hoc venue hires such as Bush to Bay markets, Finch and Parrot sales and the Heart of Australia bus offering health services to the community.

The Walter Reid Cultural Centre auditorium and Art Gallery remained closed for January 2022 and much of February 2022, until clarification from Queensland Health enabled events to resume. Regular users such as Rocky Flix have returned and a new exhibition by local artists Veronika Zeil and Nanette Balchin has been well received by the community.

The Region's libraries have seen continued usage of the services available in all locations with the reintroduction of additional programs including children's storytelling, STEM (informal science, technology, engineering and math education) activities, craft activities and adult programs including knitting, cake club and trivia. These dedicated programs have seen almost 8,000 attendances in the year to date.

1 Community

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Infrastructure

Council's focus in the urban area has been finalising the construction of the Department of Transport and Main Roads footpaths and grant funded road projects. Covid has impacted civil operations resources during Quarter 3 and subsequently the delivery of the urban program. The rural programs have been progressing as usual and are on track to be fully delivered.

Parks, Sport and Public Spaces

Focus through Quarter 3 has remained heavily on the Botanic Garden and Zoo Redevelopment.

Replacement of the playground equipment and soft fall at the Nature Play – Kershaw Gardens has been completed.

Stage 1 and 2 of the Footpaths Renewal Program to allow all abilities access to seating and shelter has been completed between Cedric Archer Park and Touch of Paradise and Fraser Park.

Mapping is underway for the Kershaw Irrigation project.

Open Space and Precinct Planning

Key Focus Area

Precincts investigation and planning is ongoing with the current focus on working through needs analysis to ensure planning aligns with community needs and requirements. Council has actively engaged with Sport and Recreation Queensland on this and other sports planning matters.

Botanic Gardens and Zoo Redevelopment

Significant Capital Project

Council is scheduled to receive a 90%

design submission for both Stage 1 and 2 of the Botanic Gardens and Zoo Redevelopment during Quarter 4 (mid-June 2022). Once the design has been endorsed, Heritage exemption applications will be finalised and lodged.

The Botanical Garden Playground concept has also been endorsed with tender awarded to Urban Play. This moves the Playground redevelopment into the detail design and construction phase, targeted for completion by the end of 2022.

Waste and Recycling

Rockhampton Regional Waste and Recycling has operated in accordance with its objectives and parameters outlined within the performance plan and those identified within Council's 2021-22 Operational Plan. Financial targets were achieved against budget expectations. Safety has been a continued focus to ensure the protection of both staff and the community, with zero Lost Time Injuries recorded for Quarter 3.

The operational aspects of waste and recycling facilities and waste and recycling collections have operated without issue. Council's strategy for the collection of source separated organics is progressing well with the ongoing 12 month trial for a kerbside organics service with 750 households. Waste and recycling education continued during Quarter 3 including events and programs such as; School's Recycling Hero's Programme, Plastic Free Places and Clean-Up Australia Day.

1 Community

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

Water and Environmental Sustainability

Fitzroy River Water's operational performance is more thoroughly described in the Performance Plan report presented further in this document. Overall, Fitzroy River Water has performed well to meet expectations in its delivery of water and sewerage services.

Glenmore Water Treatment Plant Upgrade

Significant Capital Project

Design is anticipated to be completed at the end of April 2022 and site establishment is now complete.

Demolition/ decommissioning works commenced on site in March 2022. Lime feeders have now been decommissioned and removed.

North Rockhampton Sewage Treatment Plant Augmentation

Significant Capital Project

Land acquisition from Rockhampton Jockey Club is still to be finalised. Project development and environmental approvals are currently under assessment.

The contract has been awarded and pre-establishment works are underway. Site establishment is to occur in late April to early May 2022.

Gracemere Sewage Treatment Plant Augmentation

Significant Capital Project

After further investigation and reviewing options, it was decided not to proceed with this project. On 28 February 2022, Council adopted the Gracemere and South Rockhampton Long Term Treatment Plant Strategy, and resolved to reallocate \$14.5 million from the Gracemere Sewage Treatment Plant upgrade to the North Rockhampton Sewage Treatment Plant upgrade and expansion.

Whole of Council

The Rockhampton Museum of Art officially opened its doors on 25 February 2022. The Premier of Queensland, local State and Federal Members of Parliament and Ministers attended this historic event. A range of public events were held across the weekend in conjunction with the opening to celebrate the beginning of this new chapter in Rockhampton's Cultural history. In the first month of operation, more than 11,000 patrons have attended the Museum.

2 Economy

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

Key Focus Areas for 2021-22

Water Security

Development Infrastructure

Key Statistics – Year to Date Figures



67.4%

Region's accommodation occupancy average



296,734

Airport passengers
YTD Target: 480,000



82

New lots created



151

Development applications lodged



2,990

Building applications lodged

Portfolio Summaries

Advance Rockhampton

Key focus areas for Advance Rockhampton during Quarter 3 were Industry Development, Innovation, Tourism, Marketing and Events.

Economic Development

Key Focus Area

Resources and Construction

Council continues to facilitate industry briefings and events around major projects currently under construction and soon to commence in and around the Region.

Recruitment has been finalised for the new Economic Development Manager whose portfolio will include resources and construction.

Attendance at the Bowen Basin Mining Club and preparations for Queensland

Mining Expo are underway with marketing materials posted on associated websites.

Renewable Energy

Council has continued to advocate for Region-wide renewable energy projects and local content supply by working with renewable energy proponents within the Rockhampton and Central Queensland Region to capitalise on these emerging opportunities.

The following activities have occurred during Quarter 3:

- Acquisition of Clarke Creek by Squadron Energy and stage one construction is underway.
- Pre-development meeting between Neoen and Council regarding 'met mast' infrastructure. Neoen in final

2 Economy

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

stages of design for Mount Hopeful wind farm.

- Continue to meet with the Local Government Association of Queensland's Hydrogen working group.
- CQ Power (Moah Creek) is making progress towards their State Development Application and has been working with Darumbal Enterprises to finalise their Cultural heritage plan.
- Site tour of Stanwell Power Station to discuss upcoming renewable energy projects, Stanwell's Central Renewable Energy Zone battery storage project and coal combustion by-products.
- Epuron (Boulder Creek Wind Farm) Development Application has been approved.

Agriculture and Water

As part of the \$1.2 million Rookwood Weir Landholder Support and Grants Program, over 40 landholders in the Lower Fitzroy region began a process with economic consultants to develop 'on farm' agricultural development reports. These reports focus on potential specific agricultural focused developments primarily in the areas of cropping, horticulture and livestock.

To further assist landholders in the Lower Fitzroy region, four significant business case studies were drafted for release in Quarter 4, these consist of macadamias, mangoes, and mandarins and irrigated cropping.

To further assist Agriculture and Water planning, Council has worked with the Cooperative Research Centre for Northern

Australia and the Department of Agriculture and Fisheries to develop two expression of interest (EOI's) documents. These first two EOI's will assist in establishing for the Fitzroy Food Bowl: a value chain vision, land use vision and an agricultural planning foundations report for South Yaamba.

Tourism, Marketing and Events

The following tourism and marketing activities were delivered during Quarter 3:

- Development of the 'Curb your Caravan' Nomads Campaign.
- Development of the Winter Mountain Biking (MTB) Campaign.
- Launch of the Barra Season Media Kit and Campaign.
- Launch of the Destination Sporting Guide.
- Development of and solicited for expressions of interest to attend the Business Events Famil to be held in June 2022.
- Supported the launch of the Rockhampton Museum of Art with articles on Tourism Australia and Tourism and Events Queensland platforms.
- Development and launch of the new Drive Inland 'Taste Australia's Country Way' guide.
- Won GOLD in the 2021 Grey Nomads Awards for Best Trail Experience for the Explore Rockhampton Self-Guided Tour App.

Council have also been preparing for Rockynats 2022 and the Rockhampton Show and successfully delivered Australia

2 Economy

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

Day celebrations in January 2022.

Defence Industry

In collaboration with the Central Queensland Regional Organisation of Councils (CQROC), the working group defined the final requirements for the defence strategy and industry capability statement due for delivery in Quarter 4.

SmartHub

During Quarter 3, the SmartHub continued to implement and execute strategies as outlined in the relevant adopted 2021-2023 Operational Plan which included hosting monthly lunch and learn events on topics of interest to the business community, SmartHub Club monthly meetups which involve a problem solving mastermind session and pitch practice and a full day hands-on Time Management workshop.

Sponsorship was received of a Youth Entrepreneurship Program run by the Australian School of Entrepreneurship which is commencing in schools on 28 April 2022 with 15 students from across the Region.

Airport

Confidence in the aviation market is slowly returning, although the Rockhampton Airport budget for passenger numbers has not yet been reached, an increase over the coming months is predicted.

Rockhampton Airport Aircraft Maintenance Repair and Overhaul Facility Significant Capital Project

The Alliance Maintenance Repair and Overhaul Facility is progressing well with the builder on site starting the construction of

the Hangar. The Apron works are continuing and are on schedule.

Infrastructure

Planning around trunk infrastructure for the residential growth areas continues to be refined. A technical memo with regards to the development of strategic roads in Parkhurst is being reviewed. The Gracemere Water Strategy has been drafted and is being updated to include the potential connection of the Mount Morgan supply.

Development Infrastructure

Key Focus Area

Detail designs for the Parkhurst Sewerage Diversion Strategy and River Rose Drive are nearing completion. A review of trunk infrastructure project timing has been completed for inclusion in the 2022-23 capital budget.

Whole of Council

The Major Amendment (version 3) of the Planning Scheme dealing with residential land supply is currently under State Government Interest Review check.

During Quarter 3, Council adopted an Infrastructure Charges Resolution effective from 1 July 2022.

Water Security

Key Focus Area

The Mount Morgan Water Security business case and concept design project is progressing with the detailed business case phase nearing completion. Business case development will be completed in Quarter 4.

3 Environment

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

Key Focus Areas for 2021-22

Adaptation and Resilience

Key Statistics – Year to Date Figures



42% Waste diverted from landfill
YTD Target: 90% by 2050



6.1% Sewage effluent used as recycled water
YTD Target: >10%



0% Electricity for water and sewerage operations sourced from renewable energy
YTD Target: >10%



4,492ml Effluent discharge to Fitzroy River



10,212MWh Power consumed
YTD Target: YTD v previous year (21,461 MWh)

Portfolio Summaries

Parks, Sport and Public Spaces

Councils continued focus towards working with the diverse range of community groups to both strengthen, maintain and develop the Region's facilities remains a key priority.

By strengthening Council's proactive engagement strategy within the community, Council can identify opportunities to improve services and work collectively with groups to implement positive change and improve the experiences on offer.

Water and Environmental Sustainability

Council continues to foster strong local partnerships to support social, environmental and economic objectives for the Region and Rockhampton's local communities.

Since 2018, Council's on-ground Natural

Resource Management program has:

- Supported more than 150 Skilling Queenslanders for Work participants to develop skills and increase their work readiness;
- Invested more than 14,000 hours of volunteer labour to help protect, maintain and enhance Council-managed public land;
- Delivered on-ground works at eight key project sites including a range of bush regeneration, riparian restoration, canopy tree planting, weed control and other land management activities; and
- Propagated thousands of native plants for use in Council's National Tree Day, Native Plant Program and Operational National Resource Management activities.

3 Environment

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

Newly revised agreements ensure that Council will continue to work with key delivery partners to protect, maintain and enhance the Region's natural assets and deliver multiple benefits for the Region.

Adaptation and Resilience

Key Focus Area

Council's revised Sustainability Strategy is currently under development and Council

continues to seek grant funding to progress planning and implementation of further climate resilience measures.

Adaptation and resilience have been embedded within Council's revised Corporate Plan 2022-2027 which seeks to ensure 'our Region is resilient and prepared to manage climate-related risks and opportunities'.

4 Service Excellence

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

Key Focus Areas for 2021-22

Asset Management Planning

Key Statistics – Year to Date Figures



62%

Customer calls answered as per the Customer Service Charter
YTD Target: 75% of calls answered within 45 seconds



89%

Suppliers paid within trading terms
YTD Target: 90%



74km

Unsealed roads re-sheeted with gravel
YTD Target: 95km



1,512

Water meters replaced

Portfolio Summaries

Water and Environmental Sustainability

A key focus during Quarter 3 has been the development of a long term asset renewal and upgrade program for the major assets within water and sewer. This program will be presented to Council in Quarter 4.

Whole of Council

Customer Service

Council's Customer Service team achieved a service level of 78% for Quarter 3 with a total of 20,118 calls presented; an increase of 3,722 calls from Quarter 2 (service level 80%). The reset of Council's Customer Service Key Performance Indicators and the reprioritisation of tasks have delivered great service delivery outcomes for the community.

In addition, the continuous improvement initiative to adjust the batch sizes, timing and content of the Rates SMS reminders in March 2022 greatly assisted in reducing the overall call volumes in the week preceding the Rates due date by over 1,000 calls year on year. By smoothing out the call arrivals

across the week, abandoned calls and the call back take up rate were reduced by over 900 calls and the average answering speed was down by over seven minutes to just 22 seconds.

Corporate and Technology Services

During Quarter 3, 30 new contracts were awarded and 28 contracts were in progress at the end of Quarter 3.

Safety Performance

Performance against the Lead Indicators is consistent in Quarter 3 with two of the six Lead Indicators being achieved.

Incident Logging was recorded as 89% compliance against a target of 90%, Hazard Inspections recorded 83% completion against a target of 90%, Health and Safety Representative positions filled sits at 86.5% against a target of 95% and Beakon Take 5 completion dropped significantly to 51% completion against a target of 85%.

4 Service Excellence

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

Of the seven Lag Indicators, Council is on target for two of the indicators being Lost Time Injury Severity Rate (6.64 against a threshold of 8.33) and Days Lost Due to Injury (186 against a threshold of 348). All other indicators; Total Injury Count (145 against a threshold of 146), Total Injury Frequency Rate (127.45 against a threshold of 115.50), Lost Time Injury Count (28 against a threshold of 18), Lost Time Injury Frequency Rate (24.61 against a threshold 11.49) and Asset Damage Count (201 against a threshold of 228) continue to exceed the thresholds.

Six of the seven projects listed for completion in Quarter 2 are now completed. The remaining project is the Monthly Review Schedules for operational work health and safety risk registers are all at 80% completion with minor delays due to staff availability. Both projects will be finalised within April 2022.

Delivery of Safety Leadership and Riskware training has been completed ahead of schedule and the communications for Hazard and Risk Management training has commenced with almost 80 staff already scheduled to attend.

Asset Management Planning

Key Focus Area

The Unsealed Roads Asset Management Plan has reached the draft stage and is currently under review. Work has commenced on the Footpaths Asset Management Plan. The Water and Sewerage Asset Management Plans are still on hold pending conditions assessments being undertaken on a number of major assets. Work on the Asset Management Plans for Facilities and Open Spaces will recommence once the organisational structure changes are finalised and a number of vacancies are filled.

5 Local Government Leader

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

Key Focus Areas for 2021-22

Project Planning and Advocacy

Key Statistics – Year to Date Figures

Operational Budget Tracker



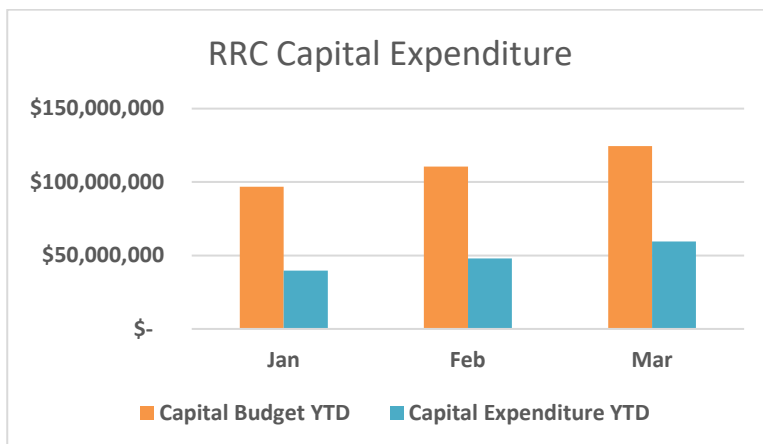
75% Budget completed
71% Operational Expenses V Budget
89% Operational Revenue V Budget

Capital Budget Tracker



75% Budget completed
36% Capital Expenses V Budget
59% Capital Revenue V Budget

Capital Spend Chart



Portfolio Summaries

Whole of Council

The operational budget is on track with operational revenue above budget at 89% due to the levying of second half yearly rates. The operating expenditure budget is under budget at 71%. Spend on capital projects has continued the downward trend of Quarter 1 and Quarter 2, with the capital program undergoing a full review to adjust the 2021-22 budget and form the 2022-23 budget.

Operational budgets for 2022-23 are currently under review and this work will continue into Quarter 4 in preparation for budget adoption.

Project Planning and Advocacy

Key Focus Area

A range of meetings between Council and local State and Federal Government Members of Parliament and Ministers have been undertaken to advance a range of Council's priorities including long-term water supply security for Mount Morgan,



5 Local Government Leader

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

the recommendations relating to the allocation of the Federal Assistance Grants program and in the lead-up to the 2022 Federal Election.















Operational Plan Targets Progress Report

Q3 January - March
2021-2022

1 Community

Legend:  Not On Track  Watching  On Track  Completed

1. Safe, accessible, reliable and sustainable infrastructure and facilities





Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.1.1	Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 4,000 metres of new footpaths.	Infrastructure		Construction is underway with 500 metres of footpaths completed to date. The cycle path projects delivered on behalf of the Department of Transport and Main Roads on Lower Dawson Road is still continuing.	Civil Operations
1.1.2	Prepare a three year forward maintenance program for roads, pathways and stormwater drainage.	Prepare program by 30 June 2022.	Infrastructure		Preparation of the maintenance program is progressing.	Civil Operations
1.1.3	Review Transport Strategies to include: <ul style="list-style-type: none"> Ring Road; The Bruce Highway; and Parkhurst. 	Complete review by 30 June 2022.	Infrastructure		Discussions with the Department of Transport and Main Roads (TMR) continue in relation to the Ring Road Project and the proposed Albert Street works. There are still a number of concerns that require further discussion with TMR. A review of the Parkhurst Road Network Strategy has been completed and is under review.	Infrastructure Planning
1.1.4	Review and update Council's Flood Management Strategy.	Complete by 30 June 2022.	Infrastructure		Target deleted from 2021-22 Operational Plan as per Council meeting 9 November 2021.	Infrastructure Planning
1.1.5	Prepare a Floodplain Risk Management Study and Plan for Frenchmans and Thozets Creek.	Complete by 30 June 2022.	Infrastructure		The Floodplain Risk Management Study has been put on hold pending the results of a grants submission.	Infrastructure Planning
1.1.6	Undertake a study into the feasibility of a flood levee to protect the Rockhampton Airport.	Complete the feasibility study by 31 March 2022.	Infrastructure		Phases 1, 2 and 3 of this project are complete. Phase 4 involving writing the Business Case is 95% complete and is undergoing final review. The project is to be presented to Council on 19 April 2022.	Infrastructure Planning
1.1.7	Prepare a concept design and business case for Mount Morgan Water Security.	Complete by 30 June 2022.	Water and Environmental Sustainability		The Mount Morgan Water Supply Security Project is progressing well with the Business Case likely to be completed in May 2022.	Fitzroy River Water
1.1.8	Deliver water supply and sewerage services in accordance with the Fitzroy River Water 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability		Financial and non-financial performance targets have been achieved.	Fitzroy River Water
1.1.9	Undertake Glenmore Water Treatment Plant Electrical and Control Renewal.	Complete design and commence construction.	Water and Environmental Sustainability		Design for the Glenmore Water Treatment Plant Electrical and Control Renewal project is now approximately 90% complete and site works have now commenced.	Project Delivery
1.1.10	Undertake North Rockhampton Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Environmental Sustainability		Procurement for the North Rockhampton Sewage Treatment Plant Augmentation project is now complete and the letter of award has been issued to the successful contractor.	Project Delivery
1.1.11	Undertake Gracemere Sewage Treatment Plant Augmentation.	Complete design and commence procurement of contractor for construction.	Water and Environmental Sustainability		The Gracemere Sewage Treatment Plant Augmentation project is being re-assessed under the Waste Water Strategy.	Project Delivery
1.1.12	Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling		Financial and non-financial performance targets have been achieved.	Rockhampton Regional Waste and Recycling
1.1.13	Undertake Gracemere Waste Transfer Station redevelopment.	Complete procurement and commence construction.	Waste and Recycling		Detailed Design and other preparatory works for the Gracemere Waste Transfer Station Redevelopment project are complete. The Tender process for construction is currently underway.	Rockhampton Regional Waste and Recycling

1 Community

Legend:  Not On Track  Watching  On Track  Completed

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.1.14	Undertake a trial for kerbside organics collection to inform Council on the most appropriate service for the Region.	Trial commenced and evaluation report completed by 30 June 2022.	Waste and Recycling		The kerbside organic collection trial commenced on Tuesday 5 October 2021 as planned and is progressing well. A mid-trial kerbside bin audit was undertaken in March 2022 which will provide first indications of trial success.	Rockhampton Regional Waste and Recycling
1.1.15	Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Progress procurement for a long-term solution.	Waste and Recycling		The Australian Competition and Consumer Commission (ACCC) authorisation for joint procurement with Central Queensland Councils is imminent. Tender documentation is in progress with the planned tender release in June 2022 for a long-term facility.	Rockhampton Regional Waste and Recycling
1.1.16	Manage the Airport in accordance with the Rockhampton Airport 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport		The Airport is below the targeted passenger numbers for Quarter 3, however the budget is being managed both at the operational and Capex budgets.	Rockhampton Airport
1.1.17	Ensure the Asset Management System (Stage 2) is implemented per the Project Plan.	Plan and implement Stage 2 Asset Lifecycle Management system.	Whole of Council		The Asset Management Steering Committee has been working to consolidate system operations during the first half of the year and this will be ongoing. Planning around stage 2 is yet to commence.	Infrastructure Planning
1.1.18	Develop and implement three year forward community assets and facilities works program (renewals).	Develop strategy by 30 June 2022.	Communities and Heritage		A detailed 2 year Capital Works Program has been developed for community assets. The development of the third year is in progress.	Community Assets and Facilities
1.1.19	Investigate and update open space planning principles, policies and practices.	Play Space strategy developed by 31 March 2022.	Parks, Sport and Public Spaces		Development of the Play Space Strategy is underway. Further refinement around the methodology for the future play space standards, requirements and asset management is ongoing.	Strategy and Planning

2. Regional public places that meet our community's needs

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.2.1	Develop Concept Design for whole showgrounds and Victoria Park site redevelopment and prioritise future investment.	Planning prioritisation by 30 June 2022.	Parks, Sport and Public Spaces		The project will require initial consultation with stakeholders to understand current and future needs. Council have met with Beef Australia as one of the key users of the site. Further engagement will occur as part of a community asset utilisation and a needs analysis is planned to commence in Quarter 4.	Strategy and Planning
1.2.2	Undertake precinct planning for major sports and events precincts.	Present reports on options and estimated costs by 30 June 2022.	Parks, Sport and Public Spaces		Discussions are progressing with key stakeholders for The Common Master Plan and Ski Gardens Master Plan. Investigation for sites for future sporting precincts in North Rockhampton and Gracemere are ongoing with the current focus on North Rockhampton.	Strategy and Planning
1.2.3	Commence operations of the Rockhampton Museum of Art including the activation of the gallery space and surrounds.	Commence operations by 31 March 2022.	Communities and Heritage		The Rockhampton Museum of Art is fully operational with the official opening held on Friday 25 February 2022.	Communities and Culture
1.2.4	Review and update the Botanic Gardens and Zoo implementation plan based upon outcomes from the concept design and complete initial works.	Deliver actions in accordance with approved timeframes.	Parks, Sport and Public Spaces		The Botanic Gardens and Zoo Visitor Hub project is on-track with 50% of the design completed for review. The Botanic Gardens and Zoo Playground Renewal project is on-track with the design and construction tender awarded. The pre-start meeting has been held with the successful tenderer and the project is now progressing with refinement of the concept design.	Project Delivery

1 Community

Legend:  Not On Track  Watching  On Track  Completed

3. Safe places for our community

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.3.1	Expansion of closed-circuit television program into identified problem areas to act as a deterrent.	Installation of new cameras including portable trailer cameras.	Communities and Heritage		Portable closed-circuit television (CCTV) cameras have been purchased, commissioned and are currently in location at Cedric Archer Park and North Rockhampton Boat Ramp (for Rockynats).	Community Assets and Facilities

4. Healthy living and active lifestyles

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.4.1	Develop a Rockhampton Botanic Gardens and Zoo integrated marketing and activation strategy aligned to Botanic Gardens and Zoo masterplan.	Complete marketing and activation strategy by 31 May 2022.	Advance Rockhampton		In line with other actions having been delayed, the marketing and activation strategy will also be delayed. In the interim, activation and marketing activities such as website and social media are being developed.	Tourism, Marketing and Events

5. Inclusive, connected and informed community

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.5.1	Develop a Community Engagement Framework.	Develop and have framework endorsed by 30 June 2022.	Whole of Council		Finalisation of the community engagement framework is pending a briefing session with Council to review the proposed draft.	Office of the CEO Directorate




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

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.6.1	Scope and develop relationships with local Aboriginal and Torres Strait Islander stakeholders to prepare for reconciliation initiatives across Council.	Present Council's Reflect Reconciliation Action Plan for adoption by 30 June 2022 and deliver agreed actions within approved timelines.	Whole of Council		Discussions with representatives of the relevant Traditional Owner groups are required to be undertaken regarding the timing of adoption and implementation of the draft Reconciliation Action Plan.	Workforce and Governance




2 Economy

Legend:  Not On Track  Watching  On Track  Completed

1. A destination sought for lifestyle, community events and tourism

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.1.1	Develop and deliver the Tourism Destination Marketing Plan for the Region that provides stakeholders with a strong platform and drives growth in our visitor economy.	Deliver updated Tourism Marketing Plan and actions in accordance with adopted timeframes.	Advance Rockhampton		Council is working with consultant, AEC Group Pty Ltd who have now identified initial priorities and are currently developing the Rockhampton Region Economic Development Strategy. The new strategy will incorporate the Tourism Destination Plan.	Tourism, Marketing and Events
2.1.2	Develop and deliver a marketing plan to support the Economic Development Strategy across tourism, events, business and nominated projects.	Update branding and positioning across all platforms including websites, traditional media and social media (both consumer and business facing) by 30 April 2022.	Advance Rockhampton		The branding and positioning has been updated across all platforms. The Marketing Plan and Activity Calendar continues to support and promote key tourism projects including the Advancing Mount Morgan Strategy and the Rockhampton Recreational Fishing Development Strategy. The Activity Calendar for Quarter 3 included the development of the Nomads Campaign, Ride Rocky Winter Mountain Bike Campaign, launch of Council's Hero Event Video, as well as promotion of key hero experiences across traditional media and social/digital channels.	Tourism, Marketing and Events
2.1.3	Develop, deliver and support a calendar of events for the Region.	Deliver an annual calendar of events for 2022 built around Council managed events and third party managed events by 31 October 2021.	Advance Rockhampton		This Events Calendar was presented and noted to Council Workshop on 31 August 2021.	Tourism, Marketing and Events



2. Value add to the strengths of industry to deepen regional economic activity

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.2.1	Continue to review and update Council's Economic Development Strategy and Economic Action Plan in alignment with the Queensland Treasury Corporation Business Review.	Implementation of actions contained in the Rockhampton Region Economic Action Plan.	Advance Rockhampton		Advance Rockhampton is working with consultants, AEC Group Pty Ltd to draft and deliver the Rockhampton Region Economic Development Strategy and Action Plan. During Quarter 3, three stakeholder engagement sessions were held with 180 business people in attendance. AEC Group Pty Ltd also held a number of one-on-one sessions.	Economic Development
2.2.2	Deliver economic development and industry engagement initiatives that create economic growth and lifestyle improvements in the Region and continue to strengthen resources, construction, agriculture and defence industry services and create new opportunities in the renewable energy sector.	Develop and implement economic resilience activities in-line with the Rockhampton Region Economic Development Strategy and Rockhampton Region Economic Action Plan.	Advance Rockhampton		Advance Rockhampton is coordinating the Rookwood Weir Landholder and Support Program, assisting landholders to understand the agricultural opportunities available from the water that will be provided through the Rookwood Weir Water Supply Scheme.	Advance Rockhampton
2.2.3	Identify and assess further opportunities for water planning, management and infrastructure that support urban water security, industry development and economic development for the Region.	Develop discussion paper by 31 March 2022.	Whole of Council		Meetings have been held with key State Government representatives including the Department of Regional Development, Manufacturing and Water (DRDMW), Sunwater and Gladstone Area Water Board (GAWB). Issues and opportunities have been raised at these meetings and in correspondence. Further discussions are anticipated in Quarter 4 in relation to Lower Fitzroy River infrastructure operating rules and potential raising of Eden Bann Weir.	Strategy and Planning


2 Economy

Legend:  Not On Track  Watching  On Track  Completed



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

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.3.1	Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.	Projects that assist in activating regional precincts in accordance with the Rockhampton Region Economic Action Plan, Central Business District Framework and commercial centres strategy.	Advance Rockhampton		E-mobility was introduced to the Region during Quarter 3 with the appointment of Neuron Scooters as Council's preferred e-scooter operator. With an uptake of over 5,000 rides in the first four days and increased usage since, this has helped precinct connection across the city.	Economic Development
2.3.2	Analyse and implement recommendations of the Rockhampton Region Precinct Activation Survey.	Complete analysis by 15 October 2021 and implement recommendations by 30 June 2022.	Advance Rockhampton		Advance Rockhampton have begun implementing actions from the Rockhampton Region Precinct Activation Survey including undertaking small business workshops, promotion of events, engagement with businesses and sponsorship of key industry sector engagements such as the Intercollegiate Meat Judging Competition, aligned to Fitzroy Food Bowl.	Economic Development

4. Infrastructure services are driven to deliver future economic growth

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.4.1	Complete construction of the Aircraft Maintenance Repair and Overhaul Facility, apron and associated infrastructure in accordance with agreement with Alliance Airlines.	Complete construction in accordance with agreed timeframes.	Airport		This project remains on time and is progressing well.	Rockhampton Airport

5. Promote, foster and embrace growth opportunities, strategic investment and international exports

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.5.1	Implement actions as per the SmartHub Operational Plan.	Progress and report on the actions of the SmartHub Operational Plan 2021-2023.	Advance Rockhampton		The following strategies have been implemented and executed as outlined in the adopted 2021-2023 Operational Plan: <ul style="list-style-type: none"> Hosted monthly lunch and learn events on topics of interest to the business community. SmartHub Club monthly meetups which involved a problem solving mastermind session and pitch practice and a full day hands-on time management workshop. Sponsorship of a Youth Entrepreneurship Program run by the Australian School of Entrepreneurship which is commencing in schools on 28 April 2022 with 15 students from across the Region. 	Corporate and Technology Services
2.5.2	Facilitate and commission an Investment Attraction and Jobs Pipeline Study.	Complete study by 31 January 2022 and implement actions by 30 June 2022.	Advance Rockhampton		The jobs pipeline study will be undertaken upon completion of the Rockhampton Region Economic Development Strategy and Action Plan.	Economic Development



6. Promote industry diversification to enhance regional economic resilience

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.6.1	Investigate economic benefits of building a circular economy across the Region.	Develop a Circular Economy discussion paper by 1 March 2022.	Advance Rockhampton		The successful consultant has been engaged with a timeline established for delivery by 30 June 2022.	Advance Rockhampton

3 Environment

Legend:  Not On Track  Watching  On Track  Completed

1. Contribute to healthy natural ecosystems

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.1.1	Implement the Environmental Sustainability Strategy.	Deliver actions in the Environmental Sustainability Strategy in accordance with the annual action plan and report progress in the annual highlights report.	Water and Environmental Sustainability		Council's Sustainability Strategy Executive Group continues to implement 49 actions identified in the 2021-22 Annual Action Plan and will provide the Quarter 3 Progress Report to Council in May 2022.	Environmental Sustainability
3.1.2	Develop a tree planting strategy.	Develop strategy by 30 June 2022.	Parks, Sport and Public Spaces		Benchmarking, analysis and review of existing strategies, plans and documentation has been completed. Officers are currently working on the actions and in what format the tree planting strategy will be presented. It is anticipated this will be presented to Council in Quarter 4.	Parks

2. Sustainable and innovative environmental practices

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.2.1	Install solar power at the Glenmore Water Treatment Plant.	Project on track for completion in 2022-23.	Water and Environmental Sustainability		Delivery of the Solar System at the Glenmore Water Treatment Plant is currently being planned.	Fitzroy River Water




3. Understand Council's and the community's environmental impacts

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.3.1	Strengthen the Region's capability for climate adaptation and resilience.	Review and embed considerations within Council's Sustainability Governance Framework and associated policies, strategies and plans by 30 June 2022.	Water and Environmental Sustainability		Council's revised Corporate Plan 2022-2027 seeks to ensure 'our Region is resilient and prepared to manage climate-related risks and opportunities'. Council's revised Sustainability Strategy is under development and Council continues to seek grant funding to progress planning and implementation of further climate resilience measures.	Environmental Sustainability

4 Service Excellence

Legend:  Not On Track  Watching  On Track  Completed



1. Customer focused services

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.1.1	Establish defined service levels for operational sections of Council.	Adopt Service Delivery Statements that include defined service levels for Parks.	Whole of Council		Review of historic maintenance records has been undertaken with data to be reviewed and collated for further workshop with Council in Quarter 4.	Office of the CEO Directorate
4.1.2	Further promote electronic billing options for rates and water charges to increase take up.	Increase take up of eNotices to 10% of ratepayers.	Whole of Council		Uptake for eNotices throughout Quarter 3 was 839. Collectively the uptake is 9.95% or 8,547 accounts. These figures are for E-Notices only. A further 6,235 accounts are registered for BPayview.	Finance
4.1.3	Develop a Water Meter Replacement Program.	Develop by 30 June 2022.	Water and Environmental Sustainability		Reactive water meter replacement program is in place, replacements are prioritised using a number of criteria. Planned water meter replacement program will be implemented in future years in line with budget allocation.	Fitzroy River Water

2. Practical and values based compliance frameworks

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.2.1	Ensure employees are appropriately trained, skilled and certified to safely undertake the requirements of their position.	Deliver actions in the Health and Safety Strategy in accordance with agreed timeframes.	Whole of Council		The theory component of Verification of Competency (VOC) training continues to be developed online through the Beakon system. 70% of identified employees who require a VOC have now been trained.	Workforce and Governance

3. Accountable and motivated organisation



Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.3.1	Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2021-22.	Whole of Council		Current projects are underway: <ul style="list-style-type: none"> Cyber Security – multifunction authentication solutions are being designed as part of the Microsoft 365 solution. Awareness training and testing is in place. Periodic network and cyber security tests and exercises are being performed. Connected Workforce – work is currently underway to upgrade the internet connection to support a more remote workforce. Microsoft Teams has been rolled out to all Council workstations to improve online collaboration. Technology Innovation – TechnologyOne Solution (R1) software is being transitioned to Software as a Service. 	Corporate and Technology Services
4.3.2	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Review and implement Health and Safety Strategy.	Whole of Council		The Health and Safety Strategy is tracking well with 16 of the 20 projects due by the end of Quarter 3 now completed.	Workforce and Governance

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

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.4.1	Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Commence priority planning scheme amendments.	Whole of Council		Planning Scheme Major Amendments version 4 (flood catchment overlays) has been approved by State Government and by Council for consultation to commence early in Quarter 4. State Interests Review of Major Amendment version 3 (administrative) is anticipated to be forthcoming early in Quarter 4.	Strategy and Planning

4 Service Excellence



Legend:  Not On Track  Watching  On Track  Completed

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.4.2	Review and update Urban Water Supply Planning for: <ul style="list-style-type: none">Gracemere; andRockhampton.	Report completed by 30 June 2022.	Water and Environmental Sustainability		Urban water supply planning for Gracemere has been completed and is currently being reviewed in anticipation of the Mount Morgan water supply being added to the network. This work included a high level assessment of the supply capacity of the Rockhampton network. Further work on this is anticipated in 2022-23.	Infrastructure Planning
4.4.3	Support the Northern Boundary Review.	Respond to the Boundary Commissioner's requirements within the prescribed timeframes.	Whole of Council		The draft Queensland Treasury Corporation Boundary Review Report was provided to Council during Quarter 3 for review and feedback, which has been completed. Council is awaiting further advice from the Electoral Commissioner of Queensland (Change Commissioner) as to the timing of community consultation, which was due to occur between March and May 2022.	Corporate Service Directorate

5 Local Government Leader

Legend:  Not On Track  Watching  On Track  Completed



1. Productive partnerships with all levels of government and relevant stakeholders

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.1.1	Identify and pursue opportunities for advocacy for regional policy and associated outcomes that benefit the Region.	Develop and implement agreed Advocacy Action Plan measures established in the annual Advocacy Strategy within the prescribed timelines.	Whole of Council		Advocacy efforts to seek support and commitment of other levels of Government towards Council's priorities are progressing as planned.	Office of the CEO Directorate
5.1.2	Advocate to secure funding for the preparation of a Business Case for the redevelopment of the Pilbeam Theatre Precinct.	Secure funding for the Business Case preparation.	Whole of Council		The Pilbeam Theatre Precinct Redevelopment project remains a priority for the Region and is being advocated to both levels of Government.	Project Delivery

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

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.2.1	Develop a five-year Corporate Plan.	Adopt Corporate Plan for 2022-2027 by 30 June 2022.	Whole of Council		The 2022-2027 Corporate Plan was adopted by Council on 8 February 2022. Council's new Corporate Plan will commence on 1 July 2022.	Workforce and Governance

3. Financially sustainable organisation

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.3.1	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council		The Long Term Financial Forecast (LTFF) was updated following the December 2021 monthly budget review. Once the proposed movements for the 2022-23 budget have stabilised, the LTFF will be updated.	Finance
5.3.2	Update asset management plans for: <ul style="list-style-type: none"> Bridges; and Sewer and Water. 	Complete by 30 June 2022.	Whole of Council		The Water and Sewerage Asset Management Plans are on-hold pending the outcomes of condition assessments of a number of major assets. Asset Management Plans for Unsealed Roads and Footpaths are being progressed in lieu of this.	Infrastructure Planning

4. Leading public sector employer

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.4.1	Undertake certified agreement negotiations that consider the application of industrial instruments and financial objectives.	Negotiations completed and certified agreement conditions implemented by 30 June 2022.	Whole of Council		Negotiations for both Certified Agreements are progressing well as planned.	Workforce and Governance



FITZROY RIVER WATER

Performance Plan Report

Q3 January - March

2021 - 2022

Fitzroy River Water (FRW) is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

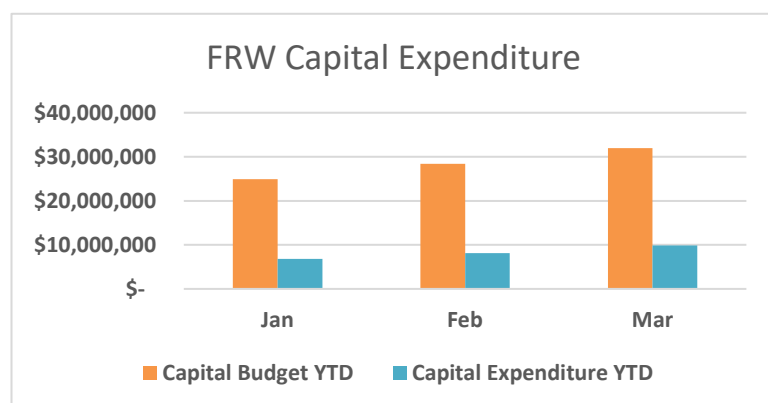
Manager's Overview

FRW has performed well during Quarter 3 in accordance with the Performance Plan and delivered water and sewerage services to a very high standard. Twelve subcategories of the 22 Customer Service Standards were not met for Quarter 3. This was mainly due to relatively minor deviations from expected performance. Performance for drinking water quality remains strong with all relevant legislation and guidelines met.

Financial Performance



Capital Spend Chart



Comments

Fitzroy River Water's year to date operational revenue is at 88%. Gross water consumption revenue is at 67% of budget, influenced by water restrictions for Mount Morgan. All other revenue streams are on target. Operational expenditure is above target at 86%, influenced by extraordinary maintenance expenditure items including for Mount Morgan dam, vacuum truck usage and payment of internal tax equivalents.

Capital expenditure is at 23%, influenced by several large contractor projects yet to fully ramp up. These projects include North Rockhampton Sewerage Treatment Plant augmentation, Glenmore Water Treatment Plant electrical and control renewal, Mount Morgan water security and Glenmore Solar Farm. Capital revenue is in line with year to date expectations at 50%.

Non-Financial Performance

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	

Day to Day Continuity



CSS1 Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)

<80	5	7	15		27		<80	0	1	18		19		
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CSS2 Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)













<i>Rockhampton and Gracemere total kms of main: 790km</i>							<i>Mount Morgan total kms of main: 72km</i>							Total of 206 unplanned incidents affecting 587 connections for Quarter 3 in Rockhampton.
<30	16	19	25		60		<30	0	1	8		9		







CSS3 Time for restoration of service – unplanned interruptions (% restored within 5 hours)











>90%	100%	92%	81%		91%		>90%	N/A	N/A	100%		100%		
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CSS4 Customer interruption frequency – 1 interruption per year



12%	0.79%	0.82%	2.52%		1.38%		12%	N/A	N/A	1.71%		1.71%		
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Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS4 Customer interruption frequency – 2 interruptions per year														
2%	0.00%	0.01%	0.07%		0.27%		2%	N/A	N/A	N/A		N/A		
CSS4 Customer interruption frequency – 3 interruptions per year														
1%	N/A	N/A	N/A		N/A		1%	N/A	N/A	N/A		N/A		
CSS4 Customer interruption frequency – 4 interruptions per year														
0.50%	N/A	N/A	N/A		N/A		0.50%	N/A	N/A	N/A		N/A		
CSS4 Customer interruption frequency – 5 or more interruptions per year														
0.25%	N/A	N/A	N/A		N/A		0.25%	N/A	N/A	N/A		N/A		
CSS5 Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)														
>30%	4%	4%	3%		3.67%		>30%	N/A	N/A	N/A		N/A		A low number of planned interruptions has contributed to this result.
CSS6 Average interruption duration – planned and unplanned														
3 hours	4.03	2.24	1.83		2.70		3 hours	N/A	0.14	0.49		0.32		

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS7 Response time – Priority 1 – 1 hour response														
95%	87%	83%	89%		86.33%		95%	N/A	N/A	100%		100%		Total of 46 requests with 41 (89%) responded to within one hour for Quarter 3 for Rockhampton.
CSS7 Response time – Priority 2 – 2 hours response														
95%	81%	78%	78%		79%		95%	100%	100%	67%		89%		Total of 73 requests with 57 (78%) being responded to within two hours for Quarter 3 for Rockhampton. Total of 3 requests with 2 (67%) being responded to within two hours for Quarter 3 for Mount Morgan.
CSS7 Response time – Priority 3 – 24 hours response														
95%	98%	94%	100%		97.33%		95%	100%	100%	100%		100%		

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS7 Restoration time – Priority 1 – 5 hours restoration														
95%	87%	93%	93%		91%		95%	N/A	N/A	100%		100%		Total of 46 requests with 43 (93%) being responded to within five hours for Quarter 3 for Rockhampton.
CSS7 Restoration time – Priority 2 – 24 hours restoration														
95%	96%	88%	96%		93.33%		95%	100%	100%	100%		100%		Total of 73 requests with 70 (96%) being responded to within 24 hours for Quarter 3 for Rockhampton.
CSS7 Restoration time – Priority 3 – 5 days restoration														
95%	98%	98%	99%		98.33%		95%	100%	100%	100%		100%		
Adequacy and Quality of Normal Supply of Water Supply														
CSS8 Minimum pressure standard at the water meter														
220kPa	220kPa	220kPa	220kPa		220kPa		220kPa	220kPa	220kPa	220kPa		220kPa		
CSS9 Minimum flow standard at the water meter														
9L/min	9L/min	9L/min	9L/min		9L/min		9L/min	9L/min	9L/min	9L/min		9L/min		

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS10 Connections with deficient pressure and/or flow (% of total connections)														
<2.5%	0.3%	0.3%	0.3%		0.3%		<2.5%	2.0%	2.0%	2.0%		2.0%		
CSS11 Drinking water quality (compliance with industry standard) ¹														
>98%	100%	100%	100%		100%		>98%	100%	100%	100%		100%		
CSS12 Drinking water quality complaints (number per 1,000 connections)														
<5	0.22	0.32	0.35		0.89		These figures are combined with the Rockhampton and Gracemere figures to give a total across all water supply schemes.							
CSS13 Drinking water quality incidents (number per 1,000 connections)														
<5	0	0	0		0		<5	0	0	0		0		
Long Term Continuity of Water Services														
CSS14 Water main breaks (number per 100 km main)														
Rockhampton and Gracemere total kms of main: 790km							Mount Morgan total kms of main: 72km							
<40	2	2	2		6		<40	N/A	N/A	1		1		
CSS15 Water services breaks (number per 1,000 connections)														
<40	4	4	6		14		<40	1	N/A	2		3		

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at January 2022: 38,491)							Mount Morgan (number of access charges as at January 2022: 1,517)							
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS16 System water loss (litres per connection per day)														
<200L	201L	259L	247L		236L		<200L	13L	5L	12L		10L		System water loss of 247 litres per conection per day for Quarter 3 for Rockhampton.


Sewerage Schemes														
Rockhampton and Gracemere (number of access connections as at January 2022: 52,597)							Mount Morgan (number of access connections as at January 2022: 565)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	

Effective Transportation of Sewage

CSS17 Sewage overflows – total (number per 100km main)










Rockhampton and Gracemere total kms of main: 729km

Mount Morgan total kms of main: 15km





<30	13.44	17.01	10.43		40.88		<10	N/A	N/A	N/A		N/A		Total of 132 blockages resulting in 76 overflows for Quarter 3 in Rockhampton.
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CSS18 Sewage overflows to customer property (number per 1,000 connections)

<10	1.87	2.37	1.45		5.69		<5	N/A	N/A	N/A		N/A		
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Sewerage Schemes															
Rockhampton and Gracemere (number of access connections as at January 2022: 52,597)							Mount Morgan (number of access connections as at January 2022: 565)							Comments	
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track		
CSS19 Odour complaints (number per 1,000 connections)															
<1	0.45	0.17	0.17		0.79		These figures are combined with the Rockhampton and Gracemere figures above to give a total across all sewerage supply schemes.								
CSS20 Response time – Priority 1 – 1 hour response															
>95%	76%	84%	85%		81.66%		>95%	N/A	N/A	N/A		N/A		Total of 60 requests with 51 (85%) responded to within one hour for Quarter 3.	
CSS20 Response time – Priority 2 – 2 hours response															
>95%	78%	86%	92%		85.33%		>95%	N/A	N/A	N/A		N/A		Total of 85 requests with 78 (92%) responded to within two hours for Quarter 3.	
CSS20 Response time – Priority 3 – 24 hours response															
>95%	100%	84%	99%		94.33%		>95%	N/A	N/A	N/A		N/A		Total of 172 requests with 171 (99%) responded to within 24 hours for Quarter 3.	
CSS20 Restoration time – Priority 1 – 5 hours restoration															
>95%	83%	96%	88%		89%		>95%	N/A	N/A	N/A		N/A		Total of 51 requests with 45 (88%) being restored within five hours for Quarter 3.	

Sewerage Schemes





Rockhampton and Gracemere (number of access connections as at January 2022: 52,597)							Mount Morgan (number of access connections as at January 2022: 565)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS20 Restoration time – Priority 2 – 24 hours restoration														
>95%	99%	92%	98%		96.33%		>95%	N/A	N/A	N/A		N/A		
CSS20 Restoration time – Priority 3 – 5 days restoration														
>95%	100%	94%	100%		98%		>95%	N/A	N/A	N/A		N/A		

Long Term Continuity of Sewerage Services

CSS21 Sewer main breaks and chokes (number per 100km main)

Rockhampton and Gracemere total kms of main: 729km

Mount Morgan total kms of main: 15km




<50	4.53	3.7	4.25		12.48		<20	N/A	N/A	N/A		N/A		
CSS22 Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)														
<5	1.9	3.31	2.87		2.69		<5	1.36	2.71	2.15		2.07		

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

Reference Codes – A blank field should contain one of the following:

- (a) **0** (zero)
- (b) **ND** (no data is available, although the indicator is relevant)
- (c) **NR** (not relevant, the indicator is not relevant to that scheme)

Customer Service Standards

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Installation of new water connections (within the water service area)	15 working days	100%	100%	90%		97%	
Installation of sewerage connections (within the sewered area)	15 working days	100%	100%	60%		87%	
Complaints (excluding maintenance of water and sewerage services) – advise outcome	20 working days	100%	100%	100%		100%	

Legend:  Not On Track  Watching  On Track  Completed

Comments

The above customer service standard performance indicators have been achieved.

Conclusion

FRW has performed well during Quarter 3. Water and sewerage services have been delivered to a very high standard with the majority of Customer Service Standards met. The water scarcity event in Mount Morgan is ongoing and continues to represent a significant concern. The detailed business case is nearing completion.

An aerial photograph of a waste management facility. In the foreground, a large area of brown earth is being prepared, with a yellow front loader and two white pickup trucks visible. To the right, a large section of the ground is covered with a white geomembrane liner. In the background, there is a large blue industrial building with a white roof, surrounded by trees and a residential area under a cloudy sky.

ROCKHAMPTON REGIONAL WASTE AND RECYCLING

Performance Plan Report

Q3 January - March

2021 - 2022

Rockhampton Regional Waste and Recycling (RRWR) is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

Manager's Overview

RRWR's performance for Quarter 3 has been in accordance with the parameters outlined within the performance plan and those identified within Council's 2021-22 Operational Plan.

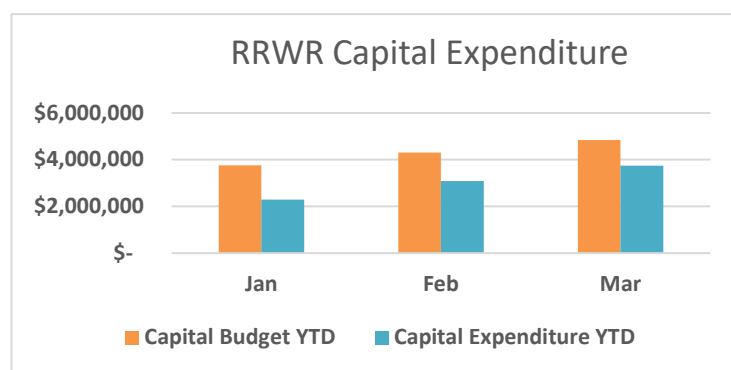
Some highlights for RRWR are presented below:

- **Waste Facilities** – All waste and recycling facilities have operated without issue.
- **Waste Collections** – All waste and recycling collections have been completed without issue. Final arrangements made in preparation for the regional collection route changes from 11 April 2022.
- **Materials Recycling Facility (MRF)** – All kerbside comingled recyclables are still being transported and recycled out of the Region since a fire destroyed the Rockhampton based MRF in November 2020. The Australian Competition and Consumer Commission authorisation is imminent to allow joint procurement with Central Queensland Councils in 2022 for a long-term MRF. Tender documentation is in progress.
- **Waste Strategy** – Council's strategy for the collection of source separated organics is progressing well with the ongoing 12 month trial for a kerbside organics service with 750 households. A mid-trial kerbside bin audit was undertaken in March 2022 which will provide first indications of trial success.
- **Waste Education** – External facing education has continued, including events and programs such as; the School's Recycling Hero's Programme, Plastic Free Places and Clean-Up Australia Day. Efforts have been sustained on addressing contamination within the recycling bin.
- **Landfill Development** – The filling of waste is continuing within the second 'piggyback cell' (Cell A1) and the construction of the third 'piggyback cell' (Cell B) is in progress.
- **Expanded Polystyrene (EPS) Recycling Facility** – since the operation commencement of the EPS Recycling Facility, approximately 1,800 cubic metres of raw EPS has been recycled and diverted from landfill.
- **Gracemere Landfill Closure** – Construction of the Gracemere Landfill capping system has progressed slowly with works soon to re-commence with practical completion scheduled for June 2022.
- **Gracemere Waste Transfer Station Redevelopment** – The detailed design and other preparatory works are complete. A tender process is currently underway for the construction to be undertaken over the financial years of 2021-22 and 2022-23.

Financial Performance



Capital Spend Chart



Comments

RRWR's operational revenue is at 93%. Operational expenditure is slightly below target at 72% with most items on or below target, with the exception of waste levy expense at 79%.

Capital expenditure is at 58% due to the timing for delivery of a few large projects, including Lakes Creek Road Landfill Cell Construction and Gracemere Landfill Capping. Capital revenue is at 100% following receipt of grant funds budgeted for 2021-22.

Non-Financial Performance

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Weekly collection of domestic waste on the same day every week	98%	99.96%	99.96%	99.82%		99.91%	
Weekly collection of commercial waste	95%	99.96%	99.96%	99.82%		99.91%	
Fortnightly collection of domestic recyclable waste	98%	99.97%	99.94%	99.92%		99.94%	
Fortnightly collection of commercial recyclable waste	98%	99.97%	99.94%	99.92%		99.94%	
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%	98.92%	98.31%	97.57%		98.26%	
Collection services will be made available within five working days upon application by the owner	95%	100%	100%	100%		100%	
Provision of assisted services within ten working days from application by the resident/s	98%	100%	99.34%	100%		99.78%	
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	95%	95.17%	92.49%	98.28%		95.31%	
Legend: Not On Track Watching On Track Completed							

Comments

All non-financial performance targets have been achieved.

Conclusion

Performance throughout Quarter 3 has been of a high standard with continued vigilance to ensure performance is not only maintained but with an ongoing focus of continuous improvement. RRWR's performance in safety has continued at a high level with zero lost time injuries recorded. RRWR has delivered well against operational and capital budget targets.

ROCKHAMPTON AIRPORT

Performance Plan Report

Q3 January - March
2021 - 2022



Rockhampton Airport is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

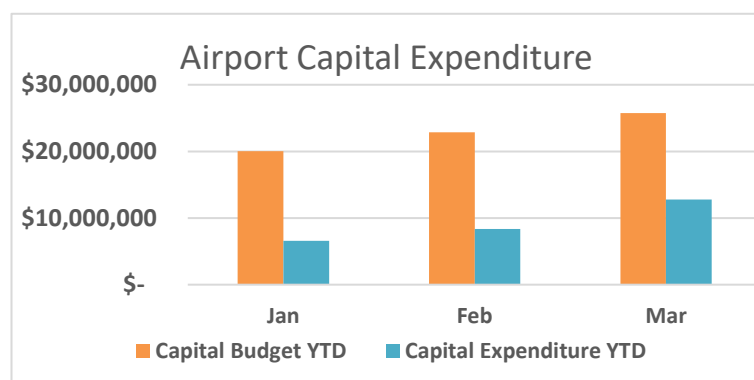
Manager's Overview

The Rockhampton Airport has remained focused on maintaining its position in the market and has worked with its airline clients to have a solid schedule in place to support the market. We have seen this throughout Quarter 3 with confidence in the market and passenger numbers steadily growing. The main pillars of the airport have also shown signs of growth throughout Quarter 3, with car park and retail numbers growing. The airport in general is operating well with no issues or compliance related matters to report.

Financial Performance



Capital Spend Chart

















Comments

Rockhampton Airport's operational revenue is at 68%. This result is influenced by the impact of Covid on passenger numbers which are down compared to budget. Operational expenditure is at 70% partly due to the timing of contractor works to be undertaken.

Capital expenditure is at 37% as the timing of half of the expenditure for the Maintenance Facility Project will be deferred to the 2022-23 financial year in the next budget review. Capital revenue is also below target due to the Maintenance Facility deferral.

Capital spend has increased throughout Quarter 3 with the general aviation, perimeter road and cross runway works completed.

Non-Financial Performance

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Passenger Numbers	480,000	90,351	111,644	94,739		296,734	
Bird Strikes	≤10 per quarter	6	5	15		26	
Lost Time Days – workplace injuries	0	0	0	0		0	
Reported Public Injuries on Airport Precinct	0	0	1	1		2	
Hazard inspections completed on time	100%	100%	100%	100%		100%	
Rectification Action completed	100%	100%	100%	100%		100%	
Customer Requests Actioned within set timeframes	100%	100%	100%	100%		100%	
Third party reporting in Civil Aviation Safety Authority and Australasian Mail Services to be completed within the required timeframes	100%	100%	100%	100%		100%	
New non-aero business opportunities reported to Council quarterly	Yes	Yes	Yes	Yes		Yes	
Progress on new routes reported to Council quarterly	Yes	Yes	Yes	Yes		Yes	
Legend:  Not On Track  Watching  On Track  Completed							

Comments

The Rockhampton Airport has had an increase in bird strikes for Quarter 3, however, work continues with Avisure and stakeholders to try and mitigate the issues of wildlife within and around the airport precinct. The Airport also had one public injury to report for Quarter 3.

Conclusion

The Rockhampton Airport for Quarter 3 is showing signs that the aviation industry is recovering from the past 2 years of Covid affected business patterns and should continue to recover over the coming months. The airport remains compliant, has no outstanding issues to report and safety remains a focus in daily operations.

**2021-22 OPERATIONAL PLAN
QUARTERLY PROGRESS REPORT -
QUARTER 3 AND PROPOSED
AMENDMENT TO THE 2021-22
OPERATIONAL PLAN**

**Proposed Changes 2021-22
Operational Plan Actions and Targets
(Marked Up)**

Meeting Date: 10 May 2022

Attachment No: 2

Responsible Section		Code	Corporate Plan Theme	Corporate Plan Outcome	Proposed 2021/22 Operational Action	Proposed 2021/22 Operational Target	Councillor Portfolio	Comments
Department	Section							
Regional Services	Civil Operations	1.1.1	1. Community	1.1. Safe, accessible, reliable and sustainable infrastructure and facilities	Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 7004,000 metres of new footpaths.	Infrastructure	

**2021-22 OPERATIONAL PLAN
QUARTERLY PROGRESS REPORT -
QUARTER 3 AND PROPOSED
AMENDMENT TO THE 2021-22
OPERATIONAL PLAN**

**Amended 2021-2022 Operational Plan
(Clean)**

Meeting Date: 10 May 2022

Attachment No: 3

Operational Plan

2021-2022





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Acknowledgement of Country

Rockhampton Regional Council acknowledges the Traditional Custodians of the Rockhampton Region; the Darumbal People, Gaangalu Nation People and Barada Kabalbara Yetimarala People, and pays its respect to their Elders past, present and emerging. Council also acknowledges the Torres Strait Islander people whose land is in the Torres Strait but who live and work on Aboriginal land.



Our Council

Our Vision

One Great Region.

Our Mission

To create a Region that our community values and others admire.

Our Values and Behaviours

ACCOUNTABLE



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

CUSTOMER FOCUSED



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

PEOPLE DEVELOPMENT



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

ONE TEAM



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

CONTINUOUS IMPROVEMENT



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

Introduction

About the Operational Plan

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



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

The Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012* and must include an annual performance plan for each commercial business unit of the local government.

The 2021-2022 Operational Plan is a one-year plan that summarises the planned actions for achieving the Corporate Plan goals and outcomes by delivering services to the community. Council's Total Expenditure Budget of \$252M will help maintain and upgrade existing services and facilities within our Region as well as provide a **pathway for recovery, reinvigoration and growth for the Region's economy**.

Measuring Performance

Quarterly reports will be presented to Council that measure and document the progress towards the achievement of the adopted actions.

Targets have been set for each action within the Operational Plan. Reporting on these targets will be based on progress against time, budget-based and other applicable milestones as outlined in reports to Council that are linked to these various initiatives, and may be developed through the course of the operational planning process from time to time.

Managing Risk

The operational planning process includes the management of Council's strategic and operational risks. Council's commitment to risk management is outlined in the Enterprise Risk Management Framework and the Enterprise Risk Management Policy. Implementation of the Operational Plan will be undertaken in accordance with the Enterprise Risk Management Process Procedure.

Councillor Portfolios

Councillor portfolios, part of Council's governance arrangements, provide Councillors with specific responsibilities in addition to their responsibilities under the *Local Government Act 2009*.

The portfolio system provides Councillors with an opportunity to develop a heightened level of knowledge, leadership and representation across the Region in a specified area of responsibility.

The Councillor Portfolio System has a strong alignment with the strategic priorities of Council as outlined in its Corporate Plan and the organisation's core responsibilities.

Portfolio Appointments

The Portfolio appointments of Portfolio Councillors are as follows:

Portfolio	Portfolio Councillor	Assistant Portfolio Councillor
Advance Rockhampton	Mayor Tony Williams	
Waste and Recycling	Councillor Shane Latcham	Councillor Neil Fisher
Airport	Councillor Neil Fisher	Councillor Shane Latcham
Infrastructure	Councillor Ellen Smith	Councillor Shane Latcham
Planning and Regulation	Councillor Grant Mathers	Councillor Ellen Smith
Parks, Sport and Public Spaces	Councillor Cherie Rutherford	Councillor Drew Wickerson
Communities and Heritage	Councillor Drew Wickerson	Councillor Cherie Rutherford
Water and Environmental Sustainability	Councillor Donna Kirkland	Councillor Drew Wickerson



From Left to Right: Cr Grant Mathers, Cr Neil Fisher, Cr Ellen Smith, Cr Donna Kirkland, Mayor Tony Williams, Cr Cherie Rutherford, Cr Drew Wickerson, Cr Shane Latcham

Key Focus Areas

Council have identified a number of key focus areas with an aim of improving our Region for our community and visitors alike.

| GROWTH AND DEVELOPMENT |

| WATER | ECONOMY |

Open Space and Precinct Planning

Open Space and Precinct Planning aims to deliver improved open space, play spaces and provide new sporting facilities in the Region's growth areas. It also aims to develop a standard of social infrastructure that is required to attract and retain new residents and to attract and facilitate large scale sporting and entertainment events to the Region.

Operational Plan Reference: 1.1.19, 1.2.1, 1.2.2, 1.2.4

Alignment with Corporate Plan



Adaptation and Resilience

Develop resilience to our changing climate and extreme weather events and increase our capability to take positive actions to mitigate and adapt to climate risks faced by our Region.

Operational Plan Reference: 3.1.1, 3.1.2, 3.2.1, 3.3.1

Alignment with Corporate Plan



Water Security

Securing current and future water supply for urban, industrial and agricultural purposes.

Operational Plan Reference: 1.1.7, 2.2.3, 4.4.2



Asset Management Planning

Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve Council's strategic service delivery objectives. Asset management plans are prepared for all major asset classes, asset sub-classes and operational areas and are reviewed on a regular basis to ensure that infrastructure and services are provided to the community in a sustainable manner.

Operational Plan Reference: 1.1.17, 1.1.18, 5.3.2



Development Infrastructure

The Rockhampton Region is experiencing significant growth which is placing pressure on Council's existing trunk infrastructure networks, particularly in the growth corridors. Pressures in relation to infrastructure are to be investigated and existing plans are to be reviewed and updated to remove any constraints to development in these areas.

Operational Plan Reference: 1.1.3, 1.1.9, 1.1.10, 1.1.11



Project Planning and Advocacy

Deliver effective land planning, project planning and advocacy supporting economic, social and environmental outcomes.

Advocating for funding and associated support for a range of endorsed priorities will be undertaken in accordance with Council's Advocacy Framework, strategy and action plans. Opportunities to advocate for direct funding support from the Queensland and Australian Government's for various priorities will be ongoing and in line with timing of other levels of government budget announcements, funding grant applications and electoral cycles.

Operational Plan Reference: 4.4.3, 5.1.1, 5.1.2



Key Focus Areas Continued

Economic Development

The economic capital of Central Queensland is a Region rich with opportunity and becoming the destination of choice to live, visit and invest. Creating an industry environment of collaboration and communication with our industry stakeholders.

- **Tourism, Marketing and Events**
Enhancing the liveability and visitability of our Region and delivering economic growth through city building events.
- **Resources and Construction**
Building on our strengths working with the mining and construction sector to ensure future projects and local content are linked.
- **Agriculture and Water**
Developing new opportunities in our growing agricultural sector and working with stakeholders to deliver increased water supply for agribusinesses.
- **Defence Industry**
Promoting the value of our strategic defence assets and our regional reputation as a defence logistics hub.
- **Renewable Energy**
Capitalise on emerging opportunities in the renewable energy sector.

Operational Plan Reference: 2.2.1, 2.2.2, 2.3.1, 2.3.2, 2.4.1, 2.5.2, 2.6.1

Alignment with Corporate Plan



Significant Capital Projects

Several significant projects have been highlighted in the Operational Plan. These projects are at varying levels of planning, commencement of construction or final implementation, however they all form part of Council's priorities in the reporting year.

Glenmore Water Treatment Plant Upgrade

This important project will ensure the ongoing safe and reliable operation of the Glenmore Water Treatment Plant, through the complete renewal of all electrical and control systems, including the installation of a fire suppression system and improved treatment process monitoring and control. The project will also achieve improvements to site physical security, as well as cybersecurity to ensure that this important asset is protected appropriately. Total approved project budget is \$17.1M.

Operational Plan Reference: 1.1.9

Alignment with Corporate Plan



Gracemere Sewage Treatment Plant Augmentation

The augmentation of the Gracemere Sewage Treatment Plant from its existing capacity of just less than 10,000 equivalent persons, to a capacity of at least 25,000 equivalent persons, will ensure that this sewage treatment plant can continue to meet the needs of the growing community for at least the next 30 years.

Effluent produced by the Gracemere Sewage Treatment Plant continues to be a valuable source of recycled water used by local sporting facilities and commercial customers, and this upgrade project will improve the safety and reliability of this recycled water supply. Total approved project budget is \$14.8M.

Operational Plan Reference: 1.1.11

Alignment with Corporate Plan



North Rockhampton Sewage Treatment Plant Augmentation

This augmentation of the North Rockhampton Sewage Treatment Plant is estimated to increase the treatment capacity by an additional 25,000 equivalent persons. This increased capacity will ensure that residential and other urban growth in North Rockhampton can be serviced for at least the next 30 years. The project will also further improve the removal of nutrients from the effluent and reduce our environmental footprint on the Fitzroy River estuary. Total approved project budget is \$47.3M.

Operational Plan Reference: 1.1.10



Significant Capital Projects Continued

Rockhampton Airport Aircraft Maintenance Repair and Overhaul Facility

In partnership with Alliance Airlines, the Commonwealth Government has committed \$25M to Council's costs of \$26M for establishing the necessary earthworks and infrastructure to allow this project to progress. Once completed the maintenance, repair and overhaul facility will be able to house three A321 aircrafts. The facility will employ over 100 staff directly with other significant economic benefits to be received in the Region.

Operational Plan Reference: 2.4.1

Alignment with Corporate Plan



Botanic Gardens and Zoo Redevelopment

The 150 year old, heritage listed Rockhampton Botanic Gardens and Zoo is a favourite destination for both the community and visitors to Rockhampton with over 300,000 visitors each year (local and non-local) visiting the variety of native and exotic flora and fauna. The site is one of the major tourism contributors to the Region, providing an estimated economic impact of \$27.8 M for the Region.

Redevelopment seeks to deliver whole of site design, prioritisation, and investment to support the Gardens and Zoo to reach their full potential as a community asset, recognised area of significance and a major tourist attraction.

Operational Plan Reference: 1.2.4



1 Community

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

KEY FOCUS AREAS FOR 2021-22

Open Space and Precinct Planning

Corporate Plan Outcomes

1. Safe, accessible, reliable and sustainable infrastructure and facilities
2. Regional public places that meet our community's needs
3. Safe places for our community
4. Healthy living and active lifestyles
5. Inclusive, connected and informed community
6. Our sense of place, diverse culture, history and creativity are valued and embraced

Action	Target	Portfolio
1.1.1 Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 700 metres of new footpaths.	Infrastructure
1.1.2 Prepare a three year forward maintenance program for roads, pathways and stormwater drainage.	Prepare program by 30 June 2022.	Infrastructure
1.1.3 Review Transport Strategies to include: <ul style="list-style-type: none"> • Ring Road; • The Bruce Highway; and • Parkhurst. 	Complete review by 30 June 2022.	Infrastructure
1.1.5 Prepare a Floodplain Risk Management Study and Plan for Frenchmans and Thozets Creek.	Complete by 30 June 2022.	Infrastructure

Action	Target	Portfolio
1.1.6 Undertake a study into the feasibility of a flood levee to protect the Rockhampton Airport.	Complete the feasibility study by 31 March 2022.	Infrastructure
1.1.7 Prepare a concept design and business case for Mount Morgan Water Security.	Complete by 30 June 2022.	Water and Environmental Sustainability
1.1.8 Deliver water supply and sewerage services in accordance with the Fitzroy River Water 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability
1.1.9 Undertake Glenmore Water Treatment Plant Electrical and Control Renewal.	Complete design and commence construction.	Water and Environmental Sustainability
1.1.10 Undertake North Rockhampton Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Environmental Sustainability
1.1.11 Undertake Gracemere Sewage Treatment Plant Augmentation.	Complete design and commence procurement of contractor for construction.	Water and Environmental Sustainability
1.1.12 Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling
1.1.13 Undertake Gracemere Waste Transfer Station redevelopment.	Complete procurement and commence construction.	Waste and Recycling
1.1.14 Undertake a trial for kerbside organics collection to inform Council on the most appropriate service for the Region.	Trial commenced and evaluation report completed by 30 June 2022.	Waste and Recycling
1.1.15 Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Progress procurement for a long-term solution.	Waste and Recycling

Action	Target	Portfolio
1.1.16	Manage the Airport in accordance with the Rockhampton Airport 2021-2022 Performance Plan.	Airport
1.1.17	Ensure the Asset Management System (Stage 2) is implemented per the Project Plan.	Whole of Council
1.1.18	Develop and implement three year forward community assets and facilities works program (renewals).	Communities and Heritage
1.1.19	Investigate and update open space planning principles, policies and practices.	Parks, Sport and Public Spaces
1.2.1	Develop Concept Design for whole showgrounds and Victoria Park site redevelopment and prioritise future investment.	Parks, Sport and Public Spaces
1.2.2	Undertake precinct planning for major sports and events precincts.	Parks, Sport and Public Spaces
1.2.3	Commence operations of the Rockhampton Museum of Art including the activation of the gallery space and surrounds.	Communities and Heritage
1.2.4	Review and update the Botanic Gardens and Zoo implementation plan based upon outcomes from the concept design and complete initial works.	Parks, Sport and Public Spaces
1.3.1	Expansion of closed-circuit television program into identified problem areas to act as a deterrent.	Communities and Heritage
1.4.1	Develop a Rockhampton Botanic Gardens and Zoo integrated marketing and activation strategy aligned to Botanic Gardens and Zoo masterplan.	Advance Rockhampton
1.5.1	Develop a Community Engagement Framework.	Whole of Council
1.6.1	Scope and develop relationships with local Aboriginal and Torres Strait Islander stakeholders to prepare for reconciliation initiatives across Council.	Whole of Council



2 Economy

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

KEY FOCUS AREAS FOR 2021-22

Water Security
Development Infrastructure
Economic Development

Corporate Plan Outcomes

1. A destination sought for lifestyle, community events and tourism
2. Value add to the strengths of industry to deepen regional economic activity
3. The redevelopment and activation of major urban places to attract investment and improved lifestyles
4. Infrastructure services are driven to deliver future economic growth
5. Promote, foster and embrace growth opportunities, strategic investment and international exports
6. Promote industry diversification to enhance regional economic resilience

Action	Target	Portfolio
2.1.1	Develop and deliver the Tourism Destination Marketing Plan for the Region that provides stakeholders with a strong platform and drives growth in our visitor economy.	Deliver updated Tourism Marketing Plan and actions in accordance with adopted timeframes.
2.1.2	Develop and deliver a marketing plan to support the Economic Development Strategy across tourism, events, business and nominated projects.	Update branding and positioning across all platforms including websites, traditional media and social media (both consumer and business facing) by 30 April 2022.

Action	Target	Portfolio
2.1.3	Develop, deliver and support a calendar of events for the Region.	Deliver an annual calendar of events for 2022 built around Council managed events and third party managed events by 31 October 2021.
2.2.1	Continue to review and update Council's Economic Development Strategy and Economic Action Plan in alignment with the Queensland Treasury Corporation Business Review.	Implementation of actions contained in the Rockhampton Region Economic Action Plan.
2.2.2	Deliver economic development and industry engagement initiatives that create economic growth and lifestyle improvements in the Region and continue to strengthen resources, construction, agriculture and defence industry services and create new opportunities in the renewable energy sector.	Develop and implement economic resilience activities in-line with the Rockhampton Region Economic Development Strategy and Rockhampton Region Economic Action Plan.
2.2.3	Identify and assess further opportunities for water planning, management and infrastructure that support urban water security, industry development and economic development for the Region.	Develop discussion paper by 31 March 2022.
2.3.1	Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.	Projects that assist in activating regional precincts in accordance with the Rockhampton Region Economic Action Plan, Central Business District Framework and commercial centres strategy.

Action		Target	Portfolio
2.3.2	Analyse and implement recommendations of the Rockhampton Region Precinct Activation Survey.	Complete analysis by 15 October 2021 and implement recommendations by 30 June 2022.	Advance Rockhampton
2.4.1	Complete construction of the Aircraft Maintenance Repair and Overhaul Facility, apron and associated infrastructure in accordance with agreement with Alliance Airlines.	Complete construction in accordance with agreed timeframes.	Airport
2.5.1	Implement actions as per the SmartHub Operational Plan.	Progress and report on the actions of the SmartHub Operational Plan 2021-2023.	Advance Rockhampton
2.5.2	Facilitate and commission an Investment Attraction and Jobs Pipeline Study.	Complete study by 31 January 2022 and implement actions by 30 June 2022.	Advance Rockhampton
2.6.1	Investigate economic benefits of building a circular economy across the Region.	Develop a Circular Economy discussion paper by 1 March 2022.	Advance Rockhampton



3 Environment

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

KEY FOCUS AREAS FOR 2021-22

Adaptation and Resilience

Corporate Plan Outcomes

- 1. Contribute to healthy natural ecosystems
- 2. Sustainable and innovative environmental practices
- 3. Understand Council's and the community's environmental impacts

Action		Target	Portfolio
3.1.1	Implement the Environmental Sustainability Strategy.	Deliver actions in the Environmental Sustainability Strategy in accordance with the annual action plan and report progress in the annual highlights report.	Water and Environmental Sustainability
3.1.2	Develop a tree planting strategy.	Develop strategy by 30 June 2022.	Parks, Sport and Public Spaces



Action		Target	Portfolio
3.2.1	Install solar power at the Glenmore Water Treatment Plant.	Project on track for completion in 2022-23.	Water and Environmental Sustainability
3.3.1	Strengthen the Region’s capability for climate adaptation and resilience.	Review and embed considerations within Council’s Sustainability Governance Framework and associated policies, strategies and plans by 30 June 2022.	Water and Environmental Sustainability



4 Service Excellence

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

KEY FOCUS AREAS FOR 2021-22

Asset Management Planning

Corporate Plan Outcomes

1. Customer focused services
2. Practical and values based compliance frameworks
3. Accountable and motivated organisation
4. Plan for future population and economic growth giving consideration to a diverse range of industries and services

Action		Target	Portfolio
4.1.1	Establish defined service levels for operational sections of Council.	Adopt Service Delivery Statements that include defined service levels for Parks.	Whole of Council
4.1.2	Further promote electronic billing options for rates and water charges to increase take up.	Increase take up of eNotices to 10% of ratepayers.	Whole of Council
4.1.3	Develop a Water Meter Replacement Program.	Develop by 30 June 2022.	Water and Environmental Sustainability



Action		Target	Portfolio
4.2.1	Ensure employees are appropriately trained, skilled and certified to safely undertake the requirements of their position.	Deliver actions in the Health and Safety Strategy in accordance with agreed timeframes.	Whole of Council
4.3.1	Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2021-22.	Whole of Council
4.3.2	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Review and implement Health and Safety Strategy.	Whole of Council
4.4.1	Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Commence priority planning scheme amendments.	Whole of Council
4.4.2	Review and update Urban Water Supply Planning for: <ul style="list-style-type: none">• Gracemere; and• Rockhampton.	Report completed by 30 June 2022.	Water and Environmental Sustainability
4.4.3	Support the Northern Boundary Review.	Respond to the Boundary Commissioner's requirements within the prescribed timeframes.	Whole of Council



5 Local Government Leader

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

KEY FOCUS AREAS FOR 2021-22

Project Planning and Advocacy

Corporate Plan Outcomes

1. Productive partnerships with all levels of government and relevant stakeholders
2. Strong leadership that provides quality governance to support and service the community
3. Financially sustainable organisation
4. Leading public sector employer

Action		Target	Portfolio
5.1.1	Identify and pursue opportunities for advocacy for regional policy and associated outcomes that benefit the Region.	Develop and implement agreed Advocacy Action Plan measures established in the annual Advocacy Strategy within the prescribed timelines.	Whole of Council
5.1.2	Advocate to secure funding for the preparation of a Business Case for the redevelopment of the Pilbeam Theatre Precinct.	Secure funding for the Business Case preparation.	Whole of Council



Action		Target	Portfolio
5.2.1	Develop a five-year Corporate Plan.	Adopt Corporate Plan for 2022-2027 by 30 June 2022.	Whole of Council
5.3.1	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council
5.3.2	Update asset management plans for: <ul style="list-style-type: none">• Bridges; and• Sewer and Water.	Complete by 30 June 2022.	Whole of Council
5.4.1	Undertake certified agreement negotiations that consider the application of industrial instruments and financial objectives.	Negotiations completed and certified agreement conditions implemented by 30 June 2022.	Whole of Council



Informing Strategies and Plans

There are a number of informing strategies and plans that allow Council to set its priorities within its resourcing capability and deliver short term, medium term and long term community priorities and aspirations.

Community

- ▶ Animal Management Strategy
- ▶ Child and Youth Risk Management Strategy
- ▶ Customer Service Standards
- ▶ Dengue Management Plan
- ▶ Drought Management Plan
- ▶ Flood Management Strategy
- ▶ Flood Studies for Regional Catchments
- ▶ Health and Safety Strategy
- ▶ Local Disaster Management Plan
- ▶ Mount Archer Activation Master Plan
- ▶ Natural Hazards Risk Assessment
- ▶ Reflect Reconciliation Action Plan
- ▶ Rockhampton Recreational Fishing Development Strategy
- ▶ Rockhampton Regional Planning Scheme
- ▶ Vector Management Plan
- ▶ Wayfinding and Signage Strategy
- ▶ Wild Dog Management Plan

Economy

- ▶ CBD Redevelopment Framework
- ▶ CBD Streetscape Design Manual
- ▶ Economic Development Strategy 2050
- ▶ Mount Morgan Strategy
- ▶ Rockhampton Airport Masterplan 2017-2037
- ▶ Rockhampton Regional Council Economic Action Plan
- ▶ Rockhampton Regional Planning Scheme
- ▶ Smart Hub Operational Plan 2021-2023
- ▶ Smart Way Forward Action Plan
- ▶ The Smart Regional Centre Strategy
- ▶ Tourism Action Plan

Environment

- ▶ Biosecurity Plan for Pest Management 2017-2021
- ▶ Environmental Sustainability Strategy 2018-2022 (and Annual Action Plans)
- ▶ Feral Pig Management Plan 2019-2023
- ▶ Rockhampton Regional Planning Scheme
- ▶ RRC Waste Strategy 2020-2030

Service Excellence

- ▶ Annual Performance Plan – Fitzroy River Water
- ▶ Annual Performance Plan – Rockhampton Airport
- ▶ Annual Performance Plan – Rockhampton Regional Waste and Recycling
- ▶ Corporate Systems Consolidation Strategy
- ▶ Customer Service Charter
- ▶ eServices Strategy
- ▶ Health and Safety Strategy
- ▶ Information and Communications Technology Strategic Plan 2021-2025
- ▶ IT Mobility Strategy

Local Government Leader

- ▶ Asset Management Plans
- ▶ Advocacy Framework and Strategy
- ▶ Enterprise Risk Framework
- ▶ Annual Audit Plan 2021-2022
- ▶ Strategic Audit Plan 2021-2024
- ▶ Fraud and Corruption Control Plan
- ▶ Long Term Financial Forecast





FITZROY RIVER WATER

2021-2022 PERFORMANCE PLAN

OVERVIEW

Fitzroy River Water (FRW) is a commercial business unit of Council providing water and sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan underpins FRW's performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2021-22 Operational Plan.

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

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

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

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

VALUES

FRW will provide a service which embraces Council's Corporate Values of Safety, Accountable, Customer Focused, Continuous Improvement, One Team, and People Development.

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the water and sewerage services provided by FRW are as follows:

Water Operations

Water	30,357 ML
Barrage	1
Dams	1
Water Treatment Plants	2 (120ML/d and 2.6ML/d)
Water Reticulation	855 km
Potable Water Supply Reservoirs	20
Pumping Stations and Bores	40
Properties Served* – Water (as at 30 June 2020)	32,642

Sewerage Operations

Sewage Treated	6,116 ML
Sewage Treatment Plants	4 (10 ML/d, 5 ML/d, 2 ML/d, 0.2 ML/d)
Pumping Stations	56
Sewerage Collection Mains	724 km
Properties Served* – Sewerage (as at 30 June 2020)	30,213

* Not including vacant land.



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	48.1%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	74.0 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	31.2%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	19.4%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	5.3%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A

Performance Measure	2021-22 Target	Explanation	Calculation
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Water

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
Day to Day Continuity			
CSS1	Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)	<80	<80
CSS2	Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)	<30	<30
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)	>90%	>90%
CSS4	Customer interruption frequency:		
	1 interruption per year	12%	12%
	2 interruptions per year	2%	2%
	3 interruptions per year	1%	1%
	4 interruptions per year	0.50%	0.50%
	5 or more interruptions per year	0.25%	0.25%
CSS5	Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)	>30%	>30%
CSS6	Average interruption duration – planned and unplanned	3 hours	3 hours
CSS7	Response time:	95%	95%
	Priority 1 – 1 hour response		
	Priority 2 – 2 hours response		
	Priority 3 – 24 hours response		
	Restoration time:	95%	95%
	Priority 1 – 5 hours restoration		
	Priority 2 – 24 hours restoration		
	Priority 3 – 5 days restoration		

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
Adequacy and Quality of Normal Supply of Water Supply			
CSS8	Minimum pressure standard at the water meter	220 kPa	220 kPa
CSS9	Minimum flow standard at the water meter	9 L/min	9 L/min
CSS10	Connections with deficient pressure and/or flow (% of total connections)	<2.5%	<2.5%
CSS11	Drinking water quality (compliance with industry standard) 1	>98%	>98%
CSS12	Drinking water quality complaints (number per 1,000 connections)		<5
CSS13	Drinking water quality incidents (number per 1,000 connections)	<5	<5
Long Term Continuity of Water Services			
CSS14	Water main breaks (number per 100 km main)	<40	<40
CSS15	Water services breaks (number per 1,000 connections)	<40	<40
CSS16	System water loss (litres per connection per day)	<200 L	<200 L

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

Sewerage

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

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

Customer Service Standards

Performance Indicator	2021-22 Target
Installation of new water connections (within the water service area)	15 working days
Installation of sewerage connections (within the sewered area)	15 working days
Complaints (excluding maintenance of water and sewerage services) – advise outcome	20 working days



COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Water		
Sporting Bodies Water Access and Consumption	\$54,043	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council’s Rates Concession Policy.
Undetected Leak Rebates	\$110,000	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and non- residential customers be identified as a community service obligation to the amount of \$110,000 per annum.
Water Total	\$164,043	
Sewerage		
Combined Line Charges (expenses)	\$60,291	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a community service obligation.
Combined Line Charges (capital)	\$107,600	Further to the above resolution regarding the maintenance of combined lines, FRW has begun a full replacement program of these assets. As a result, the cost of replacing these combined lines also constitutes a community service obligation and the full cost incurred is claimed.
Raising Access Chambers	\$107,600	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.

Community Service Obligation	Estimated Cost	Objective
Sporting Bodies Sewerage Access	\$121,366	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Sewerage Total	\$396,857	
TOTAL	\$560,900	

FINANCIAL POLICIES

Capital Structure

FRW's notional capital structure is 60% debt/40% equity for pricing purposes. FRW will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All FRW's financial planning is subject to approval by Council.

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.



Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in FRW's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

FRW is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).

Contributed Assets

Assets donated by developers or other parties will be recognised as revenue and a non-current asset. Contributed assets will also be recognised in the asset management system as a contributed asset.

Grants and Subsidies

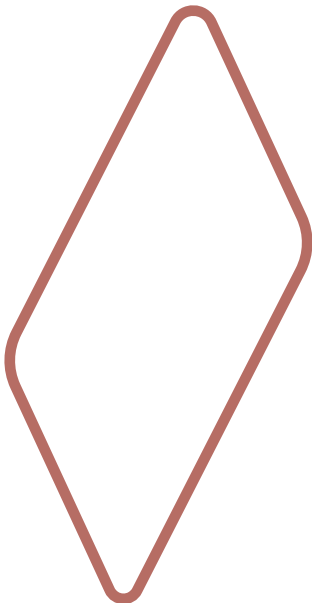
FRW, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, FRW applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Water utility charges consist of a two-part tariff – an access charge and a consumption charge.

Sewerage utility charges are set on number of charges per residence or number of charges per pedestal and/or equivalent urinal.



PROPOSED MAJOR INVESTMENTS

FRW’s proposed major investments for 2021-22 financial year are outlined below:

Water Investment	Cost \$
Barrage	\$0.7M
Water Treatment Plants	\$10.1M
Water Pump Stations	\$1.7M
Water Reservoirs	\$0.9M
Water Mains	\$3.8M
Water Meters	\$1.3M
Water Security (Mount Morgan)	\$1.0M
Solar Initiative	\$2.0M
Other	\$0.1M
TOTAL	\$21.6M

Sewerage Investment	Cost \$
Sewage Treatment Plants	\$23.5M
Sewerage Pump Stations	\$1.3M
Sewerage Mains	\$2.4M
TOTAL	\$27.2M

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guideline requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. FRW is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

As a water service provider, FRW has prepared a Customer Service Standard in line with the requirements of the *Water Supply (Safety and Reliability) Act 2008* (the Act). The Customer Service Standard states a target for the level of service provided and the process for service connections, billing, metering, accounting, customer consultation, complaints and dispute resolution. The Act also requires a water or sewerage service provider supplying a reticulated water service or sewerage service to declare the relevant area to be a service area and keep a map showing the service area.



FRW undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

Access to the Service Area Maps: <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

DELEGATED AUTHORITIES

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

- ▶ Providing FRW with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- ▶ Providing funding as agreed in budget;
- ▶ Not unnecessarily withholding approvals; and
- ▶ Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

FRW’s overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council’s Delegations and Authorisations Registers including delegated powers in various Legislative Acts.

REPORTING FRAMEWORK

FRW will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a water and sewerage service provider.

Corporate Requirements

Reporting Requirement
Annual Operations Report
Asset Management Plan
Council Officer Reports

Reporting Requirement
Operational Plan metric inputs
Quarterly Performance Report

Regulatory Requirements

Reporting Requirement
Resource Operations Licence Quarterly/Annual Report
Emergency Action Plan
Drinking Water Quality Management Plan Annual Report
Statewide Water Information Management Reporting
National Performance Report
Bureau of Meteorology Reports

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Fitzroy River Water portfolio there are four main service areas:

Drinking Water Supply Schemes/Bulk Water Services (>100,000 total population):

- ▶ Rockhampton Water Supply Scheme – supplies to the Rockhampton and Gracemere localities
- ▶ Mount Morgan Water Supply Scheme – supplies to the Mount Morgan and Baree localities
- ▶ Bulk Water Supply to Livingstone Shire Council – supplies drinking water to The Caves, Nerimbera and Capricorn Coast localities within the Livingstone Shire Council area

Raw/Untreated Water Supply Schemes (>100 customers):

- ▶ Fitzroy Barrage Water Supply Scheme – supplies medium priority supplemented water to allocation holders located within the vicinity of the Fitzroy River Barrage pondage
- ▶ Fletcher Creek Water Supply Scheme – supplies medium priority supplemented water to a customer located near Fletcher Creek south of Mount Morgan

Sewerage Schemes (>80,000 total population):

- ▶ North Rockhampton Sewerage Scheme – servicing suburban North Rockhampton and Parkhurst
- ▶ South Rockhampton Sewerage Scheme – servicing suburban South Rockhampton and West Rockhampton and the Central Business District

- ▶ Gracemere Sewerage Scheme – servicing the Gracemere community
- ▶ Mount Morgan Sewerage Scheme – servicing the Mount Morgan township

Recycled Water Schemes (>10 customers):

- ▶ North Rockhampton Recycled Water Scheme
- ▶ South Rockhampton Recycled Water Scheme
- ▶ Gracemere Recycled Water Scheme
- ▶ Mount Morgan Recycled Water Scheme

Staff Resources

Tenure	Total FTEs
Fulltime	107
Casual	1



OVERVIEW

Rockhampton Regional Waste and Recycling (RRWR) is a commercial business unit of Council providing recycling and solid waste collection and management services to the communities of Rockhampton, Gracemere, Mount Morgan and surrounds. It also provides waste transfer station management services to the communities of Bajool, Bushley, Alton Downs and Bouldercombe.

This plan underpins RRWR's performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

RRWR will deliver all services relating to waste management and collection on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2021-2022 Operational Plan.

RRWR will enhance the community by embracing the principles of Council's Waste Strategy 2020-2030, as we move towards a circular economy.

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

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

- ▶ Provide high-quality, safe, reliable and cost-effective waste services;
- ▶ Operate in a safe, efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- ▶ Responsibly manage, improve and augment infrastructure;
- ▶ Be responsive to customer needs;
- ▶ Provide efficient and effective collection services;
- ▶ Meet performance targets;
- ▶ Optimise costs and business processes;
- ▶ Protect the environment, encourage waste conservation and waste re-use; and
- ▶ Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

ROCKHAMPTON REGIONAL WASTE AND RECYCLING 2021-2022 PERFORMANCE PLAN

VALUES

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

Vision

To live in a community without waste.

Mission

We will become a “zero-waste” community by 2050, diverting 90% of waste from landfill.

Values Statement

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the waste and recycling services provided by RRWR are as follows:

Number of services – General Waste (as at 1 January 2021)	37,907
Number of services – Recycling (as at 1 January 2021)	34,740
Total Waste to Landfill – including kerbside waste collection but not including cover material (tonnes) (as at 30 June 2020)	52,848t
Kerbside Waste Collection (tonnes) (as at 30 June 2020)	22,064t
Kerbside Recycling Collection (tonnes) (as at 30 June 2020)	4,580t
Landfills	1
Transfer Stations – Staffed	7



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	20.6%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	20.7 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	4.5%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	6.7%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	19.3%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A

Performance Measure	2021-22 Target	Explanation	Calculation
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget



Non-Financial Performance

Performance Measure	2021-22 Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within five working days upon application by the owner	95%
Provision of assisted services within ten working days from application by the resident/s	98%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	95%

COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Old Landfills Maintenance Works	\$124,000	To offset the costs associated with monitoring and maintaining many old closed landfill sites.
Regulated Waste Disposal	\$138,000	Regulated waste must all be disposed of in adherence to environmental laws and regulations and the method of disposal is quite expensive. To ensure disposal costs charged to the community is at an affordable rate, which in turn will prevent illegal dumping and more costs due to environmental damage.
Charity Waste Policy	\$51,000	To offset foregone fees due to the granting of remissions for registered charities.
Green Waste	\$165,000	Council has introduced fees and charges for the disposal of green waste which is expected to off-set the cost of managing green waste by the amount of \$500,000. The CSO amount has been reduced by the same amount.
Waste Education	\$55,000	To assist with the provision of education to the community in relation to the whole range of waste issues, in particular to develop community wide support for Council's strategic agenda of achieving zero waste by 2050, and to fostering desired behaviours in relation to recycling, waste generation, litter and illegal dumping.
Assisted Service	\$263,000	To offset the additional costs of providing Assisted Services for waste and recycling collections, being those services whereby operators are required to access the resident's property to collect and return bins.
TOTAL	\$796,000	

FINANCIAL POLICIES

Capital Structure

RRWR’s notional capital structure is 60% debt/40% equity for pricing purposes. RRWR will continue to improve long term financial planning models which upon adoption, will be incorporated into Council’s overall financial strategy. All RRWR’s financial planning is subject to approval by Council.

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council’s determination on RRWR’s capital structure. RRWR will be responsible for managing this debt and use Council’s services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council’s long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

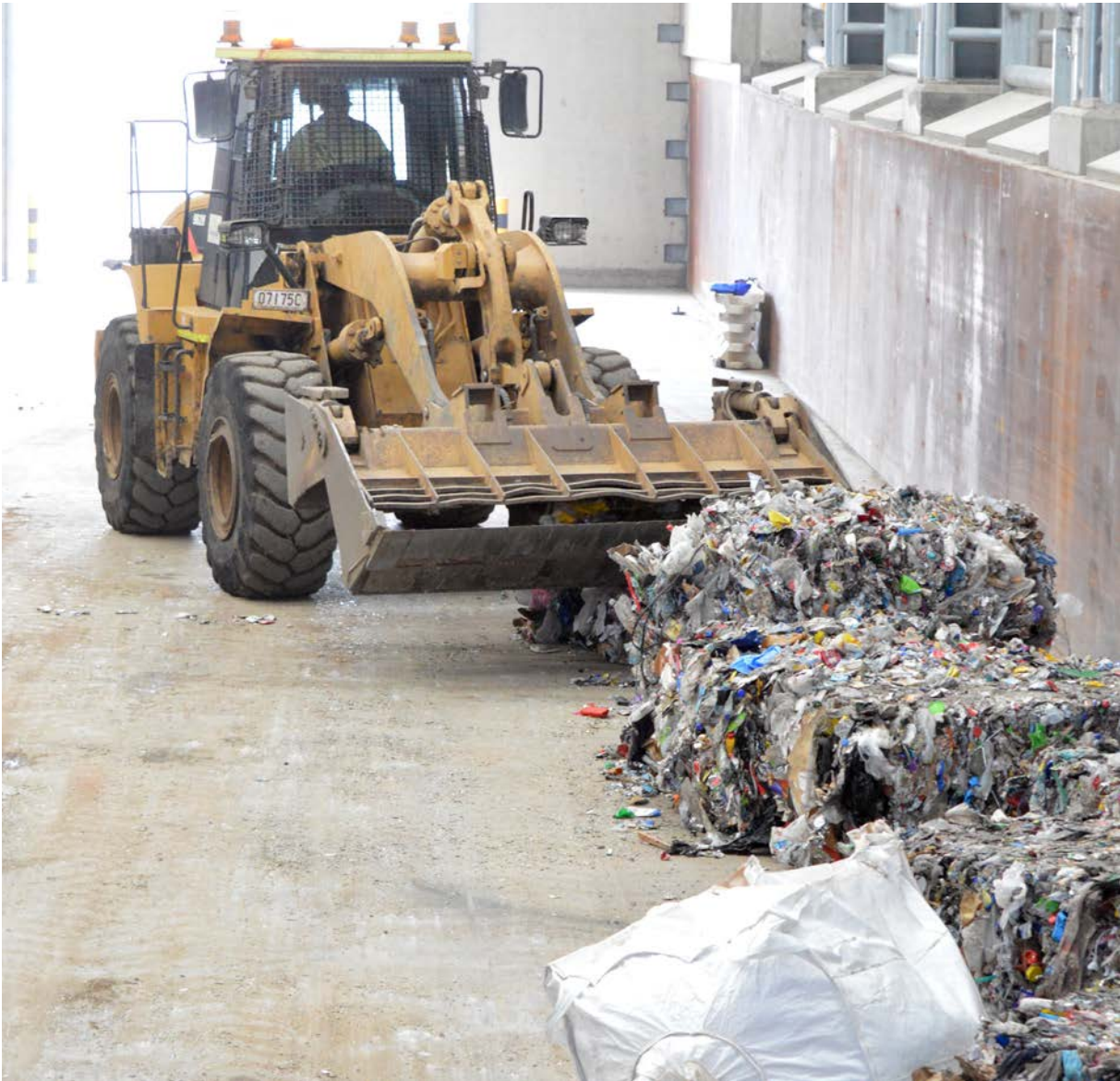
Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR’s Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

RRWR is required to pay taxes either in the form of tax equivalents (income tax, land tax, payroll tax and stamp duty) to Council or via Council to the relevant government agencies (GST and fringe benefits).



Grants and Subsidies

RRWR, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, Council applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council’s responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Waste utility charges consist of a general waste service and/or a recycling service for both domestic and commercial customers.

Landfill gate fees are set per tonne or transaction.

Waste Transfer Station gate fees are set per transaction.

PROPOSED MAJOR INVESTMENTS

RRWR's proposed major investments for 2021-22 financial year are outlined below:

Project	Cost \$
Gracemere Waste Transfer Station – Design and Construct	\$1.1M
Capping and Closure Gracemere Landfill	\$1.1M
Lakes Creek Road Landfill – Life Extension	\$2.6M
Other projects	\$0.8M
TOTAL	\$5.6M

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guideline requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. RRWR is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

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

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

RRWR undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

DELEGATED AUTHORITIES

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

- ▶ Providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- ▶ Providing funding as agreed in budget;

- ▶ Not unnecessarily withholding approvals; and
- ▶ Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

RRWR's overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers in various Legislative Acts.

REPORTING FRAMEWORK

RRWR will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an environmentally relevant activity.

Corporate Requirements

Reporting Requirement
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report
Regional Collaboration (CQROC and LAWMAC) Quarterly Report to Council
Waste Strategy Implementation

Regulatory Requirements

Reporting Requirement
Environmental Authority – Annual Return
National Pollution Inventory (NPI) – Annual Reporting
Queensland Waste Data System (QWDS) – Monthly Reporting

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.



SERVICE DELIVERY STATEMENT

Overview

Within the Waste and Recycling portfolio there are three main service areas:

Waste and Recycling Collections:

- ▶ RRWR General Waste Kerbside Collections
- ▶ Contracted Recycling Kerbside Collection
- ▶ Procured Materials Recycling Facility
- ▶ Public Open Space and Events Collection Services

Waste and Recycling Facilities:

- ▶ Development of Engineered Landfill – Lakes Creek Road
- ▶ Direct management of one Engineered Landfill for domestic and commercial waste disposal
- ▶ Provision of recycling services, including: paper and cardboard, commingled recyclables, oils, batteries, scrap metals, white goods, mattresses, paints and e-waste
- ▶ Contract management of seven staffed regional waste transfer stations
- ▶ Management of historical and closed landfill sites

Waste and Recycling Management, Strategy and Education:

- ▶ Strategic management, including waste and recycling infrastructure development
- ▶ Development and management of Council’s Waste Strategy in line with National, State and Local objectives
- ▶ Community engagement and education relating to waste and recycling

Additionally, RRWR enjoy collaborative partnerships with other departments delivering key services and projects with a One Team approach:

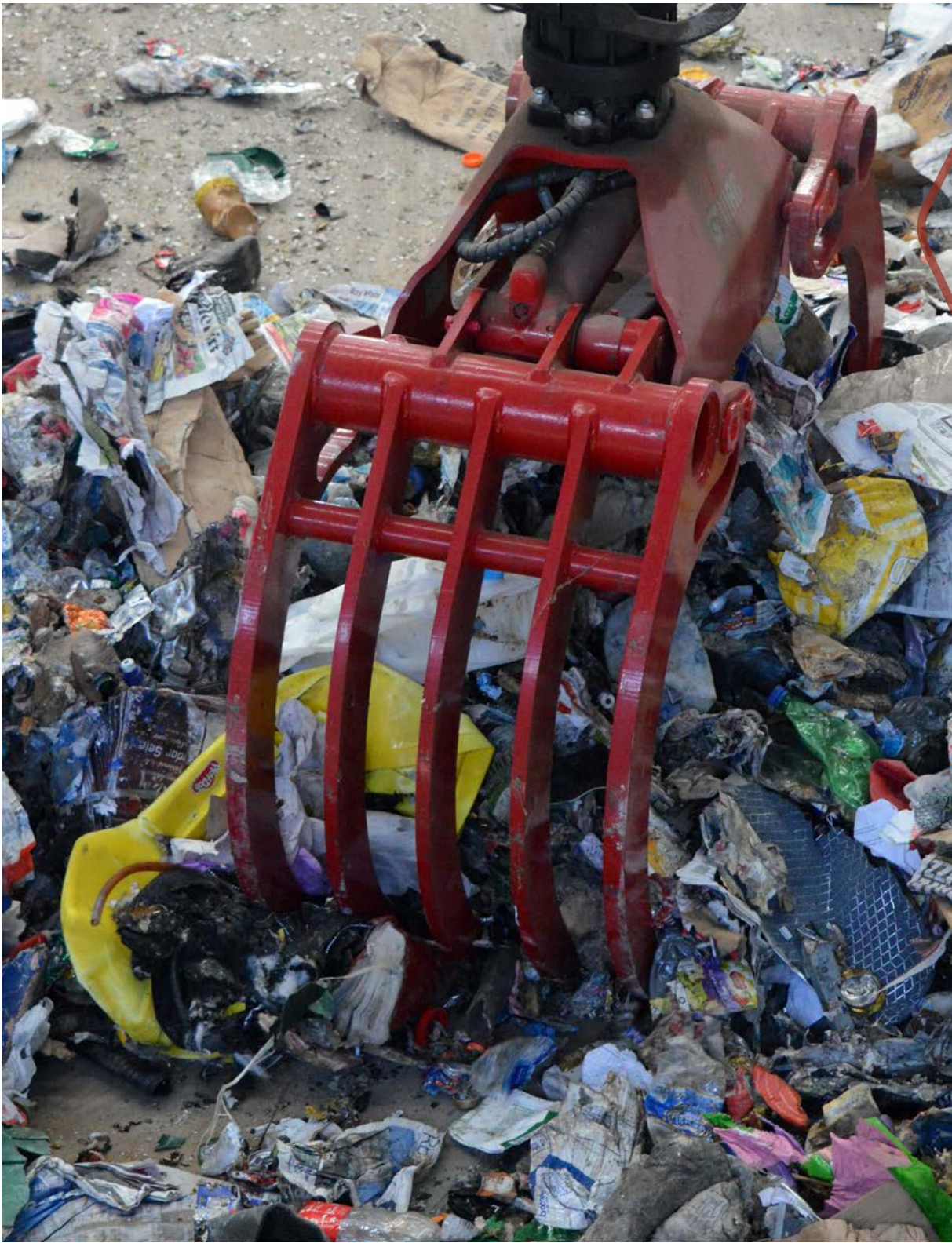
- ▶ Advance Rockhampton, Events: waste reduction education and waste management services.
- ▶ Community Services, Parks and Community Assets and Facilities: waste and recycling collection services.
- ▶ Regional Services, Civil Operations: operation of a construction and demolition recycling facility at Dale Park, Lakes Creek Road.

Staff Resources

Tenure	Total FTEs
Fulltime	37

Other Resources

RRWR utilises 11 waste collection vehicles, one landfill compactor, one front end loader (waste handler), one excavator and other smaller plant (for example, mowers, litter vacuum, pumps, generators). Due to the breadth and nature of RRWR’s activities, there is an element of work that is undertaken by local contractors particularly during construction periods at the landfill or regional waste transfer stations and for areas which require specialised work.





ROCKHAMPTON AIRPORT

2021-2022 PERFORMANCE PLAN

OVERVIEW

Rockhampton Airport is a commercial business unit of Council and is responsible for the management and operations of the Airport servicing the City of Rockhampton and Central Queensland.

This plan underpins Rockhampton Airport’s performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

Rockhampton Airport, along with the whole airline industry, has been significantly impacted by the effects of the COVID-19 pandemic. Underpinning this plan is a premise of that passenger numbers for the year will be at 85.0% of the 2018-19 year. The 2021-22 year will be a year that will be rebuilding volume back into the flight schedules that support the needs of local travellers and minimising losses. Airport management will also continue to build on its strong relationships with the airlines for future years. Other opportunities around the resource sectors and east-west route development and others will also be pursued.

OBJECTIVES

Rockhampton Airport will deliver aeronautical and non-aeronautical services on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council’s 2021-22 Operational Plan.

Rockhampton Airport will enhance the community by providing an airport experience that stimulates industry, tourism and economic growth.

The key objective of Rockhampton Airport is to safely deliver aeronautical and non-aeronautical services that satisfy adopted customer service standards.

Rockhampton Airport will, in conducting the activities on behalf of Council:

- ▶ Provide high-quality, safe, reliable and cost-effective aviation services;
- ▶ Operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- ▶ Responsibly manage, improve and augment infrastructure;
- ▶ Be responsive to customer needs;
- ▶ Meet performance targets;
- ▶ Optimise costs and business processes;
- ▶ Protect the environment by implementing best practice environmental management; and
- ▶ Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

VALUES

Rockhampton Airport will provide a service which embraces Council’s Corporate Values.

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the aviation services provided by Rockhampton Airport is as follows:

- ▶ Provide air passenger services;
- ▶ Conduct an Airport business including affiliated services;
- ▶ Develop business for Rockhampton Regional Council;
- ▶ Support the General Aviation industry at the Rockhampton Airport; and
- ▶ Facilitate the use of the precinct during Military Exercises.

FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	14.3%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)

Performance Measure	2021-22 Target	Explanation	Calculation
Interest coverage ratio	17.6 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	12.4%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	23.2%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	1.8%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Performance Indicator	2021-22 Target
Passenger Numbers	450,000
Bird Strikes	≤10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Hazard inspections completed on time	100%
Rectification Action completed	100%
Customer Requests Actioned within set timeframes	100%
Third party reporting in Civil Aviation Safety Authority and Australasian Mail Services to be completed within the required timeframes	100%
New non-aero business opportunities reported to Council quarterly	Yes
Progress on new routes reported to Council quarterly	Yes

COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Royal Flying Doctors Service and Capricorn Rescue Helicopter Service	\$241,235	Donation of annual landing fees and lease costs in the form of waiving associated costs.
Patient car parking waiver	\$76,867	To waive car parking fees for eligible customers under the Patient Travelling Subsidy Scheme.
TOTAL	\$318,102	

FINANCIAL POLICIES

Capital Structure

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

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.



Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in Rockhampton Airport's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

Rockhampton Airport is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).

Grants and Subsidies

Rockhampton Airport, in conjunction with Council will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, Rockhampton Airport applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Passenger service charges are negotiated with Airlines.

Security infrastructure charges are set on a full cost recover basis from Airlines.



PROPOSED MAJOR INVESTMENTS

The Rockhampton Airport's proposed major investments for 2021-22 financial year are outlined below:

Aeronautical Investment	Cost \$
General Aviation Apron Rejuvenation	\$0.5M
Perimeter Road Extension	\$0.3M
Cross Runway	\$1.0M
Aviation Maintenance Facility	\$26.0M
Other	\$0.4M
TOTAL	\$28.2M

Non-Aeronautical Investment	Cost \$
Paid Car Parking Equipment	\$0.7M
Other	\$0.5M
TOTAL	\$1.2M

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. Rockhampton Airport is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

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

Rockhampton Airport undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonairport.com.au/Home>

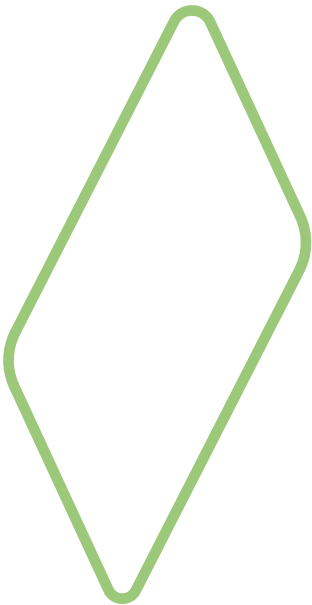
DELEGATED AUTHORITIES

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

- ▶ Providing Rockhampton Airport with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- ▶ Providing funding as agreed in budget;
- ▶ Not unnecessarily withholding approvals; and
- ▶ Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

Rockhampton Airport’s overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council’s Delegations and Authorisations Registers including delegated powers in various Legislative Acts.



REPORTING FRAMEWORK

Rockhampton Airport will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an airport.

Corporate Requirements

Reporting Requirement
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report

Regulatory Requirements

Reporting Requirement
Australian Transport Safety Bureau
Civil Aviation Safety Authority
Department Home Affairs and Maritime Security

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Rockhampton Airport portfolio there are two main service areas:

Aeronautical Services:

- ▶ Domestic and international airlines averaging 560,000 passengers per annum pre Covid
- ▶ Australian Defence Force military operations – Exercise Wallaby and Talisman Sabre
- ▶ Domestic charter services
- ▶ General aviation services – Royal Flying Doctors, Capricorn Helicopter Rescue, Rockhampton Aero Club, Peace Aviation and others

Non-Aeronautical Services:

- ▶ Four car park areas – drop off and pick up, short term, premium and long term, covered
- ▶ Terminal building operations and maintenance able to accommodate 1.2M passengers throughout per annum and three retail outlets
- ▶ Eight rental car agencies

Additionally, Rockhampton Airport enjoy collaborative partnerships with other departments delivering key services and projects with a One Team approach:

- ▶ Regional Services, Project Delivery: delivery of large capital projects such as runway and apron pavement renewals.

Staff Resources

Tenure	Total FTEs
Fulltime	25



www.rockhamptonregion.qld.gov.au
T 1300 22 55 77 | F 1300 22 55 79
PO Box 1860
Rockhampton Qld 4700
enquiries@rrc.qld.gov.au

11 NOTICES OF MOTION

11.1 NOTICE OF MOTION - COUNCILLOR SHANE LATCHAM - LOCAL AUTHORITY WASTE MANAGEMENT ACTION COMMITTEE (LAWMAC) TRAVEL

File No:	10072
Attachments:	<ol style="list-style-type: none">1. Correspondence to Chief Executive Officer ↓2. LAWMAC Workshop Program; Thursday 21 April 2022 ↓3. LAWMAC Agenda; Friday 22 April 2022 ↓
Responsible Officer:	Damon Morrison - Manager Office of the Mayor Evan Pardon - Chief Executive Officer

SUMMARY

Councillor Shane Latcham has indicated his intention to move a Notice of Motion at the next Council Meeting scheduled for Tuesday 10 May 2022.

COUNCILLOR'S RECOMMENDATION

THAT Councillor Shane Latcham be granted retrospective approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) meeting in Townsville from 21-22 April 2022.

THAT as the Councillor appointed representative for Waste and Recycling Portfolio, Councillor Shane Latcham be approved to attend all future Local Authority Waste Action Committee Inc (LAWMAC) conferences, meetings and associated travel outside the CQROC Local Government Area for the duration of the current term as an elected member provided the associated costs for travel is in line with budget allocation for Councillors.

BACKGROUND

A Notice of Motion submitted to Council on 25 May 2021; Review of Councillor Travel Approval Process; Councillor Shane Latcham sought and received approval to attend the LAWMAC meeting at Barcaldine from 21-23 July 2021 (Ordinary Council Meeting 13 July 2021).

The Notice of Motion; Review of Councillor Travel Approval Process, as approved at an Ordinary Council Meeting on 27 July 2021 approved the following (excerpt):

"Prior-Council approval extends to all conferences, meetings and associated travel outside the CQROC Local Government Areas related to Councillor appointments as representatives to external organisations"

This motion was presented and unanimously approved to pre-approve attendance at conferences, meetings and associated travel such as Local Authority Waste Action Committee Inc (LAWMAC) as it pertains to the Waste and Recycling Portfolio. There are currently four Local Authority Waste Action Committee Inc (LAWMAC) meetings scheduled per year.

The Expenses Reimbursement and Provision of Facilities for Mayor and Councillors was amended at an Ordinary Council Meeting on 26 April 2022. Therefore, Cr Latcham seeks retrospective approval for travel to the LAWMAC meeting in Townsville to ensure it is completely captured under the new changes.

At the Ordinary Council meeting of 14 April 2020, Councillor Shane Latcham was appointed the portfolio Councillor for Waste and Waste to Resources Implementation (now called Waste and Recycling) for Rockhampton Regional Council.

Councillor Shane Latcham has attended every Local Authority Waste Action Committee (LAWMAC) meeting since being appointed as the portfolio representative.

Local Authority Waste Action Committee Inc (LAWMAC) is an advisory/action committee consisting of State Government officers (Department Environment and Science), LGAQ representatives, Local Government Councillors, Council Waste and Recycling Managers and staff.

Waste and Recycling Industry leaders present reports to the group to share ideas and discuss challenges, innovations and solutions in the Waste and Recycling industry. Members are informed of legislative changes, targets and identify areas for advocacy in the industry to achieve zero waste by 2050. LAWMAC has grown from around 30 members attending last year to having around 100 attendees in Townsville in 2022. Networking in person makes this a success. Agenda for Townsville LAWMAC meeting attached.

**NOTICE OF MOTION - COUNCILLOR
SHANE LATCHAM –
LOCAL AUTHORITY WASTE
MANAGEMENT ACTION COMMITTEE
(LAWMAC) TRAVEL**

**Correspondence to
Chief Executive Officer**

Meeting Date: 10 May 2022

Attachment No: 1

COUNCILLOR SHANE LATCHAM

Division 1

Norman Gardens | Parkhurst | Limestone Creek

Waste and Recycling Portfolio



29 April 2022

Mr Evan Pardon
Chief Executive Officer
Rockhampton Regional Council
232 Bolsover Street
ROCKHAMPTON QLD 4700

Dear Evan

Notice of Motion

I hereby give notice of my intention to move the following Notice of Motion at the meeting of Council on Tuesday 10 May 2022:

"That Councillor Shane Latcham seek retrospective approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) meeting in Townsville from 21-22 April 2022.

As the Councillor appointed representative for Waste and Recycling Portfolio be approved to attend all future Local Authority Waste Action Committee Inc (LAWMAC) conferences, meetings and associated travel outside the CQROC Local Government Areas for the duration of the current term as an elected member provided the associated costs for travel is line with budget allocation for Councillors".

The Notice of Motion; Review of Councillor Travel Approval Process, as approved at an Ordinary Council Meeting on 27 July 2021 approved the following (excerpt):

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The Expenses Reimbursement and Provision of Facilities for Mayor and Councillors was amended at an Ordinary Council Meeting on 26 April 2022. Therefore, I seek retrospective approval for travel to the LAWMAC meeting in Townsville to ensure it is completely captured under the new changes.

Yours faithfully

Councillor Shane Latcham
Chair Waste and Recycling



Ph: 0437 857 736

E: shane.latcham@rrc.qld.gov.au

www.rockhamptonregion.qld.gov.au

**NOTICE OF MOTION - COUNCILLOR
SHANE LATCHAM –
LOCAL AUTHORITY WASTE
MANAGEMENT ACTION COMMITTEE
(LAWMAC) TRAVEL**

**LAWMAC Workshop Program;
Thursday 21 April 2022**

Meeting Date: 10 May 2022

Attachment No: 2

LAWMAC inc.

Local Authority Waste Management Action Committee Inc.

WORKSHOP PROGRAM

Thursday 21st April 2022
Allure Hotel Meeting Rooms
68 McIlwraith St, South Townsville

- | | |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11.30am | Arrival with Light Lunch provided prior to commencement |
| 11.50am | Official Opening & Welcome by Cr Mark Molachino (Deputy Mayor Townsville City Council) |
| 11.55am | Welcome by LAWMAC President Cr Neil Fisher (Deputy Mayor Rockhampton RC) |
| 12.00pm | Resource Recovery Precincts – State Wide Project Overview & Regional Case Study presented by Mark Tierney (Exec Dir DSD) & Hayley Page (TCC) |
| 12.20pm | Low Cost High Impact Organic Solutions – Jason Lange (Atlas Soils) |
| 12.40pm | Nth Qld Tyre Recycling Business Case – Nathan Toovey & Nathan Malin (Urban EP) |
| 1.00pm | Tyre Recycling Case Study – Mick Carroll (Carroll Engineering) |
| 1.20pm | Solar Panel Recycling Case Study – Sam & Joseph Agostino (Solar Recovery Corporation) |
| 1.40pm | Afternoon Tea |
| 2.00pm | Panel Session - Regional Waste Management & Opportunities for Reform:-
Morris Hamill – Mareeba Shire Council
Siobhan Slattery – Mount Isa City Council
Pravin Menon – Executive Director DES |
| 2.40pm | DES Office of Recovery Update – Pravin Menon & Kylie Hughes <ul style="list-style-type: none">• Regional Plans• Waste Levy - Efficacy Review• Waste Management & Resource Recovery Strategy |
| 3.40pm | Big Belly Solar Bins – Future of Waste - Scott Russ, Taoglas |
| 4.00pm | Sustainable Landfill: Definition and Considerations for Design and Construction – Amir Shahkolahi, Global Synthetics |
| 4.20pm | Close |

**NOTICE OF MOTION - COUNCILLOR
SHANE LATCHAM –
LOCAL AUTHORITY WASTE
MANAGEMENT ACTION COMMITTEE
(LAWMAC) TRAVEL**

LAWMAC Agenda; Friday 22 April 2022

Meeting Date: 10 May 2022

Attachment No: 3

LAWMAC inc.

Local Authority Waste Management Action Committee Inc

DRAFT AGENDA
Incorporated Association of LAWMAC
General Meeting No. 22/23 - 1
Allure Hotel Meeting Rooms
68 McIlwraith St, South Townsville
8.00am, Friday 22nd April 2022

1. WELCOME & INTRODUCTION	2
2. APOLOGIES	2
3. CONFIRMATION OF MINUTES of LAWMAC GENERAL MEETING	2
4. CONFIRMATION OF MINUTES OF LAWMACInc INAUGURAL MEETING	2
5. LAWMAC MANAGEMENT COMMITTEE UPDATE	15
6. CORRESPONDENCE	16
7. LAWMACInc SPONSORSHIP	17
8. ROSSKO AWARD	17
9. LAWMAC NEWSLETTER	17
10. LAWMAC REBRANDING and WEBSITE REDESIGN	18
11. LGAQ REPORT	18
12. DES REPORT	18
13. WMRR REPORT	18
14. RESOURCEHUB - WASTE LEVY CHANGES & KEY CONSIDERATION FOR SITES	18
15. COEXCHANGE - KERBSIDE CAMPAIGN TARGETING GENERAL WASTE & RECYCLING BIN	18
16. STEWARDSHIP PROGRAMS	19
17. WASTE REPORTS	19
18. GENERAL BUSINESS	19
19. MEETING DATES and HOST COUNCILS IN 2022/23	19
20. CLOSURE OF MEETING	19

1. WELCOME & INTRODUCTION

LAWMACInc's Elected President Cr Neil Fisher to commence proceedings by welcoming Councillors, Waste Managers, Associate Members and Invited Guests to the Townsville Region and this first General Meeting of the Committee as an Incorporated Association.

- Recognition and acknowledgement of the Traditional Owners of the Region
- Recognition and acknowledgement of the Belcarra Code

Covid Vaccination Status at LAWMAC Events

The monitoring and policing of Vaccination requirements at LAWMAC meetings is not a responsibility of the Secretary or LAWMACInc as a whole.

Members, presenters and invited guests (vaccinated and un-vaccinated) must adhere to whatever Rules and Restrictions are in place at all LAWMAC venues in accordance with Queensland Health Regulations.

The Secretary will advise members of any Covid restrictions and/or requirements at LAWMAC venues when circulating a Date Claimer ahead of events.

2. APOLOGIES

The list of apologies received plus any additions from the floor to be noted.

3. CONFIRMATION OF MINUTES of LAWMAC GENERAL MEETING

The Draft recorded minutes of the final General Meeting of LAWMAC as a sub-committee of the NAOC (now RQCOM) held Friday 19th November 2021 hosted by Whitsunday Regional Council is attached for consideration and endorsement.

4. CONFIRMATION OF MINUTES OF LAWMACInc INAUGURAL MEETING

The Draft recorded minutes of the Inaugural General Meeting of the Unincorporated Association of LAWMAC to become an Incorporated Association held Friday 19th November 2021 hosted by Whitsunday Regional Council is attached for consideration and endorsement.

LAWMAC

Local Authority Waste Management Advisory Committee

DRAFT MINUTES

General Meeting No. 2021/22 - 2
Hosted by Whitsunday Regional Council
Council Meeting Rooms 1 & 2
Proserpine Administration Building
83 – 85 Main Street Proserpine
Friday 19th November 2021

Attendees

Cr Neil Fisher (Voting Member)	Rockhampton Regional Council
Cr Brett Moller (Voting Member)	Cairns Regional Council
Cr Belinda Hassan (Voting Member)	Mackay Regional Council
Cr Rick Hansen (Voting Member)	Gladstone Regional Council
Cr Lenore Wyatt (Voting Member)	Mareeba Shire Council
Cr John Furnell (Voting Member)	Burdekin Shire Council
Cr Russ Cook (Voting Member)	Townsville City Council
Cr Al Grundy (Voting Member)	Whitsunday Regional Council
Cr Teresa Millwood (Voting Member)	Cassowary Coast Regional Council
Cr Andrea Friend (Voting Member)	Livingstone Shire Council
Ms Veronica Aster (Voting Member)	Hinchinbrook Shire Council
Mr Karl Murdoch	Isaac Regional Council
Mr Norm Caldwell	Isaac Regional Council
Ms Leanne Randall	Livingstone Shire Council
Mr Jason Grandcourt	Mackay Regional Council
Mr Jamie Lee	Mackay Regional Council
Mr Steve Cosatto	Cairns Regional Council
Cr Shane Latham	Rockhampton Regional Council
Mr Michael O'Keeffe	Rockhampton Regional Council
Ms Giselle Parsons	Rockhampton Regional Council
Mr Chris Welch	Banana Shire Council
Mr Tony Horn	Banana Shire Council
Mr Mitul Desai	Burdekin Shire Council
Ms Caitlyn Scovazzi	Hinchinbrook Shire Council
Mr Chris Irving	Gladstone Regional Council
Mr Morris Hamill	Mareeba Shire Council
Ms Hayley Page	Townsville City Council
Ms Katrina Jones	Townsville City Council
Mr Gavin Hammond	Cassowary Coast Regional Council
Mr David DeJager	Whitsunday Regional Council
Mr Rudolph Pretzler	LGAQ
Ms Christine Blanchard	Honorary Member (Lockyer Valley RC)
Mr Tony Stapleton	BeneTerra
Mr Paul Smith	EnviroScience Matters
Ms Bronwyn Reid	4T Consultants
Mr Shiu Pillay	4T Consultants
Mr Andrew Brown	CQG Consulting
Ms Patrice Brown	CQG Consulting
Ms Victoria Hammer	CQG Consulting
Mr James Begg	Golder Associates

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LAWMAC Inc Association General Meeting
2022

Friday 22nd April

Mr Sam Butler	Golder Associates
Mr Adam Nicholson	Container Exchange
Mr Kevin Davies	Remondis Australia
Mr Allard Bernhofen	RDT / ReGroup
Mr Jeff Prater	Resource Recovery Australia
Mr Scott Russ	Taoglas (Smart Sensor Technology)
Mr Vishal Rajendraprasad Chulliparambil	Griffith University
Ms Shannon Lorroway	Whitsunday Regional Council
Ms Mary Field (Secretary)	Cairns Administration Support Service

Corresponding Member Councils:

Burke; McKinley; Cloncurry; Croydon; Flinders; Etheridge; Mount Isa and Torres Councils.

Apologies

Mr Jeff Delgado	Cleanaway
Mr Steve Robertson	AECOM
Mr Colin Hoey	DrumMuster
Cr Simon West & Ms Sara Sheridan	Isaac Regional Council
Jim Doidge & Sheils Barra	Cook Shire Council
Robert Ferguson	LGAQ
Cr Andrew Lancini	Hinchinbrook Shire Council
Matt McCarthy	Townsville City Council
Ruby Michael	Griffith University
Simon Kalinowski	Mandalay Technologies
Dan Mulcahy	Burdekin Shire Council
Alix Baltais	Envirocom Australia
Nathan Wintour	Gladstone Regional Council
John Dearlove	Cassowary Coast Regional Council
Chris Hambling	SLR Consulting
Kirstin Byrne	Central Highlands Regional Council
Nigel Crumpton	Cairns Regional Council
Paul Hoyer & Abbey Hastie	Douglas Shire Council
Cr Alan Barr & Mic Langburne	Charters Towers Regional Council
Ian Rankine	4T Consultants
Kylie Hughes	DES
Lily Collins & Hayley Chrichton	InfraBuild Recycling
Paul, April & Hank Verwoerd	Tropical Mulch Group
Joel Harris	Resource Innovations
Nigel Ruxton	Golder Associates
Pravin Menon	DES

WELCOME & INTRODUCTION

LAWMAC Chair Cr Neil Fisher declared the Meeting open at 9.05am, advised on Covid-Safe requirements, housekeeping and evacuation procedures.

Cr Fisher welcomed all present, paid respects to the traditional custodians of the Whitsunday Region and reminded members that LAWMAC is still a sub-committee of a Local Government Association and therefore subject to the requirements regarding any conflicts of interest as per the Belcarra Code.

APOLOGIES

The apologies as listed were noted and accepted.

Moved: Cr Lenore Wyatt (Mrba)

Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

WORKSHOP PROGRAM

Cr Fisher commended Whitsunday Regional Council on the Thursday Afternoon Workshop Program of -

- Jade Barnaby, Battery Stewardship Council Program – via MS Teams video-link
- Jacquie Sheils, Ecobarge Cleanseas Marine Debris Removal Program
- Grazia Gargiulo, Terra Sana Consultants and Veronica Aster Hinchinbrook SC – Resolving the Landfill Complexity with New Technology
- Adam Nicholson, Container Exchange – Set your Containers Free Campaign targeting CRS materials in the red bin
- Cr Al Grundy - Whitsunday Healthy Heart Project
- Victoria Hammer CQG Consulting, Research Survey Findings on Cracking the Circular Economy Barriers for Qld Local Governments from the LAWMAC Nov 2019 Workshop
- Andrew McDougall, Mandalay Technologies & Gavin Hammond, Cassowary Coast Regional Council joint presentation on Improving Services to Regional Communities
- Mark Smith, WRIQ presentation – Asking the Question - Are we getting the best outcomes for Queensland's Communities from the waste levy?

CONFIRMATION OF PREVIOUS DRAFT MINUTES

The draft minutes of the General Meeting held Thursday 22 July 2021 hosted by Barcaldine Regional Council was adopted as a true and correct record of the meeting proceedings.

Moved: Cr Brett Moller (Crns)

Seconded: Cr Al Grundy (Wsd)

Carried: 12 – 0.

FINANCIAL REPORT

The Secretary tabled the Financial Report up to 30 September 2021 circulated to members prior to the meeting showing a cash balance of \$63,765.84 and considering outstanding debtors / creditors indicates a healthy projected balance of funds for LAWMAC going into an Incorporated Association in early 2022.

The Financial Report was adopted

Moved: Cr Andrea Friend (Liv)

Seconded: Cr Rick Hansen (Glad)

Carried: 12 – 0.

INTERIM MEMBERSHIP FEES

Members endorsed the motion reached at the July 2021 General Meeting for Interim Membership Fees for the period (1 July 2021 to 31 March 2022) leading up to incorporation. A copy of the Membership Fee Schedule was circulated to members prior to this meeting. New Associate Members LGI Ltd; MRA Consulting; RawMetalCorp; Resource Recovery Aust; TaoGlas and SMEC were welcomed.

Moved: Cr Belinda Hassan (Mcky)

Seconded: Cr Russ Cook (Tsv)

Carried: 12 – 0.

INCORPORATED ASSOCIATION GENERAL BUSINESS

Corporate Membership Schedule

Cr Brett Moller tabled and briefed members on the Corporate Membership Schedule developed by the Executive and relevant to current Associate Members of LAWMAC transitioning to Corporate Members of LAWMACInc in 2022 with no issues, questions or discussion arising.

Members resolved to endorse the Corporate Membership Schedule as the approved working document going forward to transitioning into an Incorporated Association.

Moved: Cr Lenore Wyatt (Mrba)

Seconded: Cr Al Grundy (Wsd)

Carried: 12 – 0.

Sponsorship Prospectus

Cr Neil Fisher tabled and briefed members on the Sponsorship Prospectus document outlining the details of the Sponsorship Package options with no issues, questions or discussion arising. Members resolved to endorse the Sponsorship Prospectus as the approved working document going forward to transitioning into an Incorporated Association.

Moved: Cr Andrea Friend (Liv)

Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

Strategic Plan 2022 Onward

Jason Grandcourt advised of the Executive Workshop to be facilitated by Steve Boxall for the development of a new Strategic Plan for LAWMAC as an Incorporated Association. The meeting is scheduled for Wednesday afternoon 16 Feb 2022 in Mackay prior to the LAWMAC Workshop & Meeting on 17 & 18 Feb 2022 hosted by Isaac Regional Council.

Members resolved to endorse the development of a new Strategic Plan with the assistance of Steve Boxall facilitating at the Executive Workshop in Mackay.

Moved: Cr Belinda Hassan (Mcky) Seconded: Cr Al Grundy (Wsdy)

Carried: 12 – 0.

Public Liability & Professional Indemnity Insurance Cover

Jason Grandcourt briefed members on the work with Mackay Council's Governance Team on determining suitable insurance cover and a quotation for same for LAWMACInc.

Members received the Report and endorsed Jason to continue with quotes on Insurance Cover for LAWMACInc for Executive review in February 2022.

Moved: Cr Brett Moller (Crns) Seconded: Cr Rick Hansen (Glad)

Carried: 12 – 0.

Projected Budget

Jason Grandcourt advised members that the Projected Operational Budget for LAWMACInc in 2022-23 is a Work-in-Progress.

Members resolved to receive the Projected Budget document as a WIP with the target of a final draft budget document ready for review at the LAWMAC February 2022 meeting hosted by Isaac Regional Council.

Moved: Cr Al Grundy (Wsdy) Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

CORRESPONDENCE

Members adopted the inward and outward correspondence as listed in the agenda.

Moved: Cr Teresa Millwood (CasCst) Seconded: Cr Andrea Friend (Liv)

Carried: 12 – 0.

ROSSKO AWARD 2021

Cr Fisher handed proceedings to Mr Gavin Hammond who, on behalf of the Rossko Award Selection Panel, announced Mr Steve Cosatto as the successful 2021 Winner of the Award presenting him with the Framed Certificate and Perpetual Trophy. For the first time Certificates of Recognition to the three other very worthy nominees were also awarded to acknowledge their positive works within the waste industry.

Rossko Award Winner

Mr Steve Cosatto, Cairns Regional Council

Certificates of Recognition

David DeJager, Whitsunday Regional Council

Ms Leanne Randall, Livingstone Shire Council

Cr Neil Fisher, Rockhampton Regional Council

LAWMAC WEBSITE

Jason Grandcourt briefed members on the work-to-date by the Website Working Group comprising Matt McCarthy, Steve Cosatto, Michael O'Keeffe plus Jason in reviewing the submissions for LAWMAC Re-Branding and Website Design from The Hunting House (Tsv), Rebel Nation (Mcky), Bang Media (Crns) and Marketing Mafia (Rktn). Jason undertook to complete the review in accordance with projected needs and requirements of LAWMAC with a recommendation to be tabled at the February 2022 meeting to be hosted by Isaac Regional Council.

Members resolved to receive the Website Progress Report with the undertaking by the Working Group to table a recommendation at the February 2022 meeting.

Moved: Cr Belinda Hassan (Mcky) Seconded: Cr Al Grundy (Wsdy)

Carried: 12 – 0.

LAWMAC NEWSLETTER

Members commended Sandi Brown, Rockhampton RC and Robyn Billings, Mackay RC on the special "Halloween" edition of the LAWMAC Newsletter and extended their appreciation of the future development of LAWMAC's newsletters in 2022.

LAWMAC newsletters can be viewed at www.lawmac.org.au

Members received the report, endorsed the "Halloween" edition of the LAWMAC newsletter plus approved sending a Letter of Appreciation to Sandi and Robyn for their continued and most valued efforts in supporting LAWMAC through the newsletters.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Brett Moller (Crns)

Carried: 12 – 0.

LGAQ REPORT – Rudolph Pretzler**Future of waste levy advance payments/regional collaboration**

- On 15 June 2021, the State Budget was handed down without any forward estimates provisions for waste levy advance payments to councils. The budget confirms the advance payments of approximately \$150mil/year will continue until June 2022, with no budgetary line item after that date. After July 2022, this will impact 39 councils who currently receive these advance payments.
- The loss of advance payments to those 39 local councils will have a direct impact on Queensland households of \$75-\$150/year.
- When the State announced it would introduce this levy in 2018, it made repeated promises that householders will not be left paying a wheelie bin tax as a result of its levy. On 28 July, Hon Steven Miles, Dep Premier & Minister for State Development, Infrastructure, Local Government and Planning assured that 'the Palaszczuk Govt is committed to no impact on households from the waste levy.'
- A joint letter signed by all 39 councils, outlining their concerns and calling for a genuine partnership, was sent to the Premier on 1 July and copied to the Deputy Premier, Treasurer and Minister Scanlon.
- On 1 July 2021, the LGAQ met with Hon Meaghan Scanlon, Minister for the Environment and the Great Barrier Reef and Minister for Science & Youth Affairs. LGAQ again met the Minister on Tuesday 5 October 2021 & 21 October 2021.
- On 12 November, Minister Scanlon provided an update with regional Mayors and CEOs, highlighting the importance to progress the development of regional plans.
- COMSEQ released their waste plan. Noteworthy to review the plan & approach
- LGAQ is progressing discussions on waste levy advance payments with a strong focus on regional collaboration and planning. An announcement from the State Govt is expected in the not-too-distant future.

Waste Levy Efficacy Review

- There is a legislative requirement to review the efficacy of the current waste levy arrangements by June 2022.
- While there has not been an official request for information as of yet, LGAQ expects to be invited to be part of the stakeholder advisory group.
- The LGAQ will seek to ensure the review will include consideration into current exemptions, capacity, audits and deeming arrangements and advocate for a dedicated local government working group.
- Further information to be forthcoming once received.

Queensland Waste Strategy

- The LGAQ awaits the formal announcement from the State Government of a review of the Queensland Waste Strategy, which is due by June 2022.
- LGAQ will advocate for the importance of the development of a strategy with fit-for-purpose actions delivering across all Queensland.
- Relevant considerations include expansion/reconsideration of the container refund scheme, collaborative behaviour change approaches, standardisation of processes across Queensland or appropriate solutions for residual waste (e.g. Recovery options for waste not suitable for any higher purposes)

ACTION: LGAQ considers the LAWMAC meeting in February an opportunity to provide the state government input/feedback on appropriate changes to the Strategy. Should this be part of the agenda for the next meeting?

Queensland Organic Waste Action Plan (Strategy)

- DES has finalised consultation on the development of a *Qld Organic Strategy 2022-2032* to divert food organics (FO) and garden organics (GO) from landfill.
- The strategy focuses on four action themes, namely education, infrastructure and services, market and product development & data, regulation, and enforcement.
- LGAQ is part of the Stakeholder Advisory Group (SAG). On 12 October, the Local Government Technical Working group met and provided LG specific input as part of the 6 weeks consultation process.
- Funding/costs as raised by several key stakeholder groups and must be considered alongside the development of the strategy and supporting implementation plan
- The LGAQ has provided a submission, following the meeting on 12 October and written input from councils, outlining the following key aspects:

State Governments needs to:

- Support the building blocks of organics recovery by prioritising key waste management issues including processing capacity, bin harmonisation & contamination rates
- develop, in partnership with local govt & industry, a Qld-wide behaviour change campaign
- provide fit-for-purpose funding to local govt for the roll-out of organics collection systems.
- provide regulatory certainty for organics processing, acknowledging the importance of it to drive market development and investment
- continue on-going discussions with local government on the development of the Organics implementation plan with a focus on the timing of key actions
- LGAQ will continue its advocacy as part of the SAG to have a continued consultation on the implementation plan as well as further acknowledgement of the importance of the currently active FOGO trials.

ACTION: LGAQ will reach out to councils to participate on further consultation on development of the detailed implementation plan if afforded the opportunity from DES
LGAQ is currently investigating an Organics tour to Melbourne for the first half of next year, exploring different options for organics processing across different LGA's.

Product Stewardship

- Both the Commonwealth and State Government are currently working on various product stewardship programs.
- LGAQ is part of the Queensland E-products reference group, which advises the development of the e-waste action plan. The Commonwealth has started a review of the current e-stewardship schemes, aiming to include 'anything with a plug'. Historically, these schemes (National Computer and Television Recycling Scheme) did not adequately address issues in regional and remote areas.
- LGAQ has organised an information session for local govt with the National Battery Stewardship scheme on their b-cycle program on the 24 Nov at 2:30pm.

LGAQ Waste Forum

- The next LGAQ Waste Forum is scheduled for the 8-10 March 2021 with a longer format, of 2 half days and one full day proposed with industry involvement.
- Interim program currently being developed and due for release in early Jan 2022

ACTION: LGAQ would welcome input into the key topics/content for the waste forum – speakers etc.

Members endorsed to receive the LGAQ Report by Rudolph Pretzler and requested he pass on a welcome to new LGAQ CEO Ms Alison Smith.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Brett Moller (Crns)

Carried: 12 – 0.

WMRR REPORT

Qld Branch Vice-President, Lacey Webb reported that:

- WMRR Queensland Christmas Event to be held Thursday 9th December 2021 in Brisbane
- Young Professionals recently debated on "Can We Reach a Circular Economy in Five Years" – great event by younger representatives with the outcome of "NO" being the debate outcome.
- WARRQ was a resounding success on 20-21 October in Bundaberg, with a high calibre of representatives promoting the waste industry across Queensland plus some great Technical Tours
- WMRR is focusing on Industry with End of Waste Codes discussion recently released on glass finings
- The Landfill Working Group continues with their focus on Compliance Issues and working with DES for some clear resolutions.
- Updates from each of the Working Groups – Waste Education Energy from Waste focusing on deadlines next workshop in 2022
- Continued focus on regulation, responses and Actions with Gayle Sloan leading the way at the National Level.

The WMRR Report by Qld Branch Vice-President Lacey Webb was noted and received

Moved: Cr Lenore Wyatt (Mrba)

Seconded: Cr Andrea Friend (Liv)

Carried: 12 – 0.

LAWMAC TECHNICAL OFFICER REPORT

Jason Grandcourt gave his final report as Technical Officer of LAWMAC as a LG sub-committee with commendations to the Executive plus each and every member for their support and assistance on individual issues and roles over the years – thanks to all.

The Technical Officer report by Jason Grandcourt was noted and accepted.

Moved: Cr Al Grundy (Wsdy)

Seconded: Cr Rick Hansen (Glad)

Carried: 12 – 0.

DES REPORT – Pravin Menon via MS Teams

Regional Equipment Grants Program coming next week hopefully looking at Recycling and Transport Efficiencies for Balers etc in Regional Areas.

Food Waste & Healthy Soils Program focusing on Organics and Compost to assist in improving soil quality in poor soil areas.

The Organics Strategy was out for consultation with 900+ submissions and looking at finalising in 2022 with an Action Plan to be developed with specific targets and mechanisms.

DES has just closed off on the Organic Schools Program with 250+ funding applications for small compost programs etc involving younger generation.

Plastics – gearing up with open consultation for next round of Plastic Bans - DES is seeking input from Community on the sort of items to address. Working Group of stakeholders is working with a number of Council Officers on Education and the practicalities of banning some plastic items – bearing in mind any alternative options for these banned items.

Reviewing the Organics Strategy and the need to address broader issues on bins supported with a package of tools etc to use and tie back into the National Approach. Remote meeting with other states plus Gayle Sloan, WMRR re "What Goes into Bins and How to Educate for the Right Items" with some Simple Clean Messaging. Will continue to work with Councils.

Held discussions with Peak Bodies and LGAQ regarding changes to the Waste Levy and will keep Councils and Industry Stakeholders up to date.

Cr Fisher recommended members to read the COMMSEQ and advised that LAWMAC will be working on its Strategy in 2022 and invited Pravin to attend and speak on the Report at LAWMAC's February 2022 Meeting.

Pravin advised Councils and their Officers should review and identify Issues first and then work on the Solutions and how to address.

Cr Lenore Wyatt stated the importance of Waste Education with the same page message across all regions of all states on the National and State Level.

Pravin confirmed that Education is the highest priority in the COMMSEQ Report.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Rick Hansen (Glad)

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LAWMAC Inc Association General Meeting
2022

Friday 22nd April

Carried: 12 – 0.

WASTE REPORTS – Member Councils

Due to time constraints Council and Associate Member Waste Reports as submitted to the Secretary prior to the meeting were noted but not individually presented.

Invited Guests and Future 2022 Corporate Members present at the meeting were invited to give a brief introduction.

Scott Russ, TAOGLAS – head office in Brisbane, new name previously known as SmartSensor Technologies operating Solar Bins plus a range of other technologies in the Waste Industry. The Smart Sensor Technologies Smart Cities Program is a suite of connected Smart City technologies, combining award winning world class sensors with a Smart Cities Platform. The end to end suite of products is a turnkey solution, providing actionable insights and outcomes for councils and their communities plus the Waste Industry. Scott has a 10-year history with Cleanaway and is again enjoying working in Waste with the opportunity of optimising Waste Technologies with Councils and looks forward to networking within LAWMAC.

Jeff Prater, RESOURCE RECOVERY AUSTRALIA – A Not-For-Profit organisation working in partnership with councils to operate Re-Use Shops, Transfer Stations, Weighbridges and Landfills. RRA also engages with local communities through Workshops and Activities and offer Consulting Services on innovative diversion, social procurement and site design. Last financial year RRA helped divert 7,600 tonnes of waste from landfill for reuse and recycling and addressing long term unemployed through the Waste to Wages Model. Jeff is looking forward to building a strong relationship with LAWMAC and its members in 2022.

Vishal Rajendraprasad Chulliparambil, Griffith University – representing a group looking at solving engineering problems on waste management issues, roof gardens, green infrastructure, sediment collections, soil chemistry and testing on capping at landfills plus also looking at the afterlife uses of historic landfills. Vishal is also coordinating Surveys/Workshops and would like to include LAWMAC in his research outcomes and updates.

The introductory reports were acknowledged and received.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Brett Moller (Crns)

Carried: 12 – 0.

GENERAL BUSINESS

Paintback Scheme

Leanne Randall advised that the Working Group formed and met in June, discussed the issues for smaller non-serviced regional areas, wrote one letter and sent two emails to PaintBack raising their concerns regarding the lack of collection services to smaller regional councils but have received no acknowledgement or answer to any communications. Followed up with Robert Ferguson at LGAQ who is following up Rose Reid and the local member who is following up with Minister Trevor Evans.

The PaintBack Scheme only services the main councils and smaller councils told to work with the other councils at their own cost - very imbalanced for smaller councils and totally unacceptable. LAWMAC needs to collectively address this issue plus other similar issues in 2022, possibly invite the local minister at the federal level to the Isaac or Livingstone meeting to discuss. PaintBack is a well-funded organisation and are not delivering on this Scheme.

The PaintBack Scheme Working Group Report was received with LAWMAC Executive to take this to the Minister level in 2022.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Al Grundy (Wsdy)

Carried: 12 – 0.

Developing Northern Australia Conference (DNAC)

Cr Fisher advised that, due to Covid restrictions in NT, representatives of LAWMAC were unable to attend. With only one registration booked at that time, arrangements were made to transfer that registration to the 2022 Conference in Mackay.

Cr Brett Moller advised that as in the COMMSEQ Plan it is important for LAWMAC and the Qld Waste Industry to have a regional approach to Waste and Resource Recovery at that

regional level for the DNAC in 2022. Members were strongly encouraged to consider attending in 2022.

The DNAC update was noted and received.

Moved: Cr Al Grundy (Wsdv)

Seconded: Cr Rick Hansen (Glad)

Carried: 12 – 0.

E-Products Reference Group representative from LAWMAC

Members were advised that John Gertsakis and Rose Read from the E-Waste Council have extended an invitation for LAWMAC to be represented on the E-Waste Reference Group. Members endorsed Ms Hayley Page, Senior Resource Recovery Officer at Townsville Waste Services to be LAWMAC's representative on the E-Waste Reference Group

Moved: Cr Russ Cook (Tsv)

Seconded: Cr Lenore Wyatt (Mrba)

Carried: 12 – 0.

Newly Appointed CEO at LGAQ

Members resolved to write a letter from LAWMAC to Ms Alison Smith congratulating her on her appointment as CEO of LGAQ and inviting her to attend future LAWMAC meetings whenever available.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

Outgoing CEO at LGAQ

Members resolved to send a letter from LAWMAC to outgoing CEO Mr Greg Hallam wishing him all the best in his retirement and thanking him for his dedicated 29 years of service to local government and his support to LAWMAC over many years plus inviting him to attend any future LAWMAC events as an invited guest.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Al Grundy (Wsdv)

Carried: 12 – 0.

Stewardship Programs

Members noted the National Agenda becoming more central around climate-based initiatives and the Resource Recovery Industry is at risk of being left with the fallout.

Battery Stewardship Scheme

Concerns were raised regarding the Battery Stewardship Program with issues of fires, waste and the scale of batteries councils are going to have to deal with plus lithium batteries which are not included in the Stewardship.

Lithium Batteries in Electric Vehicles

With the introduction of Electric Vehicles using lithium batteries local govts could be looking at having to deal with a greater number of illegally dumped electric vehicles in their electoral regions in 4-5 years time and need to look at this issue now.

Solar Panel Recycling

Members acknowledged that some inroads have been commenced but years into scheme still no solutions have been determined. Local Govts and Waste Industry need to move in the direction of sitting at the Policy Table for discussion to identify solutions at the local level as the end-of-life for Solar Panels is coming close. Hailstone/cyclonic storm damage is also a critical issue at landfills and local govt needs a determined role for managing this issue.

Cr Brett Moller advised that part of the Strategic Plan Workshop in February 2022 will be to develop an Advocacy Paper on specific waste items in the waste stream for resource recovery with possible solutions flagged. Called for interaction and input from members moving into the future lifting LAWMAC's profile and advocacy role.

Cr Neil Fisher advised that some stewardships are working whilst others not so successful and sought Committee support for the LAWMAC Executive to pursue these three issues and report back with the possibility of a Panel Discussion at a future LAWMAC Meeting with key stakeholders invited to attend.

Following discussion members endorsed that the three key areas of Battery Stewardship, Electric Vehicle Lithium Batteries and Solar Panel Recycling become three main issues for LAWMAC to address in 2022.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Belinda Hassan (Mcky)

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LAWMAC Inc Association General Meeting
2022

Friday 22nd April

Carried: 12 – 0.

Rossko Award Criteria

Concerns were raised regarding the relevancy of the Award Selection Criteria developed in 2007 and the need for a review and update.

Members resolved to form a Rossko Award Working Group comprising Gavin Hammond, Karl Murdoch, Jason Grandcourt, Mitul Desai & Cr Lenore Wyatt to review and update the Rossko Award Selection Criteria.

Moved: Cr Teresa Millwood (CasCst)

Seconded: Cr Andrea Friend (Liv)

Carried: 12 – 0.

Discussion was raised regarding recognition of the “Team behind the Leader” with the proposal that a separate Operational Award be introduced as part of the Annual Rossko Award proceedings.

Members resolved that the Rossko Award Working Group also discuss and develop details on an Operational Award for consideration at the February 2022 meeting.

Moved: Cr Teresa Millwood (CasCst)

Seconded: Cr Andrea Friend (Liv)

Carried: 12 – 0.

Discussion was raised regarding the inclusion of the Rossko Award presentations at the Thursday Night Dinner venue with guest speakers invited to attend.

Members resolved for a Rossko Award presentation ceremony to be part of a formal Thursday night dinner event with guest speakers invited and tasked the Rossko Award Working Group to consider and report back at the February 2022 meeting.

Moved: Cr Lenore Wyatt (Mrba)

Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

Members discussed the lengthy timeframe dedicated to tabling and presenting of Waste Reports at meetings and considered that Council and Associate Reports could be tabled as a whole at future meetings and available from the Secretary either by general circulation, cloud or posting on the future website. This would free a lot of time for other more relevant discussions at meetings.

Members endorsed the Executive to review and restructure the current meeting agenda format and report back to the Committee at its February 2022 meeting.

Moved: Cr Neil Fisher (Rkptn)

Seconded: Cr Belinda Hassan (Mcky)

Carried: 12 – 0.

MEETING DATES and HOST COUNCILS in 2021/22/23

17th & 18th February 2022 – Host Council Isaac RC

19th & 20th May 2022 – Host Council Livingstone SC

Aug / Sept 2022 – Host Townsville CC as a joint venture with LGAQ Waste Forum?

17th & 18th November 2022 – Host Cassowary Coast RC - TBC

16th & 17th February 2023 – Host Council Mackay RC

18th & 19th May 2023 – Host Council Cook SC – 30 year anniversary of LAWMAC

MEETING CLOSURE

Cr Neil Fisher congratulated Whitsunday Regional Council on the successful hosting of the LAWMAC Workshop and Meeting thanking Cr Al Grundy, David DeJager and Shannon Lorraway.

Cr Fisher wished everyone a happy Christmas, safe travels to their respective regions, prepare to hit the ground running as an Incorporated Association in 2022 and declared the general meeting closed at 12.00pm.

LAWMAC

Local Authority Waste Management Action Committee

**UNCONFIRMED MINUTES
Inaugural General Meeting
of the
Local Authority Waste Management Action Committee Inc
Meeting Rooms 1 & 2, Proserpine Administration Building
83 – 85 Main Street Proserpine
8.30am, Friday 19th November 2021**

LAWMAC Chair Cr Neil Fisher declared the Inaugural General Meeting open at 8.40am advising members of the purpose of this meeting to reach a decision on authorising the unincorporated association of LAWMAC to become an Incorporated Association.

Before proceeding further Cr Fisher and the Secretary confirmed eleven (11) eligible voting members present at the meeting through a show of hands and also confirmed this as over the required number for a quorum.

LAWMAC Deputy Chair Cr Brett Moller introduced Ms Eleanor Scott, Partner at Holding Redlich (attending via remote link) as LAWMAC's legal advisor in the incorporation process and commenced reading through the six (6) resolutions for consideration at this meeting.

Cr Moller advised members that if approved, the six (6) resolutions must also be passed with at least 75% majority of members present and eligible to vote.

Resolution 1: To Become an Incorporated Association

Members of the Unincorporated Association identified as the Local Authority Waste Management Advisory Committee (LAWMAC), which also reports to the Regional Qld Council of Mayors (RQCOM), resolved to incorporate LAWMAC in accordance with the *Associations Incorporation Act 1981*

Moved: Cr Belinda Hassan (Mackay RC)
Seconded: Cr Russ Cook (Townsville CC)
Passed: 11 – 0

Resolution 2: Name of the Incorporated Association

Members resolved to endorse the name of the Incorporated Association as the **Local Authority Waste Management Action Committee Inc (LAWMAC Inc.)**.

Moved: Cr Andrea Friend (Livingstone SC)
Seconded: Cr Lenore Wyatt (Mareeba SC)
Passed: 11 – 0

Resolution 3: Adoption of the Operating Rules (Constitution)

Members resolved to adopt the set of Rules (see attached) including the membership region Map marked Annexure "A" as the Constitutional Rules of the Incorporated Association.

Moved: Cr Al Grundy (Whitsunday RC)
Seconded: Cr Rick Hansen (Gladstone RC)
Passed: 11 – 0

Resolution 4: Appointment of Treasurer

Members resolved to endorse the appointment of Cr Belinda Hassan (Mackay Regional Council) as Treasurer of the Association and appoint Cr Hassan to prepare and submit the application for incorporation of LAWMAC Inc. with the relevant regulator.

Moved: Cr Al Grundy (Whitsunday RC)

Seconded: Cr Teresa Millwood (Cassowary Coast RC)

Passed: 11 - 0

Resolution 5: Election of the Management Committee

Members resolved to endorse the appointment of the current Executive Committee Members of the unincorporated association known as the Local Authority Waste Management Advisory Committee (LAWMAC) to be the Management Committee of the LAWMAC Inc.

President	Cr Neil Fisher (Rockhampton Regional Council)
Vice-President	Cr Brett Moller (Cairns Regional Council)
Treasurer	Cr Belinda Hassan (Mackay Regional Council)
Committee Members	Cr Russ Cook (Townsville City Council)
	Cr Andrea Friend (Livingstone Shire Council)
	Cr Sean Dillon (Barcaldine Regional Council)
	Mr Jason Grandcourt (Mackay Regional Council)
	Mr Michael O'Keeffe (Rockhampton Regional Council)
	Mr Matt McCarthy (Townsville City Council)
	Mr Steve Cosatto (Cairns Regional Council)

Moved: Cr Lenore Wyatt (Mareeba SC)

Seconded: Cr Al Grundy (Whitsunday RC)

Passed: 11 - 0

Resolution 6: Appointment of Secretary

Members resolved to endorse the appointment of Ms Mary Field, Cairns Administration Support Service who is the current Secretary of the LAWMAC to be the Secretary of the LAWMAC Inc.

*Note that this appointment, in accordance with **Rule 16 of the Constitution**.*

Appointment and Election of Secretary, Sub Rule 16 (1) (b) (iii) the secretary does NOT become a Member of the Management Committee and holds NO voting rights whatsoever.

Moved: Cr Belinda Hassan (Mackay RC)

Seconded: Cr Teresa Millwood (Cassowary Coast RC)

Passed: 11 - 0

Cr Brett Moller thanked the eligible voting members for indicating their support of the Committee moving forward to becoming an Incorporated Association and also thanked Ms Eleanor Scott at Holding Redlich for her legal support services throughout the procedure and handed the meeting back to the Chair Cr Neil Fisher.

Cr Neil Fisher briefed members on the follow-up procedures towards incorporation and declared the Inaugural General Meeting closed at 8.52am.

Cr Neil Fisher
LAWMAC Chair/President

Ms Mary Field
LAWMAC Secretary

5. LAWMAC MANAGEMENT COMMITTEE UPDATE

President's Report

Cr Neil Fisher to give a brief verbal report updating members on Management Committee works including: –

- The Submission of three abstracts to July 2022 **Developing Northern Australia Conference** in Mackay addressing the topics:-
 - LAWMAC – Nthn Qld Councils Leading the Way – Cr Brett Moller
 - Regional Plans – Leading Resource Recovery in Nthn Qld – Cr Belinda Hassan
 - Kerbside Organics Waste Collections in Nthn Qld – Cr Neil Fisher
 - The **Roundtable Discussion** with Guest Speaker Professor Ross Garnaut on 25th March in Rockhampton addressing the topics:-
 - Future for Waste Management in smaller remote regional Qld Councils in the Carbon Neutral World
 - Options for FOGO other than composting
 - Future use for General Waste in a Carbon Neutral World
- An article has been published in the April edition of the LAWMAC Newsletter
- Plans for **Strategic Plan Workshop** in Mackay on Friday 13th May 2022
 - **Any other President General Business**

Treasurers Report

Cr Belinda Hassan to give a brief verbal report updating members on progress and outcomes of:-

- **Incorporation of LAWMAC Inc**
- Establishment of **NAB Facility** including the unanimously supported **Flying Minute** dated 4th March 2022:-
The Incorporated Association of the Local Authority Waste Management Action Committee (LAWMAC Inc) resolve that the NAB Bank Account for the organisation be set up under the following conditions:
 - *Two signatories are required on all transactions (electronic or cheque)*
 - *At this time, no credit or debit cards are required for the account*
 - *Internet banking access is required for all signatories to the account**As per previous minutes, the four LAWMAC Inc Waste Managers, currently being Jason Grandcourt, Matt McCarthy, Michael O'Keeffe and Steve Cosatto, and the Treasurer, Belinda Hassan, are the duly authorised signatories for the account.*
- The decision by the Management Committee to **waive the 2021-22 Interim Fees** (1st July to 31st March 2022) due to the review of the Projected Operational Budget going forward as an Incorporated Association
- The circulation of advice by the Secretary regarding **2022-23 Council & Corporate Membership Fees** and upcoming forwarding of the Membership Tax Invoices via the Zero Accounting Software Program
- Decision to call for tenders and hire an **independent Bookkeeper** to maintain the financial records of LAWMAC Inc.
- **Public Liability & Professional Indemnity Insurance** for LAWMAC Inc.
- **Any other Treasurer General Business**

6. CORRESPONDENCE**Inward**

- Letter from Whitsunday RC re Committee Contacts and Minutes Review
- Receipt of Creditor/Debtor Application Account Forms
- LAWMAC Logo & Tagline Proofs from the Hunting House Design Team
- Email from North Burnett RC re future interest and membership of LAWMAC
- Reminder Notice from Gladstone RC to NAO/LAWMAC for reimbursement of Sponsorship Monies for March 2021 LAWMAC in Gladstone
- Tax Invoice from WMRR for 2022 membership of NAO/LAWMAC
- Tax Invoice from DigiTropics to NAO/LAWMAC for 6 months interim base content management of the old LAWMAC website
- Tax Invoice from Cairns Administration Service to LAWMACInc for outstanding secretarial fees August 2021 to March 2022

Outward

- Letter to Ms Alison Smith congratulating her on her appointment as CEO of LGAQ and inviting her to attend future LAWMAC meetings whenever available.
- Letter to outgoing CEO Greg Hallam wishing him all the best in retirement & thanking him for dedicated 29 years of service to local govt and LAWMAC support
- Circulation of Draft Minutes of the final general meeting of the Local Authority Waste Management Advisory Committee
- Circulation of the Unconfirmed Minutes of the Inaugural Local Authority Waste Management Action Committee Inc
- Submission of three applications to present at the July 2022 Developing Northern Australia Conference in Mackay
- Email to WMRR requesting cancellation of the NAO/LAWMAC membership Tax Invoice and subsequent application for 2022 membership for LAWMACInc
- Emails to Gladstone RC & DigiTropics to re-issue tax invoices to LAWMACInc
- Notice of 2021-22 Interim Membership Fee Waiver plus Membership Fee Schedule for 2022-23 to Council and Corporate Members
- Thank you email to Professor Ross Garnaut for attending the 25 March LAWMAC Roundtable Discussion
- Email Correspondence with Livingstone, Isaac & Cassowary Coast Councils re LAWMAC Workshops & Meetings in 2022
- Invitation issued by Cr Andrea Friend to Brittany Lauga State Member for Capricorn and Meaghan Scanlon MP to attend and present at the June 2022 LAWMAC Workshop hosted by Livingstone SC
- Circulation of calls for submission of Newsworthy Articles for the April 2022 edition of the LAWMAC Newsletter
- Email correspondence to The Hunting House re Logo, Tagline Proofs plus discussion on Website Timeline
- Callout to members for generic Waste/Resource Recovery photos/images suitable for background to web pages on new LAWMAC website
- Letter of invitation to North Burnett RC to attend as invited guests at the June LAWMAC Event hosted by Livingstone SC
- Letter of invitation to Karen Hussey, Deputy Director General DES to attend as Keynote Speaker on Levy Efficacy Review plus update on the 2019 Strategic Plan Review at the June LAWMAC Event hosted by Livingstone SC
- Callout for Corporate, Council, LGAQ & WMRR Waste Reports

7. LAWMACInc SPONSORSHIP**Workshop and Meeting Presenters & Sponsorship**

Leading up to LAWMAC Workshops and Meetings the Secretary will be circulating a Date Claimer and calling for Corporate Sponsorships in accordance with the listings in the Prospectus plus also open to discussion of other levels of support.

Newsletter Advertising & Sponsorship

Articles rated as commercially advertising and promotional submitted for future editions of the LAWMAC newsletter will be reviewed and accepted in accordance with sponsorship levels in the Prospectus. General Waste Industry articles will remain at no charge.

Corporate Shirts & Sponsorship

The Management Committee reviewed and agreed to “upgrade” the existing style of LAWMAC’s Polo Shirts to a more business-type corporate shirt with fewer logos to reduce the impression of a “Bowling Shirt” appearance.

- The LAWMAC logo and tagline will be positioned on the left and right hand shirt front respectively
- Four sponsors only to be positioned on sleeves (Cleanaway, CQG Consulting, Mandalay & ReGroup have submitted interest)
- The back of the shirt will remain free of any sponsorship logos and names
- To continue using a recycled material plus place a two-year life-span on each run of 100 shirts

8. ROSSKO AWARD

As Team Leader of the Rossko Award Working Group, Gavin Hammond to provide an update on:-

- The Selection Criteria Review
- The “Team behind the Leader” Operational Award
- Formal Presentation of Awards at a Thursday Night Dinner Event

9. LAWMAC NEWSLETTER

The April edition of the Newsletter was developed by Sandi Brown (Rockhampton RC) and circulated to members prior to this meeting. Thank you to all who provided articles. All LAWMAC newsletters can be viewed at www.lawmac.org.au

10. LAWMAC REBRANDING and WEBSITE REDESIGN

The Hunting House in Townsville was contracted to undertake the ReBranding and Website Design with work commencing mid February 2022.

The design team at HH have provided several proofs to the Management Committee for review with ongoing works currently underway for determining the final Logo plus the Tagline “**No Time To Waste**” also considered and endorsed.

Hunting House is also working towards the date of 21 April 2022 to provide an initial proof of the Website for review at this general meeting.

11. LGAQ REPORT

Robert Ferguson to report on activities and operations relevant to Councils and the Waste Industry in Qld including updates on the:-

- LGAQ Consultation Submission to DES on the Qld Organics Waste Action Plan
- LGAQ Feedback to DES on the Qld Waste Strategy due in June 2022

12. DES REPORT

Pravin Menon & Kylie Hughes to recap on their Thursday Workshop presentations plus any other DES project and program updates.

13. WMRR REPORT

Qld President Matt McCarthy to give a brief verbal overview on WMRR operations as per the report submitted to Secretary prior to the meeting.

14. WASTE LEVY CHANGES & KEY CONSIDERATION FOR SITES –
presentation by Lacey Webb Resource Hub (15 mins)**15. KERBSIDE CAMPAIGN TARGETING GENERAL WASTE & RECYCLING BIN CONCEALMENT –** presentation by Adam Nicholson CoExchange (15 mins)

16. STEWARDSHIP PROGRAMS

At the November 2021 general meeting of LAWMAC members noted the National Agenda becoming more central around climate-based initiatives and the Resource Recovery Industry is at risk of being left with the fallout.

- **Battery Stewardship Scheme**

The Battery Stewardship Program and issues related to fires, waste and the scale of batteries that councils are going to have to deal with plus lithium batteries which are not included in the Stewardship.

- **Lithium Batteries in Electric Vehicles**

With the introduction of Electric Vehicles using lithium batteries local govts could be looking at having to deal with a greater number of illegally dumped electric vehicles in their electoral regions in 4-5 years time and need to look at this issue now.

- **Solar Panel Recycling**

Some inroads have been commenced but years into scheme still no solutions have been determined. Local Govts and Waste Industry need to move in the direction of sitting at the Policy Table to identify solutions at the local level as the end-of-life for Solar Panels is coming close. Hailstone/cyclonic storm damage is also a critical issue at landfills and local govt needs to determine a role for managing this issue.

17. WASTE REPORTS

At the November 2021 General Meeting of LAWMAC members endorsed the proposal that Waste Reports are tabled as a whole at meetings and available from the Secretary by request or posting on the Members Only area of the new website.

18. GENERAL BUSINESS

Members are invited to raise any other items of general business.

19. MEETING DATES and HOST COUNCILS IN 2022/23

Members to confirm the dates & hosts of Workshops and Meetings in 2022-23

16TH & 17TH June 2022 – Host Council Livingstone SC

18th & 19th August 2022 – Host Council Isaac RC

17th & 18th November 2022 – Host Council Cassowary Coast RC

16th & 17th February 2023 – Host Council Mackay RC

18th & 19th May 2023 – Host Council Cook SC – **30TH ANNIVERSARY**

20. CLOSURE OF MEETING

11.2 NOTICE OF MOTION - COUNCILLOR NEIL FISHER - LOCAL AUTHORITY WASTE MANAGEMENT ACTION COMMITTEE TRAVEL**File No:** 10072**Attachments:** 1. Correspondence to Chief Executive Officer [↓](#)**Responsible Officer:** Damon Morrison - Manager Office of the Mayor
Evan Pardon - Chief Executive Officer

SUMMARY

Councillor Neil Fisher has indicated his intention to move a Notice of Motion at the next meeting of Council on Tuesday 10 May 2022.

COUNCILLOR'S RECOMMENDATION

THAT Councillor Neil Fisher be granted retrospective approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) meeting in Townsville from 19-22 April 2022.

THAT Councillor Neil Fisher be granted approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) Management Committee Strategic Plan Workshop on the evening of Thursday 12 and Friday 13 May 2022 in Mackay.

BACKGROUND

Following changes to the "Councillor Travel Approval Process" at the Ordinary Council Meeting on 25 May 2021 and the "Review of Councillor Travel Approval Process" at the Ordinary Council Meeting on 27 July 2021 Council approved the following:

"Prior-Council approval extends to all conferences, meetings and associated travel outside the CQROC Local Government Areas related to Councillor appointments as representatives to external organisations"

It was understood that this meant that Councillors did not require prior approval from Council for travel in circumstances where it related to their formal appointment as representatives to external organisations. The Councillor Travel Approval Process was amended at an Ordinary Council Meeting on 22 March 2022 and 26 April 2022 which did not reflect this earlier intent. Councillor Neil Fisher is therefore seeking retrospective approval for travel to the LAWMAC meeting in Townsville to ensure it is completely captured under the new changes.

Councillor Neil Fisher is the President of Local Authority Waste Action Committee Inc (LAWMAC) and has been the delegate of LAWMAC since Rockhampton Regional Council joined the group.

The Local Authority Waste Management Action Committee Inc (LAWMAC) is the Peak Body for Waste and Resource Recovery in Northern Regional Queensland. The organisation represents 31 Queensland Local Government Councils and 39 Associate Members consisting of State Government Officers (Department Environment & Science), LGAQ representatives, Local Government Councillors, Council Waste & Recycling Managers and Staff, and Waste and Recycling Industry leaders. All dedicated to best practice waste management aiming to provide sustainable solutions through its regional forum and interactive participation across the LAWMAC region on current and future Waste Management Practices and Technologies. Members are informed of legislative changes, targets and identify areas for advocacy in the industry to achieve zero waste by 2050.

LAWMAC is a 'not for profit' group comprising members from the North Queensland Local Government area from Cook Shire in the north to Gladstone in the south and extending inland to Mount Isa, Longreach and the Burke and Cloncurry shires. Attendance at LAWMAC Meetings has grown from an average of 35 a few years ago to a 100 at the recent Townsville.

The LAWMAC Inc Management Committee consists of President Cr Neil Fisher, Vice President Cr Brett Moller CRC, Treasurer Cr Belinda Hassan MRC, Mayor Sean Dillon BRC, Cr Russ Cook TRC, Cr Andrea Friend LSC and Waste Managers Jason Grandcourt MRC, Michael O'Keeffe RRC, Matt McCarthy, Steve Cosatto CRC and LAWMAC Inc Secretary Mary Field.

The LAWMAC Inc *constitutional* requires the LAWMAC Inc conducts 4 Workshops & Meetings a year at venues within the LAWMAC footprint. The next LAWMAC Inc Workshop & Meeting will be hosted by Livingstone Shire Council June 16 and 17.

The LAWMAC Inc *constitutional* requires the LAWMAC Inc Management Committee to meet in person every 2 months. With other LAWMAC Inc Management Committee meetings conducted via teleconference or via Teams. The LAWMAC Inc Management Committee will be conducting Strategic Plan Workshop in Mackay on the evening of Thursday the 12th and Friday 13th May 2022. This Strategic Plan Workshop will be facilitated by Mr Steve Boxall.

Councillor Neil Fisher will drive to Mackay and will be taking Rockhampton Waste and Recycling's Michael O'Keeffe. He would be seeking to stay at the IBIS Mackay for 2 nights @\$143.00/night and would also require meals.

The LAWMAC Inc Management Committee President Cr Neil Fisher, LAWMAC Inc Secretary Mary Field and host Council representatives may be required meet the day before the LAWMAC Inc Workshop & Meeting.

**NOTICE OF MOTION –
COUNCILLOR NEIL FISHER –
LOCAL AUTHORITY WASTE
MANAGEMENT ACTION COMMITTEE
TRAVEL**

**Correspondence to
Chief Executive Officer**

Meeting Date: 10 May 2022

Attachment No: 1



Councillor Neil Fisher
Division 2 - Deputy Mayor
Airport Portfolio
neil.fisher@rrc.qld.gov.au
0417 663 961

29 April 2022

The Chief Executive Officer
Rockhampton Regional Council
PO BOX 1860
ROCKHAMPTON QLD 4700

Dear Evan

I hereby give notice that I intend to move the following Motion at the next Ordinary Council Meeting of the Rockhampton Regional Council, on Tuesday 10 May 2022.

THAT Councillor Neil Fisher seek retrospective approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) meeting in Townsville from 19-22 April 2022.

THAT Councillor Neil Fisher seek approval from Council to attend the Local Authority Waste Action Committee Inc (LAWMAC) Management Committee Strategic Plan Workshop on the evening of Thursday the 12th and Friday 13th May 2022 in Mackay.

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Rockhampton Regional Council PO Box 1860, Rockhampton Q 4700    
P: 07 4932 9000 or 1300 22 55 77 | E: enquiries@rrc.qld.gov.au | W: www.rrc.qld.gov.au

SAFETY FIRST
A graphic with the words "SAFETY FIRST" in bold, black, sans-serif font above a series of yellow and black diagonal stripes.

the LAWMAC region on current and future Waste Management Practices and Technologies. Members are informed of legislative changes, targets and identify areas for advocacy in the industry to achieve zero waste by 2050.

LAWMAC is a 'not for profit' group comprising members from the North Queensland Local Government area from Cook Shire in the north to Gladstone in the south and extending inland to Mount Isa, Longreach and the Burke and Cloncurry shires. Attendance at LAWMAC Meetings has grown from an average of 35 a few years ago to a 100 at the recent Townsville.

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The LAWMAC Inc Management Committee President Cr Neil Fisher, LAWMAC Inc Secretary Mary Field and host Council representatives may be required meet the day before the LAWMAC Inc Workshop & Meeting.

Yours sincerely



Cr Neil Fisher
Deputy Mayor
Rockhampton Regional Council

12 QUESTIONS ON NOTICE

Nil

13 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.

14 CLOSED SESSION

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

RECOMMENDATION

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

15.1 Rockhampton Ring Road Project - Compulsory Acquisition of Council Land

In accordance with section 254J(3)(g) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

15.2 Legal Matter

In accordance with section 254J(3)(e) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government.

15.3 2022/2023 Budget Briefing

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

15 CONFIDENTIAL REPORTS

15.1 ROCKHAMPTON RING ROAD PROJECT - COMPULSORY ACQUISITION OF COUNCIL LAND

File No: 14293

Attachments:

1. Aerial Map
2. Notice of Intention to Resume

Authorising Officer: Marnie Taylor - Chief Financial Officer
Ross Cheesman - Deputy Chief Executive Officer

Author: Kellie Roberts - Coordinator Property & Insurance

In accordance with section 254J(3)(g) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

SUMMARY

Coordinator Property & Insurance reporting on the compulsory acquisition of Council owned land for the Rockhampton Ring Road Project.

15.2 LEGAL MATTER**File No:** 12534**Attachments:** 1. Statement of Reasons**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Allysa Brennan - Coordinator Legal and Governance

In accordance with section 254J(3)(e) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government.

SUMMARY

The purpose of this report is to provide Councillors with an update on a current legal matter and seek approval to proceed as outlined in the report.

15.3 2022/2023 BUDGET BRIEFING**File No:** 8785**Attachments:** Nil**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Marnie Taylor - Chief Financial Officer

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

SUMMARY

This report will provide further information in relation to the 2022/2023 Budget.

16 CLOSURE OF MEETING