



# **SPECIAL MEETING**

## **AGENDA**

**3 MAY 2022**

*Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 3 May 2022 commencing at 10:00 am for transaction of the enclosed business.*

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

**CHIEF EXECUTIVE OFFICER**  
29 April 2022

Next Meeting Date: 10.05.22

**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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## TABLE OF CONTENTS

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ITEM	SUBJECT	PAGE NO
1	OPENING.....	1
2	PRESENT .....	1
3	APOLOGIES AND LEAVE OF ABSENCE .....	1
4	DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA .....	1
5	OFFICERS' REPORTS .....	2
5.1	2022-2023 OPERATIONAL PLAN .....	2
6	CLOSED SESSION .....	19
7.1	2022-2023 BUDGET BRIEFING	
7	CONFIDENTIAL REPORTS.....	20
7.1	2022-2023 BUDGET BRIEFING .....	20
8	CLOSURE OF MEETING.....	21

**1 OPENING**

- 1.1 Acknowledgement of Country

**2 PRESENT**

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

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

## 5 OFFICERS' REPORTS

### 5.1 2022-2023 OPERATIONAL PLAN

<b>File No:</b>	<b>8320</b>
<b>Attachments:</b>	<b>1. Draft 2022-2023 Operational Plan Actions, Targets and Key Focus Areas</b> <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Ross Cheesman - Deputy Chief Executive Officer</b>
<b>Author:</b>	<b>Allysa Brennan - Coordinator Legal and Governance</b>

#### SUMMARY

*The draft 2022-23 Operational Plan actions, targets and key focus areas are presented for Council endorsement prior to being presented to Council for adoption together with the 2022-23 Budget.*

#### OFFICER'S RECOMMENDATION

THAT Council endorse the report and agreed alterations. The Operational Plan now be prepared for adoption at Council's Budget meeting.

#### COMMENTARY

Council has a legislative requirement to adopt an annual Operational Plan which must, amongst other things, detail how Council will progress the implementation of its 5 year Corporate Plan over the coming financial year in accordance with the adopted budget.

The draft 2022-23 Operational Plan actions, targets and key focus areas (**Attachment 1**) has been prepared to advise what activities Council will undertake throughout the upcoming financial year towards achieving its 2022-2027 Corporate Plan goals and efforts.

#### BACKGROUND

All actions contained in the draft Operational Plan are dependent on the outcome of the 2022-23 Adopted Budget.

#### 2022-2027 Corporate Plan

The 2022-23 Operational Plan must align with the 2022-2027 Corporate Plan goals and efforts. Council adopted the 2022-2027 Corporate Plan on 8 February 2022. The 5 year Corporate Plan contains a series of strategic goals and efforts for the organisation to achieve over the upcoming five financial years.

The 2022-2027 Corporate Plan focuses on creating a fiscally responsible organisation that provides excellent service and value for money to ratepayers across the Region. The Corporate Plan emphasises the importance of strategic planning, thoroughly understanding our communities and their needs, and providing the infrastructure that underpins vibrant, liveable, growing communities. The Corporate Plan consists of the following themes: Our Council; Our Community; Our Economy, Our Environment with infrastructure that underpins what our Council delivers.

#### Key Focus Areas and Significant Capital Projects

The following four proposed 2022-23 Operational Plan Key Focus Areas have been developed:

Proposed New Key Focus Areas	
Key Focus Area	Corporate Plan Theme
Fiscal Responsibility/Financial Sustainability	Our Council
Community Needs	Our Community

Economic Development and Future Growth	Our Economy
Infrastructure Planning	Our Infrastructure

The following three Significant Capital Projects are listed in the draft 2022-23 Operational Plan:

1. Glenmore Water Treatment Plant Upgrade
2. North Rockhampton Sewage Treatment Plant Augmentation
3. Mount Morgan Water Supply Security Project

### **Business Unit Performance Plans**

Council's annual Operational Plan must include an annual Performance Plan for each of its commercial business units. The draft annual Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Airport will be provided to Councillors for review at a future date prior to the adoption of the 2022-2023 Operational Plan.

### **PREVIOUS DECISIONS**

Council adopted its 2022-2027 Corporate Plan on 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**

Council has a legislative requirement under the *Local Government Act 2009* and *Local Government Regulation 2012* to produce an annual Operational Plan.

Section 174 of the *Local Government Regulation 2012* requires:

- A local government to prepare and adopt an annual Operational Plan for each financial year;
- 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; and
- A local government to discharge its responsibilities in a way that is consistent with its annual Operational Plan.

Section 175 of the *Local Government Regulation 2012* outlines that a local government's Operational Plan must:

- (a) Be consistent with its annual budget;
- (b) State how the local government will:
  - (i) Progress the implementation of the 5 year Corporate Plan during the period of the annual operational plan; and
  - (ii) Manage operational risks; and
- (c) Include an annual performance plan for each commercial business unit of the local government.

### **LEGAL IMPLICATIONS**

Failure to adopt an annual Operational Plan will result in legislative non-compliance.

### **STAFFING IMPLICATIONS**

It is anticipated that there will be no implications to Council permanent staffing levels.

**RISK ASSESSMENT**

In accordance with section 175 of the *Local Government Regulation 2012* the Operational Plan must manage operational risks.

**CORPORATE/OPERATIONAL PLAN**

The purpose of the annual Operational Plan is to advise how Council intends to address the 2022-2027 Corporate Plan outcomes over the upcoming financial year by outlining the actions and targets Council will undertake in accordance with the adopted budget.

**CONCLUSION**

The draft 2022-23 Operational Plan actions and targets and key focus areas are presented for Council endorsement prior to being presented to Council for adoption.

# **2022-2023 OPERATIONAL PLAN**

## **Draft 2022-2023 Operational Plan Actions, Targets and Key Focus Areas**

**Meeting Date: 3 May 2022**

**Attachment No: 1**



# **DRAFT OPERATIONAL PLAN 2022-2023**

Responsible Section		Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2022/23 Operational Action	Proposed 2022/23 Operational Target	Councillor Portfolio	Comments (includes if the action and target relate to a Key Focus Area or Significant Capital Project)
Department	Section								
Community Services	Parks	1.1.1.1	1. Our Council	1.1. We are fiscally responsible	1.1.1. We prioritise our projects and operational activities effectively to achieve our long-term goals.	Develop a business plan for the Rockhampton Zoo to investigate opportunities to offset Council's operational investment.	Present report to Council on options by 30 June 2023.	Parks, Sport and Public Spaces	KFA – Fiscal Responsibility/ Financial Sustainability
Corporate Services	Airport	1.1.1.2	1. Our Council	1.1. We are fiscally responsible	1.1.1. We prioritise our projects and operational activities effectively to achieve our long-term goals.	Manage the Airport in accordance with the Rockhampton Airport 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport	
Regional Services	Waste & Recycling	1.1.1.3	1. Our Council	1.1. We are fiscally responsible	1.1.1. We prioritise our projects and operational activities effectively to achieve our long-term goals.	Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling	
Regional Services	Fitzroy River Water	1.1.1.4	1. Our Council	1.1. We are fiscally responsible	1.1.1. We prioritise our projects and operational activities effectively to achieve our long-term goals.	Deliver water and sewerage services in accordance with Fitzroy River Water 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability	
Corporate Services	Finance	1.1.2.1	1. Our Council	1.1. We are fiscally responsible	1.1.2. Our budgets are financially sustainable and provide value and accountability to the community.	Review Council's Community Service activities where private providers now supply similar services.	Present report of options to Council by 30 June 2023.	Communities and Heritage	KFA – Community Needs
Corporate Services	Finance	1.1.2.2	1. Our Council	1.1. We are fiscally responsible	1.1.2. Our budgets are financially sustainable and provide value and accountability to the community.	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council	KFA – Fiscal Responsibility/ Financial Sustainability Same as last year
Regional Services	Project Delivery	1.1.2.3	1. Our Council	1.1. We are fiscally responsible	1.1.2. Our budgets are financially sustainable and provide value and accountability to the community.	Delivery of assigned Capital Projects.	Complete 95% expenditure against approved Capital budget.	Infrastructure	KFA – Fiscal Responsibility/ Financial Sustainability
Regional Services	Infrastructure Planning	1.1.3.1	1. Our Council	1.1. We are fiscally responsible	1.1.3. We have effective governance with accountable decision-making practices.	Continually improve asset management practices.	Develop and adopt a 3 year Asset Management Improvement Plan by 30 June 2023.	Infrastructure	KFA – Economic Development and Future Growth KFA – Infrastructure Planning
Community Services	Communities & Culture	1.1.4.1	1. Our Council	1.1. We are fiscally responsible	1.1.4. We pursue and advocate for funding that enables us to deliver our planned priorities and supports our financial sustainability.	Continue to advocate for support from other levels of government for Council's planned priorities.	Advocate for planned priorities in accordance with the Advocacy Framework.	Whole of Council	KFA – Economic Development and Future Growth

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Department	Section								
Office of the CEO	Office of the Mayor	1.2.1.1	1. Our Council	1.2. We are respected and recognised for our engagement with the community and our contributions to the Region	1.2.1. We build strong and respectful working relationships with stakeholders in all levels of government.	Establish a strategic approach to relationships across all levels of Government.	Develop the 2023-2024 Advocacy Plan by 30 June 2023.	Whole of Council	KFA – Economic Development and Future Growth
Office of the CEO	Directorate	1.2.2.1	1. Our Council	1.2. We are respected and recognised for our engagement with the community and our contributions to the Region	1.2.2. We have productive and respectful relationships with stakeholders within neighbouring regions.	Engage in regional collaboration initiatives and targeted advocacy.	Actively participate in Central Queensland Regional Organisation of Council's (CQROC) and associated working groups.	Whole of Council	KFA – Economic Development and Future Growth
Office of the CEO	Office of the Mayor	1.2.4.1	1. Our Council	1.2. We are respected and recognised for our engagement with the community and our contributions to the Region	1.2.4. As a community leader, we advocate for the benefit of our community.	Develop a calendar of engagements in line with the scope and resourcing of the Community Engagement Framework.	Implement actions included in the calendar of engagements.	Whole of Council	KFA – Community Needs
Corporate Services	Workforce & Governance	1.3.1.1	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Implement the Health and Safety Strategy.	Deliver the Health and Safety Strategy actions for 2022-23.	Whole of Council	
Corporate Services	Workforce & Governance	1.3.1.2	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Develop and implement a Work Health and Safety Performance Measures Procedure to monitor compliance against Key Performance Indicators.	Whole of Council	
Corporate Services	Workforce & Governance	1.3.1.3	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Develop a People Strategy to assist with the transition to a desired organisational culture.	Present a People Strategy to Leadership Team for adoption by 31 December 2022.	Whole of Council	
Corporate Services	Corporate & Technology Services	1.3.1.4	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2022-23.	Whole of Council	
Corporate Services	Corporate & Technology Services	1.3.1.5	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Implement the transition of R1 from an 'on premise' solution to the Cloud – Software as a Service (SaaS).	Successfully transition R1 to the Cloud and implement SaaS by 30 June 2023.	Whole of Council	

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Department	Section								
Corporate Services	Finance	1.3.1.6	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable	Deliver Council's Customer Service Charter, ensuring positive engagement with internal and external customers, which includes the ongoing promotion of eServices to customers – eNotices, online self-service.	Ensure 75% of Customer calls are answered within 45 seconds and increase the take up of eNotices.	Whole of Council	KFA – Community Needs
Corporate Services	Workforce & Governance	1.3.2.1	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.2. We value our staff and volunteers, and recognise their contributions to the workplace and the Region.	Develop and implement required strategies and operational actions from the Certified Agreements.	Deliver all actions and strategies within the timeframes indicated in the Certified Agreements.	Whole of Council	
Community Services	Directorate	1.3.2.2	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.2. We value our staff and volunteers, and recognise their contributions to the workplace and the Region.	Host a 'thank you' event for Council volunteers to recognise their contributions to the organisation.	Event to be held by 31 December 2022.	Communities and Heritage	
Regional Services	Infrastructure Planning	2.1.1.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.1. We ensure community assets are utilised and appropriate for the needs of the community.	Update Asset Management Plans for: - Sealed Roads; and - Airport.	Present plans to Council for adoption by 30 June 2023.	Infrastructure	KFA – Economic Development & Future Growth KFA – Infrastructure Planning
Regional Services	Project Delivery	2.1.1.2	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.1. We ensure community assets are utilised and appropriate for the needs of the community.	Deliver Botanic Gardens and Zoo Redevelopment Implementation Plan.	Commence construction of New Entry Hub and Playground in accordance with approved timeframes.	Parks, Sport and Public Spaces	
Choose an item.	Choose an item.	2.1.2.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.2. We encourage diversity of community events and innovative use of our places and spaces.				
Choose an item.	Choose an item.	2.1.3.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.3. Our work takes into consideration the diversity of our communities throughout the Region.				
Corporate Services	Strategy & Planning	2.1.4.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.4. We provide facilities for sports and the arts that encourage community participation, and attract elite sporting and cultural events.	Continue open space and community assets planning.	Substantially progress assessment of community needs to improve Council's understanding of those needs and determine suitability of existing facilities and gaps in provision by 30 June 2023.	Parks, Sport and Public Spaces	KFA – Community Needs
Regional Services	Project Delivery	2.1.5.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.5. We maintain our public places and spaces responsibly by planning and prioritising our work.	Undertake Mount Morgan Pool Redevelopment Project.	Prepare design of new Aquatic Centre by 31 December 2022.	Parks, Sport and Public Spaces	KFA – Infrastructure Planning

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Department	Section								
Community Services	Parks	2.1.5.2	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.5. We maintain our public places and spaces responsibly by planning and prioritising our work.	Continue the review of current levels of service and maintenance of open spaces to identify opportunities for continuous improvement.	Present an updated analysis report to Council and establish Customer Service Standards by 30 June 2023.	Parks, Sport and Public Spaces	KFA – Community Needs
Corporate Services	Strategy & Planning	2.2.1.1	2. Our Community	2.2. We support our communities through our activities and programs	2.2.1. We develop our understanding of the needs and concerns of the community.	Undertake planning for major sports and events precincts.	Complete preliminary planning of precincts and present reports on options and estimated costs to Council by 30 June 2023.	Parks, Sport and Public Spaces	KFA – Community Needs
Corporate Services	Strategy & Planning	2.2.2.1	2. Our Community	2.2. We support our communities through our activities and programs	2.2.2. We provide opportunities for people to contribute to their communities.	Review Council's role in relation to community development.	Provide an analysis report to Council by 30 June 2023.	Communities and Heritage	KFA – Community Needs
Regional Services	Waste & Recycling	2.2.3.1	2. Our Community	2.2. We support our communities through our activities and programs	2.2.3. We support our people and community groups through our programs and resources.	Collaborate with organisations and social enterprises to develop opportunities to capacity build.	Develop an Upcycle Village at the Lakes Creek Road Waste Management Facility by 30 June 2023 to support upcycling initiatives and skill development.	Waste and Recycling	
Regional Services	Waste & Recycling	2.2.3.2	2. Our Community	2.2. We support our communities through our activities and programs	2.2.3. We support our people and community groups through our programs and resources.	Create a community that is supported to achieve best practices in waste management.	Deliver the Rockhampton Regional Waste and Recycling Waste Education Plan 2022 by 31 December 2022.	Waste and Recycling	
Choose an item.	Choose an item.	2.2.4.1	2. Our Community	2.2. We support our communities through our activities and programs	2.2.4. We are effective advocates and facilitators for our communities.				
Community Services	Communities & Culture	2.3.1.1	2. Our Community	2.3. Our Region's heritage and culture are preserved and celebrated	2.3.1. Our services, activities and community assets provide opportunities to celebrate our culture and creative arts, and preserve the Region's heritage.	Complete a review of the Rockhampton Museum of Art and its contribution to the community and cultural tourism.	Present report to Council by 30 June 2023.	Communities and Heritage	
Community Services	Communities & Culture	2.3.1.2	2. Our Community	2.3. Our Region's heritage and culture are preserved and celebrated	2.3.1. Our services, activities and community assets provide opportunities to celebrate our culture and creative arts, and preserve the Region's heritage.	Develop a 5 year Business Plan for the Rockhampton Heritage Village.	Present a report to Council by 30 June 2023.	Communities and Heritage	
Choose an item.	Choose an item.	2.3.2.1	2. Our Community	2.3. Our Region's heritage and culture are preserved and celebrated	2.3.2. Our communities contribute to the enrichment of the Region's cultural heritage.				

Responsible Section		Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2022/23 Operational Action	Proposed 2022/23 Operational Target	Councillor Portfolio	Comments (includes if the action and target relate to a Key Focus Area or Significant Capital Project)
Department	Section								
Office of the CEO	Office of the Mayor	2.3.3.1	2. Our Community	2.3. Our Region's heritage and culture are preserved and celebrated	2.3.3. We acknowledge and celebrate the Region's cultural diversity.	Undertake a review of Council's existing Indigenous Land Use Agreement (ILUA) with Darumbal People Aboriginal Corporation and commence negotiations of an ILUA with Gaangalu Nation People.	Monitor progress of ILUA arrangements and present report to Council every quarter.	Communities and Heritage	
Office of the CEO	Advance Rockhampton	3.1.1.1	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.1. We have a greater understanding of the Region's economic strengths, opportunities and challenges.	Implement actions contained in the Rockhampton Region Economic Action Plan.	Prepare an Actions Matrix with implementation timelines for each action by 30 September and deliver actions within approved timeframes.	Advance Rockhampton	KFA – Economic Development and Future Growth
Community Services	Community Assets & Facilities	3.1.2.1	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.2. Our strategic planning supports the Region's growing population and enables economic development.	Investigate options for burials to continue at Rockhampton Memorial Gardens Cemetery.	Develop a feasible forward plan for burials for the Rockhampton community to be presented to Council by 30 June 2023.	Communities and Heritage	KFA – Economic Development and Future Growth
Regional Services	Infrastructure Planning	3.1.2.2	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.2. Our strategic planning supports the Region's growing population and enables economic development.	Undertake a review of the Local Government Infrastructure Plan (LGIP).	Complete the review in accordance with the LGIP Review Project Plan by 30 June 2023.	Infrastructure	Major amendment to planning scheme KFA – Economic Development and Future Growth
Corporate Services	Strategy & Planning	3.1.2.3	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.2. Our strategic planning supports the Region's growing population and enables economic development.	Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Complete current planning scheme amendments by 30 June 2023.	Planning and Regulation	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.1.3.1	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.3. We support businesses and industries to adapt and capitalise on the move towards renewable energy and a circular economy.	Develop a Renewable Energy Projects marketing plan.	Develop a marketing plan by 30 November 2022.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.1.3.2	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.3. We support businesses and industries to adapt and capitalise on the move towards renewable energy and a circular economy.	Develop a Circular Economy Framework document to outline key economic opportunities for key economic industries and appropriate Council services.	Develop the framework by 31 May 2023.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.2.1.1	3. Our Economy	3.2. Our work attracts business and industry to our Region	3.2.1. We support projects that strengthen the Region's economic development.	Develop a specific Defence and Industry Capability Strategy for the Rockhampton Region.	Develop the strategy by 31 May 2023.	Advance Rockhampton	KFA – Economic Development and Future Growth

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Department	Section								
Office of the CEO	Advance Rockhampton	3.2.2.1	3. Our Economy	3.2. Our work attracts business and industry to our Region	3.2.2. We facilitate business development and capacity building.	Deliver industry development initiatives to strengthen and grow the key sectors of Resources and Construction and Agriculture and Water.	Implement economic resilience activities in line with the Rockhampton Region Economic Development Strategy and Action Plan.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.2.2.2	3. Our Economy	3.2. Our work attracts business and industry to our Region	3.2.2. We facilitate business development and capacity building.	Develop an Investment Attraction Strategy and Jobs Pipeline Study.	Develop strategy by 31 March 2023.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Office of the Mayor	3.2.3.1	3. Our Economy	3.2. Our work attracts business and industry to our Region	3.2.3. We advocate for the Region with all levels of government and support non-Council projects that benefit the Region.	Collaborate with key stakeholders to identify relevant non-Council projects and issues for advocacy to other levels of government.	Non-Council projects and issues are included in Council's Advocacy Plan.	Whole of Council	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.2.4.1	3. Our Economy	3.2. Our work attracts business and industry to our Region	3.2.4. We work collaboratively with business and industry partners and stakeholders.	Develop stakeholder and business events and leverage key partnerships.	Deliver business events across the Region throughout the financial year collaborating with our key partners.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.3.1.1	3. Our Economy	3.3. Our work attracts visitors to the Region	3.3.1. We promote our Region as an attractive destination for visitors.	Develop a strategic tourism and marketing plan for the Region in accordance with the new Rockhampton Region Economic Development Strategy.	Develop plan by 31 October 2022 and deliver updated strategic tourism and marketing actions within approved timeframes.	Advance Rockhampton	KFA – Economic Development and Future Growth
Office of the CEO	Advance Rockhampton	3.3.2.1	3. Our Economy	3.3. Our work attracts visitors to the Region	3.3.2. We design places and deliver events that encourage visitors to come and stay.	Develop a diverse events calendar that supports liveability and visitability within the Region.	Deliver an event calendar (including major third party events) for 2023 calendar year by 31 October 2022.	Advance Rockhampton	KFA – Economic Development and Future Growth
Regional Services	Waste & Recycling	3.4.1.1	3. Our Economy	3.4. We support our Region's economy through our projects and activities	3.4.1. We plan and deliver significant projects that deliver ongoing, sustainable economic benefits for the Region.	Complete the trial for kerbside organics collection and present a Business Case to Council recommending the most appropriate service for the Region.	Present Business Case to Council for approval by 31 December 2022.	Waste and Recycling	
Regional Services	Project Delivery	3.4.2.1	3. Our Economy	3.4. We support our Region's economy through our projects and activities	3.4.2. Our infrastructure and community assets support the growth of the Region's economy.	Undertake the Glenmore Water Treatment Plant Upgrade Project.	Complete construction work in line with the approved project schedule by 30 April 2023.	Infrastructure	Significant Capital Project
Regional Services	Project Delivery	3.4.2.2	3. Our Economy	3.4. We support our Region's economy through our projects and activities	3.4.2. Our infrastructure and community assets support the growth of the Region's economy.	Undertake the North Rockhampton Sewage Treatment Plant Augmentation Project.	Complete construction work in accordance with the approved project schedule.	Infrastructure	Significant Capital Project
Regional Services	Waste & Recycling	3.4.2.3	3. Our Economy	3.4. We support our Region's economy through our projects and activities	3.4.2. Our infrastructure and community assets support the growth of the Region's economy.	Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Complete procurement for a long-term solution by 30 June 2023.	Waste and Recycling	KFA – Economic Development and Future Growth

Responsible Section		Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2022/23 Operational Action	Proposed 2022/23 Operational Target	Councillor Portfolio	Comments (includes if the action and target relate to a Key Focus Area or Significant Capital Project)
Department	Section								
Community Services	Environmental Sustainability	4.1.1.1	4. Our Environment	4.1. Our Region is resilient and prepared to manage climate-related risks and opportunities	4.1.1. We have a greater understanding of climate risks and their impacts on the Region, which prepares us for challenges and opportunities in the future.	Secure resourcing to commence local implementation of the Climate Risk Management Framework for Queensland Local Government.	Commence implementation of climate risk management planning by 30 June 2023.	Water and Environmental Sustainability	
Regional Services	Fitzroy River Water	4.1.1.2	4. Our Environment	4.1. Our Region is resilient and prepared to manage climate-related risks and opportunities	4.1.1. We have a greater understanding of climate risks and their impacts on the Region, which prepares us for challenges and opportunities in the future.	Undertake the North Rockhampton Flood Backflow Prevention Project to enable an increased level of protection of the North Rockhampton Flood Mitigated Area in riverine flooding events.	Complete the construction and commissioning by 31 December 2022.	Water and Environmental Sustainability	KFA – Infrastructure Planning
Community Services	Environmental Sustainability	4.2.1.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.1. We continually improve our environment and sustainability performance and comply with State and Federal requirements.	Revise the Sustainability Strategy for the Region, ensuring continued alignment with State and Federal requirements.	Adopt revised Sustainability Strategy by 20 December 2022.	Water and Environmental Sustainability	
Community Services	Environmental Sustainability	4.2.1.2	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.1. We continually improve our environment and sustainability performance and comply with State and Federal requirements.	Review emergency action plan for the Mount Morgan No. 7 Dam to implement practical and usable processes in case of emergency.	Submit revised emergency action plan to Regulator for approval by 31 December 2022.	Water and Environmental Sustainability	
Regional Services	Waste & Recycling	4.2.1.3	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.1. We continually improve our environment and sustainability performance and comply with State and Federal requirements.	Complete a detailed review of the design for the vertical expansion of the Lakes Creek Road Landfill.	Complete design review with updated management plans to cover Geotechnical Monitoring System, Stormwater, Leachate, Groundwater, Landfill Gas and Conceptual Rehabilitation by 30 June 2023.	Waste and Recycling	KFA – Infrastructure Planning
Regional Services	Waste & Recycling	4.2.1.4	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.1. We continually improve our environment and sustainability performance and comply with State and Federal requirements.	In collaboration with Central Queensland Regional Organisation of Council's (CQROC) and State Government, develop a Central Queensland Regional Waste Management and Infrastructure Plan to highlight key initiatives and infrastructure requirements, including funding, to achieve the State Government targets of Zero Waste to Landfill by 2050.	Develop plan by 31 March 2023.	Waste and Recycling	KFA – Infrastructure Planning



Responsible Section		Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2022/23 Operational Action	Proposed 2022/23 Operational Target	Councillor Portfolio	Comments (includes if the action and target relate to a Key Focus Area or Significant Capital Project)
Department	Section								
Community Services	Environmental Sustainability	4.2.2.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.2. We seek out opportunities that contribute to the long-term environmental sustainability of the Region.	Implement the Sustainability Strategy for the Region in accordance with the Annual Action Plan.	Report on progress via an annual Year in Review highlights report and quarterly updates.	Water and Environmental Sustainability	
Regional Services	Fitzroy River Water	4.2.2.2	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.2. We seek out opportunities that contribute to the long-term environmental sustainability of the Region.	Develop Effluent Re-Use Strategies for our sewerage schemes that minimise environmental impact.	Present Effluent Re-Use Strategies for each Sewage Treatment Plant to Council for approval by 30 June 2023.	Water and Environmental Sustainability	
Regional Services	Waste & Recycling	4.2.2.3	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.2. We seek out opportunities that contribute to the long-term environmental sustainability of the Region.	Develop and implement a behaviour change campaign to support the community in the correct use of the kerbside collection service.	Complete community consultation to extract and align local knowledge and values of recycling and reuse, used to inform the development of education campaigns by 30 June 2023.	Waste and Recycling	
Regional Services	Waste & Recycling	4.2.3.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.3. Our waste management practices accommodate and support environmental sustainability.	Review The Rockhampton Regional Council Waste Strategy 2020 – 2023 including public consultation in order to re-establish strategic targets and priorities.	Complete public consultation and present revised strategy to Council for adoption by 31 March 2023.	Waste and Recycling	
Community Services	Environmental Sustainability	4.2.4.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.4. We support our community, businesses and industries as they transition towards a low carbon economy.	Develop initiatives that promote innovative and sustainable practices across our local communities, businesses and industries.	Develop initiatives by 30 June 2023.	Water and Environmental Sustainability	
Choose an item.	Choose an item.	4.2.5.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.5. Our practices protect and conserve our natural assets.				Corporate Plan Goal will be achieved with actions within delivery of Environmental Sustainability Strategy Annual Action Plan (4.2.2.1)
Choose an item.	Choose an item.	4.3.1.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.3.1. Our public spaces are designed for environmental sustainability, urban greening and amenity.				Corporate Plan Goal will be achieved with actions within delivery of Environmental Sustainability Strategy Annual Action Plan (4.2.2.1)
Regional Services	Waste & Recycling	5.1.1.1	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.1. Our Council assets are well maintained.	Complete Gracemere Waste Transfer Station redevelopment.	Complete redevelopment by 30 June 2023.	Infrastructure	KFA – Infrastructure Planning

Responsible Section		Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2022/23 Operational Action	Proposed 2022/23 Operational Target	Councillor Portfolio	Comments (includes if the action and target relate to a Key Focus Area or Significant Capital Project)
Department	Section								
Regional Services	Project Delivery	5.1.2.1	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.2. Our future projects are planned and prioritised.	Undertake Arthur Street Sewer Pump Station Replacement project.	Commence design of new pump station by 31 December 2022.	Infrastructure	KFA – Infrastructure Planning
Regional Services	Project Delivery	5.1.2.2	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.2. Our future projects are planned and prioritised.	Implement Gracemere and South Rockhampton Sewage Treatment Plant Strategy.	Commence construction of short term measures and the planning for long term strategy by 30 June 2023.	Infrastructure	KFA – Infrastructure Planning
Regional Services	Project Delivery	5.1.2.3	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.2. Our future projects are planned and prioritised.	Implement Mount Morgan Water Supply Security Business Case.	Commence design and construction of new potable water pipeline from Gracemere to Mount Morgan as approved by Council (100% funding dependant).	Infrastructure	Significant Capital Project
Regional Services	Infrastructure Planning	5.1.2.4	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.2. Our future projects are planned and prioritised.	Develop a Long Term Water Supply Strategy for Rockhampton and Gracemere.	Present strategy to Council for adoption by 30 June 2023	Water and Environmental Sustainability	KFA – Infrastructure Planning
Regional Services	Project Delivery	5.1.3.1	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.3. Our significant projects enable and support the Region's economy, community and environment.	Undertake the Alliance Airlines Aircraft Maintenance Repair and Overhaul Facility project.	Continue to work in collaboration with Alliance Airlines to complete the construction of the new Aircraft Maintenance Repair and Overhaul Facility by 31 March 2023.	Airport	KFA – Infrastructure Planning

# 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.

## **Fiscal Responsibility/Financial Sustainability**

### **(Corporate Plan Theme: Our Council)**

Remain fiscally responsible and ensure projects are prioritised and suitably funded to achieve our long term goals. Ensure the efficient and effective management of Council's finances through adopting budgets that are financially sustainable and provide value and accountability to the community. This is managed through the revision of Council's Long Term Financial Forecast in accordance with our budgetary needs, ensuring our financial indicators are within the expected benchmarks set for Queensland Local Governments.

Operational Plan Reference: 1.1.1.1, 1.1.2.2, 1.1.2.3

## **Community Needs**

### **(Corporate Plan Theme: Our Community)**

It is important for Council to understand community needs in order to effectively plan for and deliver facilities that are well utilised and an appropriate standard to service those needs. Understanding current and future community needs is also essential for effective asset management and in supporting advocacy for external funding of projects. Council will continue to advance planning of sports and events precincts as well as key community facilities.

Operational Plan Reference: 1.1.2.1, 1.2.4.1, 1.3.1.6, 2.1.4.1, 2.1.5.2, 2.2.1.1, 2.2.2.1

## **Economic Development and Future Growth**

### **(Corporate Plan Theme: Our Economy)**

Land use and infrastructure planning and delivery are key dimensions supporting growth of the Rockhampton region. Council will continue to refine the Rockhampton Region Planning Scheme and Local Government Infrastructure Plan to support and guide growth and development of the Region. Planning, prioritisation and delivery of critical infrastructure supporting residential and commercial growth will be a focus for Council in the near term. This will be complemented by improved asset management planning and advocacy for external funding of capital projects.

Council will work with industry to build upon the regions key industry sectors and collaborate with stakeholders to develop and capitalise on new and emerging opportunities in: Resources and Construction; Agriculture and Water; Defence Industry; Innovation; and Renewable Energy Projects. Council will continue their involvement in strategic tourism and marketing and key city building events enhancing the liveability and visitability across the Rockhampton region, solidifying our position as a region that people choose to live, visit and invest.

Operational Plan Reference: 1.1.3.1, 1.1.4.1, 1.2.1.1, 1.2.2.1, 2.1.1.1, 3.1.1.1, 3.1.2.1, 3.1.2.2, 3.1.2.3, 3.1.3.1, 3.1.3.2, 3.2.1.1, 3.2.2.1, 3.2.2.2, 3.2.3.1, 3.2.4.1, 3.3.1.1, 3.3.2.1, 3.4.2.3

## **Infrastructure Planning**

### **(Corporate Plan Theme: Our Infrastructure)**

Infrastructure planning will continue to be a priority as many of the services provided by Council such as roads, water supply and sewage treatment are asset intensive. Long term infrastructure plans and Asset Management Plans are essential to the efficient delivery of our infrastructure assets and to ensure the effective delivery of Council services. Development and implementation of long term infrastructure plans such as the Local Government Infrastructure Plan, Mount Morgan Water Supply Security Project, Rockhampton and Gracemere Water Supply Strategy, Rockhampton and

Gracemere Sewage Treatment Strategy and the Parkhurst Roads Strategy will be vital in delivering sustainable services to our community. It is also necessary that Council provide a strong voice on behalf of our community to ensure that infrastructure provided by other levels of government or private providers best suit the needs of our Region. Infrastructure planning ensures that our assets are managed strategically, transparently and efficiently.

Operational Plan Reference: 1.1.3.1, 2.1.1.1, 2.1.5.1, 4.1.1.2, 4.2.1.3, 4.2.1.4, 5.1.1.1, 5.1.2.1, 5.1.2.2, 5.1.2.4, 5.1.3.1

## Summary of Key Focus Areas

Focus	Operational Plan Action Reference	Corporate Plan Theme
<b>Fiscal Responsibility/Financial Sustainability</b>	1.1.1.1 1.1.2.2 1.1.2.3	Our Council
<b>Community Needs</b>	1.1.2.1 1.2.4.1 1.3.1.6 2.1.4.1 2.1.5.2 2.2.1.1 2.2.2.1	Our Council Our Community
<b>Economic Development and Future Growth</b>	1.1.3.1 1.1.4.1 1.2.1.1 1.2.2.1 2.1.1.1 3.1.1.1 3.1.2.1 3.1.2.2 3.1.2.3 3.1.3.1 3.1.3.2 3.2.1.1 3.2.2.1 3.2.2.2 3.2.3.1 3.2.4.1 3.3.1.1 3.3.2.1 3.4.2.3	Our Council Our Community Our Economy
<b>Infrastructure Planning</b>	1.1.3.1 2.1.1.1 2.1.5.1 4.1.1.2 4.2.1.3 4.2.1.4 5.1.1.1 5.1.2.1 5.1.2.2 5.1.2.4 5.1.3.1	Our Council Our Community Our Environment Our Infrastructure

# 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.

Operational Plan Reference: 3.4.2.1

Alignment with Corporate Plan: Our Economy

## North Rockhampton Sewage Treatment Plant Augmentation

This project involves a major refurbishment of the existing Plant in addition to the expansion of capacity. 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.

Operational Plan Reference: 3.4.2.2

Alignment with Corporate Plan: Our Economy

## Mount Morgan Water Supply Security Project

This project is looking at the most viable and reliable option for long term water supply security for the Mount Morgan community. This is essential in ensuring this important community can remain sustainable during periods of extended drought that lead to water supply failures. Increasing water supply security also provides the ability for Mount Morgan to grow and develop to maximise its potential to once again be a leading small town and destination of choice in regional Queensland. The developed Business Case will be utilised to provide evidence to support the preferred water security option, assist in securing State and/or Federal Government funding and ensure the project is considered investment ready. Subject to funding, the Design and Construction of a viable and reliable long term water supply solution for the Mount Morgan Community will commence.

Operational Plan Reference: 5.1.2.3

Alignment with Corporate Plan: Our Infrastructure

## Significant Capital Projects

Project	Operational Plan Action Reference
Glenmore Water Treatment Plant Upgrade	3.4.2.1
North Rockhampton Sewage Treatment Plant Augmentation	3.4.2.2
Mount Morgan Water Supply Security Project	5.1.2.3

## 6 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.

#### 7.1 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.

## 7 CONFIDENTIAL REPORTS

### 7.1 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.

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#### **SUMMARY**

*This report will provide further information in relation to the 2022/2023 Budget.*

**8 CLOSURE OF MEETING**