ORDINARY MEETING

AGENDA

10 NOVEMBER 2026

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 10 November 2026 commencing at 9:00 AM for transaction of the enclosed business.

CHIEF EXECUTIVE OFFICER
4 November 2026

Next Meeting Date: 24.11.26

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

2 PRESENT

Members Present:

The Mayor, Councillor A P Williams (Chairperson)
Councillor S Latcham
Councillor E W Oram
Councillor C R Rutherford
Councillor M A Taylor
Councillor G D Mathers
Councillor E B Hilse

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Councillor Drew Wickerson - Leave of Absence from 28 October 2026 to 13 November 2026

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 27 October 2026

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

6.1 BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL

File No: 10097

Attachments: 1. November 2026⇩

Authorising Officer: Evan Pardon - Chief Executive Officer

Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding Table is used as a tool to monitor outstanding items resolved at previous Council or Committee meetings. The current Business Outstanding Table for Ordinary Council is presented for Councillors' information.

OFFICER'S RECOMMENDATION

THAT the Business Outstanding Table for Ordinary Council be received.

BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL

November 2026

Meeting Date: 10 November 2026

Attachment No: 1

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

Meeting Date	Subject	Resolution	Officer	Target Date	Notes
23/07/2024	Telecommunications Policy Review	**COUNCIL RESOLUTION** THAT Council review the Telecommunication Facilities on Council Land Policy.	Roberts, Kellie	18/12/2026	**24 Jul 2024** Action reassigned to Roberts, Kellie **09 Aug 2024** Target date changed by Roberts, Kellie from 06 August 2024 to 30 September 2024 - Allow time to review policy and consult with stakeholders prior to presenting to Council Briefing. **29 Aug 2024** Target date changed by Roberts, Kellie from 30 September 2024 to 20 December 2024 - Allowance of time to develop policy review **29 Nov 2024** Target date changed by Roberts, Kellie from 20 December 2024 to 28 February 2025 - Extended timeframe due to resourcing. **18 Feb 2025** Target date changed by Roberts, Kellie from 28 February 2025 to 30 April 2025 **17 Apr 2025** Target date changed by Roberts, Kellie from 30 April 2025 to 30 June 2025 - Extended due to resource constraints. **16 Jun 2025** Target date changed by Roberts, Kellie from 30 June 2025 to 30 September 2025 - Delayed due to resource constraints **02 Sep 2025** Target date changed by Roberts, Kellie from 30 September 2025 to 19 December 2025 - ongoing review **25 Nov 2025** Target date changed by Roberts, Kellie from 19 December 2025 to 28 February 2026 - Presenting policy to a Council Briefing session in February 2026 **28 Jan 2026** Target date changed by Roberts, Kellie from 28 February 2026 to 31 March 2026 - Policy being presented to Council Briefing on 17 February. Anticipate will go to Council meeting in March for adoption. **26 Feb 2026** Target date changed by Roberts, Kellie from 31 March 2026 to 30 June 2026 - Policy adoption on hold, pending Council briefing session on Commercial Business Units

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

					29 May 2026 Target date changed by Roberts, Kellie from 30 June 2026 to 30 September 2026 - Still on hold , pending Council briefing session on Commercial Business Units. **11 Aug 2026** Target date changed by Roberts, Kellie from 30 September 2026 to 18 December 2026 - Still on hold , pending Council briefing session on Commercial Business Units. **02 Nov 2026** Policy will be presented to Council on 10 November 2026 for adoption.
26/08/2025	Leases to State of Queensland - part of 10 Pilbeam Drive and 94-140 Agnes Street	**COUNCIL RESOLUTION** THAT: 1. Pursuant to Section 236(1)(b)(i) of the Local Government Regulation 2012 (Qld), Council approve the renewal of the freehold lease to the State of Queensland for the premises located at part of 10 Pilbeam Drive, Mt Archer (Lease 'E' and 'H' on SP271513 in Lot 10 on SP246217) for a term of 10 years; 2. Pursuant to Section 236(1)(b)(i) of the Local Government Regulation 2012 (Qld), Council grant a trustee lease to the State of Queensland for the premises located at part of 94-140 Agnes Street, The Range (part Lot 322 on LN2810) for a term of 10 years; and 3. Council authorises the Chief Executive Officer (Coordinator Property & Insurance) to negotiate the terms and conditions of the lease as outlined in the report, in preparation for execution by the delegated Officer.	Roberts, Kellie	26/02/2027	**28 Aug 2025** Target date changed by Roberts, Kellie from 09 September 2025 to 31 December 2025 - To allow time for lease prep, negotiations & registrations **26 Nov 2025** Target date changed by Roberts, Kellie from 31 December 2025 to 31 January 2026 - Awaiting on response from QPS. Allow additional time over the end of year period. **28 Jan 2026** Target date changed by Roberts, Kellie from 31 January 2026 to 31 March 2026 - Target extended due to negotiations of lease terms **02 Apr 2026** Target date changed by Roberts, Kellie from 31 March 2026 to 30 June 2026 - Amended to allow for finalisation and registration of leases. **29 May 2026** Target date changed by Roberts, Kellie from 30 June 2026 to 31 October 2026 - Mt Archer lease cannot commence until QPS decomission infrastructure on old lease area. **02 Nov 2026** Target date changed by Roberts, Kellie from 31 October 2026 to 26 February 2027 - Timeframe extended to allow for negotiations with the State and to allow for removal of old infrastructure at Mt Archer site under old lease terms, waiting on Ergon for disconnection.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

09/12/2025	Unused Portion of Council's Water Allocation - Fitzroy Barrage Water Supply Scheme	**COUNCIL RESOLUTION** THAT Council resolves that it will delegate to the Chief Executive Officer to undertake a tender process to pursue water supply agreement opportunities for the unused portion of Council's water allocation, up to a maximum annual allocation of 6,100ML from the Fitzroy Barrage Water Supply Scheme, whilst ensuring long term water security for the region is not compromised.	Taylor, Marnie	21/12/2026	**02 Feb 2026** Target date changed by Taylor, Marnie from 23 December 2025 to 28 February 2026 - Revised date is to allow for the tender document to be prepared and released. **05 May 2026** Target date changed by Taylor, Marnie from 28 February 2026 to 30 June 2026 - Further works continuing in relation to a particular interested party prior to going out to tender for water. **08 Jul 2026** Target date changed by Taylor, Marnie from 30 June 2026 to 30 September 2026 - This project has been delayed due to the need to seek further advice to support the process of releasing the unused portion of Council's water allocation. **02 Oct 2026** Target date changed by Taylor, Marnie from 30 September 2026 to 21 December 2026 - Consultant update to Councillors at end of October, which will likely determine future actions.
24/02/2026	Major and Local Community Infrastructure Program (MLCIP) – Application to Deliver Kele Park Modular Female Changerooms	**COUNCIL RESOLUTION** THAT Council: 1. Delegate, pursuant to section 257(1) of the *Local Government Act 2009 (Qld)*, to the Chief Executive Officer, the power to apply on behalf of Council to secure an allocated $1.3 million in Commonwealth funding for the Kele Park sporting facilities under the Major and Local Community Infrastructure Program (Project ID MLCIP079) by the approved due date of 1 March 2026; 2. Delegate, pursuant to section 257(1) of the *Local Government Act 2009 (Qld)*, to the Chief Executive Officer, the power to exercise the powers of Council to negotiate, execute and manage the Funding Agreement for Project MLCIP079; and	Bulwinkel, Justin	18/12/2026	**03 Mar 2026** Target date changed by Bulwinkel, Justin from 10 March 2026 to 31 March 2026 - Funding contract negotiations and engagement with the Delegate's Office will continue, ensuring contractual obligations are aligned with the Council resolution, including determining how financial overruns will be managed under the program. **21 Apr 2026** Target date changed by Bulwinkel, Justin from 31 March 2026 to 31 May 2026 - Funding Deligates Office confirmed applications and funding contracts wont be completed until April/May 2026. **29 May 2026** Target date changed by Bulwinkel, Justin from 31 May 2026 to 31 August 2026 - The Funding Department has confirmed that the application is still under review, with the outcome and contract negotiations to follow. This process may take up to three additional months. **06 Jul 2026** Target date changed by Bulwinkel, Justin from 31 August 2026 to 13 November 2026 - 26 June 26 - Funding was approved by the Department. Next step involves negotiating funding agreement. This may take up to 12 weeks.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		3. Advise the Australian Government and AFL Queensland that any cost overrun will not be borne by Rockhampton Regional Council.			**20 Oct 2026** Target date changed by Bulwinkel, Justin from 13 November 2026 to 18 December 2026 - Commonwealth Funding Agreement remains in draft pending completion of the D&C tender process and confirmation that the validated project budget aligns with the available funding allocation (1.4m).
24/02/2026	Gracemere Saleyards	**COUNCIL RESOLUTION** THAT Council authorises the Chief Executive Officer: 1. To provide Council's consent to the proposed Trustee Sub-Sub Lease to IOR Pty Ltd ACN 009 653 070 for the purpose of a refuelling station and amenities, over part of Lot 150 on LN2379, subject to all parties entering into a Deed of Consent to Trustee Sub-Sub Lease; 2. (Coordinator Property & Insurance) to negotiate the terms and conditions of the Deed of Consent, in preparation for execution by the delegated Officer; and 3. Provide owner's consent to the necessary development application for the proposed use.	Roberts, Kellie	01/03/2027	**26 Feb 2026** Target date changed by Roberts, Kellie from 10 March 2026 to 30 June 2026 - Time to allow for relevant agreements to be drafted and negotiated by the parties. **29 May 2026** Target date changed by Roberts, Kellie from 30 June 2026 to 30 September 2026 - Deed of Consent to be provided by the tenant for Council's review. **09 Sep 2026** Target date changed by Roberts, Kellie from 30 September 2026 to 30 November 2026 - Deed of Consent yet to be provided by the tenant for Council's review. **02 Nov 2026** Target date changed by Roberts, Kellie from 30 November 2026 to 01 March 2027 - Deed of Consent yet to be provided by the tenant for Council's review.
24/02/2026	Renewal of Lease to Plencove Pty Ltd - 133 Armstrong Street, Gracemere	**COUNCIL RESOLUTION** THAT: 1. Pursuant to Section 236(1)(c)(iii) of the *Local Government Regulation 2012* (Qld), Council approve the renewal of the freehold lease to Plencove Pty Ltd ACN 056 028 472 for the premises located at part of 133 Armstrong Street, Gracemere (Lease 'A' and 'B' on SP251122 and Lot 307 on LN2692); 2. Council authorises the Chief Executive Officer (Coordinator Property & Insurance) to negotiate the terms and	Roberts, Kellie	01/03/2027	**26 Feb 2026** Target date changed by Roberts, Kellie from 10 March 2026 to 31 July 2026 - Timeframe allowed for Council decision to be implemented - documents drafted and negotiated **06 Jul 2026** Target date changed by Roberts, Kellie from 31 July 2026 to 02 November 2026 - Timeframe extended, waiting on Tenant to provide documentation. Note that current lease does not expire until September 2027. **02 Nov 2026** Target date changed by Roberts, Kellie from 02 November 2026 to 01 March 2027 - Timeframe extended, waiting on Tenant to provide documentation. Note that current lease does not expire until September 2027.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		conditions of the lease renewal as outlined in the report, in preparation for execution by the delegated Officer; and 3. Council authorises the Chief Executive Officer to provide owners consent for any necessary development application.			
10/03/2026	Mount Morgan Former Commonwealth Bank Building Options	**COUNCIL RESOLUTION** THAT Council: 1. Authorises the Chief Executive Officer (Manager Fleet & Facilities and Property & Resumptions Officer) to: a. Issue a public tender to dispose of the former Commonwealth Bank property at Mount Morgan, situated at 38 Morgan Street, Mount Morgan (Lot 18 on RN1545) in accordance with section 228(4) of the *Local Government Regulation 2012;* b. The sale be subject to all costs incurred being paid by the successful tenderer, including but not limited to, stamp duty, purchaser's legal costs (if applicable) and registration fees. 2. Receives a report on the tender submissions for consideration and Council approval.	Richardson, Damon	04/12/2026	**27 May 2026 6:47pm Dwyer, Emma-Jane** Tender scheduled for release 29th May 2026 **03 Jul 2026 11:07am Dwyer, Emma-Jane** Tender submissions under evaluation **06 Aug 2026** Target date changed by Dwyer, Emma-Jane from 24 March 2026 to 24 October 2026 - Tender under evaulation **04 Sep 2026 Dwyer, Emma-Jane** Nil update **22 Sep 2026** Action reassigned to Scott, Doug **28 Oct 2026 Scott, Doug** Nil update **28 Oct 2026** Target date changed by Scott, Doug from 24 October 2026 to 04 December 2026 - Nil update **28 Oct 2026** Target date changed by Scott, Doug from 04 December 2026 to 04 December 2026 - Evaluation submissions ongoing **02 Nov 2026** reassigned to Richardson, Damon

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

28/04/2026	Lease Renewal - Bauhinia House and Schotia Place Hairdressing Services	**COUNCIL RESOLUTION** THAT: 1. Pursuant to section 236(1)(c)(iii) of the *Local Government Regulation 2012* (Qld), Council approves the renewal of the freehold leases to K M Watson for part of Bauhinia House at 235-239 Berserker Street (Lease 'B' in Lot 1 on SP232666) and part of Schotia Place at 201 Bolsover Street (Lease 'A' in Lot 24 on CP R26314) for the permitted use of the provision of hairdressing services for senior citizens for a term of six years. 2. Council authorises the Chief Executive Officer (Manager Fleet & Facilities) to negotiate the terms and conditions of the lease renewal as outlined in the report, in preparation for execution by the delegated Officer.	Richardson, Damon	04/12/2026	**06 Aug 2026** Target date changed by Dwyer, Emma-Jane from 12 May 2026 to 12 October 2026 - Evaulation recieved, draft lease being prepared. **22 Sep 2026** Action reassigned to Scott, Doug **02 Oct 2026** Lease agreement being amended. Interim hire agreement has been put in place **02 Oct 2026** Target date changed by Scott, Doug from 12 October 2026 to 01 October 2026 **02 Oct 2026** Target date changed by Scott, Doug from 01 October 2026 to 23 October 2026 **28 Oct 2026** Target date changed by Scott, Doug from 23 October 2026 to 04 December 2026 - Interim agreement currently in place, still to finalise agreement **02 Nov 2026** reassigned to Richardson, Damon
28/04/2026	Commercial Leasing Matter	**COUNCIL RESOLUTION** THAT Council authorises the Chief Executive Officer (Manager Fleet and Facilities) to proceed with Option A as outlined in the report.	Richardson, Damon	12/12/2026	**27 May 2026 6:48pm Dwyer, Emma-Jane** Quotes currently being sourced for the hydraulic assessment **03 Jul 2026 11:08am Dwyer, Emma-Jane** Hydraulic Assessment scheduled for July and August 2026 **06 Aug 2026** Target date changed by Dwyer, Emma-Jane from 12 May 2026 to 12 December 2026 - Hydraulic assessment completed awaiting report. **04 Sep 2026 4:22pm Dwyer, Emma-Jane** Hydraulic assessment complete and further reporting to Council scheduled for 8th September 2026 **22 Sep 2026** Action reassigned to Scott, Doug **02 Nov 2026** reassigned to Richardson, Damon

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

12/05/2026	Council Acquisition of Land from State of Queensland	**COUNCIL RESOLUTION** THAT the Chief Executive Officer (Coordinator Property & Insurance) be authorised to proceed with Option 1 as outlined in the report.	Roberts, Kellie	30/11/2026	**14 May 2026** Target date changed by Roberts, Kellie from 26 May 2026 to 17 July 2026 - Conditions of Offer due by 17th July 2026. **29 May 2026 8:15am Roberts, Kellie** Deposit Paid, Acceptance of Offer submitted **17 Jun 2026 1:04pm Roberts, Kellie** Balance Payment has been made. Waiting on Survey Plan, to be lodged by 17 July 2026. **16 Jul 2026** Target date changed by Roberts, Kellie from 17 July 2026 to 31 July 2026 - Extension granted by NRM **03 Aug 2026** Target date changed by Roberts, Kellie from 31 July 2026 to 31 August 2026 - Waiting for NRM to issue the Deed of Grant **20 Aug 2026** Target date changed by Roberts, Kellie from 31 August 2026 to 30 September 2026 - Waiting for Deed of Grant to be issued by the State. **09 Sep 2026** Target date changed by Roberts, Kellie from 30 September 2026 to 30 October 2026 - State advised timeframe for completion **02 Nov 2026** Target date changed by Roberts, Kellie from 30 October 2026 to 30 November 2026 - Waiting on State to issue Deeds.
14/07/2026	Purchase of Land at Parkhurst for Infrastructure Purposes	**COUNCIL RESOLUTION** THAT Council: 1. authorises the purchase of 392A Alexander Street, Parkhurst (Lot 11 on SP351331) from the Minister for Economic Development Queensland for $565,000 (ex GST); 2. delegates, pursuant to section 275(1) of the *Local Government Act 2009*, to the Chief Executive Officer (or delegate) the authority to negotiate, manage and execute the REIQ Contract of Sale and any associated documents on behalf of Council; and	Roberts, Kellie	06/11/2026	**17 Jul 2026** Action reassigned to Roberts, Kellie **17 Jul 2026** Target date changed by Roberts, Kellie from 28 July 2026 to 02 November 2026 - Timeframe extended to allow for contract negotiation and settlement., EDQ to provide Contract for review. **02 Nov 2026** Target date changed by Roberts, Kellie from 02 November 2026 to 06 November 2026 - Settlement due 5 November 2026.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		3. approves the use of prior year gains to complete the purchase in 2026/2027.			
28/07/2026	Dreamtime Cultural Centre Leasing Matter	**COUNCIL RESOLUTION** THAT Council: 1. consents to the transfer and assignment of the Sublease and Liquor Licence for the Capricorn Motel and Conference Centre, located on part of 703–737 Yaamba Road, Parkhurst (Lease A on SP225764), by Dreamtime Cultural Centre Pty Ltd ACN 010 882 381 as Sublessor, from Avoca View Holdings Pty Ltd ACN 164 428 773 to Mills Malone Pty Ltd ACN 648 991 511; and 2. authorises the Chief Executive Officer (Coordinator Property & Insurance) to negotiate and finalise the terms and conditions of the Deed of Consent, Liquor Licence transfer consent and any other documents necessary to give effect to this resolution, in preparation for execution by the delegated Officer.	Roberts, Kellie	18/12/2026	**03 Aug 2026** Target date changed by Roberts, Kellie from 11 August 2026 to 31 August 2026 - Time to allow for Deed to be entered into by all parties. **20 Aug 2026** Target date changed by Roberts, Kellie from 31 August 2026 to 31 October 2026 - Waiting on solicitors to finalise Deed negotiations **02 Nov 2026** Target date changed by Roberts, Kellie from 31 October 2026 to 18 December 2026 - Assigning of Sublease will progress to finalisation late November/early December 2026
28/07/2026	Lease to Central Queensland University - Graduation Office	**COUNCIL RESOLUTION** THAT: 1. Pursuant to Section 236(1)(b)(ii) of the *Local Government Regulation 2012* (Qld), Council approve the grant of a freehold lease to the Central Queensland University for the premises located at part of 554-700 Yaamba Road, Norman Gardens (Graduation Office) for a term of up to 10 years; and	Roberts, Kellie	30/11/2026	**03 Aug 2026** Target date changed by Roberts, Kellie from 11 August 2026 to 31 August 2026 **20 Aug 2026** Target date changed by Roberts, Kellie from 31 August 2026 to 31 October 2026 - Allowance for negotiation and transfer of land to occur. **02 Nov 2026** Target date changed by Roberts, Kellie from 31 October 2026 to 30 November 2026 - CQU has signed the lease and returning to RRC for execution and registration on the title.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		2. Council authorises the Chief Executive Officer (Coordinator Property & Insurance) to negotiate the terms and conditions of the lease, as outlined in the report, in preparation for execution by the delegated Officer.			
25/08/2026	Property Matter	**COUNCIL RESOLUTION** THAT Council authorise the Chief Executive Officer to proceed with Option 1 as outlined in the report.	Morrison, Damon	16/11/2026	**05 Oct 2026** Target date changed by Morrison, Damon from 08 September 2026 to 16 November 2026 - Draft agreement being prepared in line with Council's resolution with expected timeframe for execution by mid-November 2026.
22/09/2026	Bauhinia House - Long Term Hire Proposal	**COUNCIL RESOLUTION** THAT: 1. Council agrees to increase the hours of the long-term hire agreement with the Rockhampton 60 and Better Program Inc. for the use of Bauhinia House from 65 hours per fortnight to 73 hours per fortnight, Monday to Friday, plus two evenings per year at no additional cost; and 2. Council authorise the Chief Executive Officer (Manager Fleet and Facilities) to negotiate and approve the terms and conditions of the agreement between Council and the Rockhampton 60 and Better Program, including any future minor amendments to the long-term hire hours, with an annual fee of $21,600 inc. GST	Richardson, Damon	04/12/2026	**28 Oct 2026** Target date changed by Scott, Doug from 06 October 2026 to 04 December 2026 - Interim agreement in place, final agreement under review **02 Nov 2026** reassigned to Richardson, Damon

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

22/09/2026	Disposal of Council Asset	**COUNCIL RESOLUTION** THAT Council proceed with Option B and release an Expression of Community Interest for transfer of ownership of the Square Dance Hall building and lease of the building site land at Kingel Park, 54-62 Fitzroy St, Rockhampton City.	Richardson, Damon	30/06/2027	**28 Oct 2026** Target date changed by Scott, Doug from 06 October 2026 to 30 June 2027 - Rosel Park complete. Vic Park Cricket scheduled 14 June following Beef **02 Nov 2026** reassigned to Richardson, Damon
22/09/2026	HERITAGE MINERALS PROJECT - UPDATE	**COUNCIL RESOLUTION** THAT the Council request: 1. Heritage Minerals lead community engagement that: a. Acknowledges the change in circumstances around water requirements for the project b. Articulates their rationale for the need for water from council sources c. Provide an independent report to Council on the outcomes of that engagement 2. A report to the Council table following the community engagement for final consideration.	Clark, Wade	06/10/2026	
22/09/2026	Sale of Council Land - Lot 1 Agnes Street, The Range	**COUNCIL RESOLUTION** THAT Council: 1) Resolves that the exception in section 236(1)(c)(iv) of the *Local Government Regulation 2012* applies to the disposal of a valuable non-current asset, being the sale of Lot 1 Agnes Street, The Range described as Lot 1 on RP604363 to Jaye Ross Pty Ltd as trustee, other than by tender or auction on the basis that the disposal of the land is disposed to a person	Roberts, Kellie	01/03/2027	**24 Sep 2026** Target date changed by Roberts, Kellie from 06 October 2026 to 01 March 2027 - Valuation requried to set price. Contract will provide for allowance for survey work to be completed.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		who owns adjoining land, subject to the following conditions: a) The sale price will be determined by an independent market valuation report. b) The purchaser must amalgamate Lot 1 Agnes Street with the adjoining property at 330 Agnes Street (Lot 3 on SP207746). c) All costs incurred will be paid by the purchaser, including but not limited to the valuation report, survey costs, stamp duty, planning application costs, purchaser's legal costs and registration fees. 2) Authorises the Chief Executive Officer (Coordinator Property & Insurance) to negotiate the terms and conditions of the contract of sale, in preparation for execution by the delegated officer.			
22/09/2026	Sale of Council Owned Land - Lot 93 & 94 Joyce Street, Walterhall	**COUNCIL RESOLUTION** THAT Council 1. Authorises the Chief Executive Officer (Property and Resumptions Officer) to proceed with the disposal of Council land, situated at Lot 93 & 94 Joyce St, Walterhall (Lot 93 & 94 on RP601438) via Auction in accordance with section 227(1)(b) of the *Local Government Regulation 2012;* 2. Adopts the undisclosed reserve price as outlined within this report; and	Roberts, Kellie	01/03/2027	**24 Sep 2026** Target date changed by Roberts, Kellie from 06 October 2026 to 01 March 2027 - Need to complete survey work, engage agent to list and auction. If sold, allowance for settlement timeframe. **02 Nov 2026** Property listed with LJ Hooker, will be auctioned on Saturday 21 November 2026

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		3. Delegates, pursuant to section 257 (1) of the *Local Government Act 2009*, to the Chief Executive Officer (or delegate) the authority to negotiate, manage and execute the REIQ Contract of Sale and any associated documents on behalf of Council.			
08/09/2026	Water Management Practices including SCADA Security Review Report	**COMMITTEE RECOMMENDATION** THAT the Water Management Practices including SCADA Security Review report be received.	Kofod, Peter	22/09/2026	**30 Sep 2026** It is planned to provide an updated report on Water Management Practices to the Audit and Business Improvement Committee meeting scheduled for 26 November 2026. The following additional information will be available:, 1. a major upgrade to the SCADA system is being finalized; and , 2.a separate audit on Job Costing and Capital Cost Management., The outcomes of these two actions will likely influence the Water Management Practices audit final recommended actions.
08/09/2026	Renewable Energy Community Benefit System Policy	**COUNCIL RESOLUTION** THAT Council: 1. adopt the Renewable Energy Community Benefit System Policy; 2. undertake community and stakeholder engagement on the Renewable Energy Community Benefit System Policy; and 3. receive a further report on the outcomes of the consultation process and any proposed policy amendments within three months of completion of the consultation.	Hines, Hector	05/03/2027	**06 Oct 2026** Target date changed to 8 December 2026 - Community engagement plan currently being finalised with current anticipated date of commencement before 31 October 2026 with a further report on outcomes to be presented to Council. **02 Nov 2026** Target date changed by Hines, Hector from 22 September 2026 to 05 March 2027 - Community Consultation window extended.

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

08/09/2026	Tender 16698 - Lease of Old Squash Courts, 36 Thompson Avenue, Mount Morgan	**COUNCIL RESOLUTION** THAT: 1. Council does not award the Tender 16698 for the Lease of Old Squash Courts, 36 Thompson Avenue, Mt Morgan; and 2. Council adds the facility to the Community Venues available for hire, with a further report to be presented to adopt the fees and charges.	Richardson, Damon	26/02/2027	**30 Sep 2026** reassigned to Scott, Doug **28 Oct 2026** Target date changed by Scott, Doug from 22 September 2026 to 26 February 2027 - Fees and charges to be reviewed **02 Nov 2026** reassigned to Richardson, Damon
08/09/2026	Commercial Leasing Matter	**COUNCIL RESOLUTION** THAT a briefing session be arranged for exploration of options and/or alternatives.	Richardson, Damon	04/12/2026	**30 Sep 2026** Action reassigned to Scott, Doug **28 Oct 2026** Target date changed by Scott, Doug from 22 September 2026 to 04 December 2026 - Briefing session postponed, scheduled November **02 Nov 2026** reassigned to Richardson, Damon
08/09/2026	Rockhampton Airport Licence Renewal	**COUNCIL RESOLUTION** 1. THAT Council resolves that the exception in section 236(1)(f) of the *Local Government Regulation 2012* applies to the disposal of a valuable non-current asset, being a grant of a licence to ARINC Incorporated (ABN 74 810 978 858) for premises located on part of Lot 6 CP906611, other than by tender or auction and that disposal in this way is in the public interest and is otherwise in accordance with sound contracting principles due to: a) providing continuity of essential airport services as ARINC Incorporated ("ARINC") has contracts to provide air-to-ground communication services to airlines providing commercial flight services at Rockhampton Airport;	Vycke, Marcus	22/09/2026	

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

b) ARINC's provision of the communication services to the airlines is reliant on ARINC's licence to the premises;

c) disruption of access to communication services by the airlines will impact public safety;

d) ARINC have previously held licences for this premises at the Airport since 2009;

e) the licence fee has been set in accordance with previous agreements and will increase by 5% per annum;

f) entering into a licence with ARINC does not prevent Council from granting future comparable interests/licences should they eventuate;

g) ARINC's current and proposed ongoing operation is undertaken in line with Council's environmental protection obligations and poses very limited environmental impact on the Rockhampton Region; and

h) it is not considered that any party will be adversely affected by the proposed licence.

2. In accordance with section 236(3)(b)(i) of the *Local Government Regulation 2012*, will forward a copy of this resolution to the Minister within 5 business days by the Chief Executive Officer or delegate;

3. Authorises the Chief Executive Officer (Manager Airport) to negotiate the terms and conditions of the Licence Agreement, as outlined in the report, in preparation for

execution by the delegated officer following the expiry of the 56 day period per section 236(3)(b)(ii) of the *Local Government Regulation 2012*.

COUNCIL RESOLUTION

1. THAT Council resolves that the exception in section 236(1)(f) of the *Local Government Regulation 2012* applies to the disposal of a valuable non-current asset, being a grant of a licence to ARINC Incorporated (ABN 74 810 978 858) for premises located on part of Lot 6 CP906611, other than by tender or auction and that disposal in this way is in the public interest and is otherwise in accordance with sound contracting principles due to:
   a) providing continuity of essential airport services as ARINC Incorporated ("ARINC") has contracts to provide air-to-ground communication services to airlines providing commercial flight services at Rockhampton Airport;
   b) ARINC's provision of the communication services to the airlines is reliant on ARINC's licence to the premises;
   c) disruption of access to communication services by the airlines will impact public safety;
   d) ARINC have previously held licences for this premises at the Airport since 2009;
   e) the licence fee has been set in accordance with previous

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		agreements and will increase by 5% per annum; f) entering into a licence with ARINC does not prevent Council from granting future comparable interests/licences should they eventuate; g) ARINC's current and proposed ongoing operation is undertaken in line with Council's environmental protection obligations and poses very limited environmental impact on the Rockhampton Region; and h) it is not considered that any party will be adversely affected by the proposed licence. 2. In accordance with section 236(3)(b)(i) of the *Local Government Regulation 2012*, will forward a copy of this resolution to the Minister within 5 business days by the Chief Executive Officer or delegate; 3. Authorises the Chief Executive Officer (Manager Airport) to negotiate the terms and conditions of the Licence Agreement, as outlined in the report, in preparation for execution by the delegated officer following the expiry of the 56 day period per section 236(3)(b)(ii) of the *Local Government Regulation 2012*.			
13/10/2026	Mount Morgan RV Dump Point	**COUNCIL RESOLUTION** THAT Council endorse the installation of an RV Dump Point at the Mount Morgan Explore Centre and Railway Museum.	Richardson, Damon	30/06/2027	**28 Oct 2026** Target date changed by Scott, Doug from 27 October 2026 to 30 June 2027 - Planning has commenced **02 Nov 2026** reassigned to Richardson, Damon

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

13/10/2026	Sponsorship Request - SMOKED	**COUNCIL RESOLUTION** THAT Council: 1. Approve a one-year partnership agreement with Capricorn Events for the SMOKED Rockhampton 2027 event and provide a cash sponsorship contribution of $25,000 (excl. GST) and 2. Resolve that the sponsorship contribution be funded from the allocation established within the 2026/27 budget following Council's decision on 12 May 2026 to defer the 2026 Rockhampton River Festival and redirect funding towards alternative CBD and riverfront activation initiatives; 3. Provide Council-controlled in-kind support limited to the waiver of venue hire fees associated with the use of the Rockhampton Showgrounds for the SMOKED Rockhampton 2027 event, subject to operational requirements and availability; 4. Authorise the Chief Executive Officer to negotiate and execute an appropriate sponsorship agreement, including sponsorship benefits, reporting requirements and performance measures.	Enkuzis, Gina	27/10/2026	
13/10/2026	Airport Commercial Matter	**COUNCIL RESOLUTION** THAT Council: 1. pursuant to section 236(1)(b)(ii) of *the Local Government Regulation 2012 (Qld),* approve the granting of a Lease over part of Lot 6 on CP906611 to Capricorn Helicopter Rescue Service (ACN 071 728 295); and	Vycke, Marcus	1/12/2026	**03 Nov 2026** Target Date Revision Target date changed 22 September 2026 to 01 December 2026 - Working with Legal & Governance to finalise Lease Agreement

BUSINESS OUTSTANDING TABLE – ORDINARY COUNCIL

		2. authorises the Chief Executive Officer (Manager Airport) to negotiate the Lease as outlined in the report and additional conditions as discussed in the meeting, in preparation for execution by the delegated officer.		
13/10/2026	Water Matter	**COUNCIL RESOLUTION** THAT Council endorse the recommendations contained in the report.	Clark, Wade	27/10/2026
13/10/2026	Event Proposal	**COUNCIL RESOLUTION** THAT Council endorse the proposed negotiating position detailed within this report and authorise the Chief Executive Officer, through the General Manager Communities & Lifestyle, to undertake further discussions, negotiations and due diligence substantially in accordance with the principles and considerations outlined in this report, with any proposed sponsorship agreement, financial commitment, support package or partnership arrangement to be returned to Council for consideration prior to implementation.	Morrison, Damon	27/10/2026

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COMMITTEE REPORTS

Nil

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 REQUEST FOR SOLE SUPPLIER APPROVAL FOR FLYING FOX MANAGEMENT SMOKE FLUID

File No:	**5937**
Attachments:	**Nil**
Authorising Officer:	**Thomas Svenson - Manager Open Spaces and Recreation** **Damon Morrison - General Manager Communities and Lifestyle**
Author:	**Cassandra Sloss - Curator Botanic and Kershaw Gardens**

SUMMARY

The purpose of this report is to seek Council's approval for the nominated supplier to be approved as sole supplier of smoke machine fluid used in Council's flying fox management program, in accordance with section 235(a) of the Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT pursuant to section 235(a) of the *Local Government Regulation 2012,* Council approves use of ARC Fire Safety Pty Ltd as a sole supplier of the smoke fluid required for Council's flying fox management program.

COMMENTARY

Botanic Gardens staff undertake active flying fox management to minimise impacts on community amenity, public use of recreational areas and Council assets, while maintaining compliance with relevant approvals and operational requirements. In recent months, Council has progressively transitioned elements of the flying fox management program to in-house delivery. This approach has enabled the use of less aggressive management techniques, improved operational flexibility and responsiveness, reduced reliance on external contractors, and delivered significant cost savings while maintaining positive management outcomes.

A key component of the flying fox management program is the use of specialised smoke machines. These machines require a specific smoke fluid formulated and approved by the manufacturer. Continued use of the approved fluid is necessary to ensure the safe and effective operation of the equipment, maintain reliability and avoid potential warranty issues. Council has investigated alternative supply options and determined there are no other reasonably available suppliers within Australia. ARC Fire Safety Pty Ltd is the sole Australian importer and distributor of both the smoke machines currently utilised by Council and the associated smoke fluid required for their operation.

Based on current operational requirements, expenditure on smoke fluid is estimated to be approximately $10,000 every two months. Actual expenditure may vary depending on flying fox numbers, seasonal movements and management requirements throughout the year.

PREVIOUS DECISIONS

There are no previous Council decisions directly relating to this procurement.

BUDGET IMPLICATIONS

Expenditure associated with the purchase of smoke machine fluid will be funded from existing operational budgets allocated to flying fox management activities. The smoke fluid is an essential consumable supporting Council's in-house flying fox management program.

Based on current operational requirements, expenditure on smoke fluid is estimated at approximately $60,000 per annum. When combined with the current contractor support arrangement, total annual operating costs are estimated to be between $186,000 and $233,000, depending on flying fox activity levels and operational requirements. This compares favourably with historical flying fox management expenditure of approximately $274,000 in 2023/24, $404,000 in 2024/25 and $392,000 in 2025/26.

While smoke fluid represents an ongoing operational expense, the smoke-based management program has reduced contractor reliance, improved operational efficiencies and lowered overall program costs. Early operational results have also been encouraging, with positive management outcomes achieved to date.

LEGISLATIVE CONTEXT

Under section 235(a) of the Local Government Regulation 2012:

“A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if -

(a) the local government resolves it is satisfied that there is only one supplier who is reasonably available”

Consideration has been given to the human rights protected under the Human Rights Act 2019 and the application of these rights to this matter. The assessment has determined that no human rights are impacted by the proposed decision.

LEGAL AND RISK IMPLICATIONS

Failure to procure the required smoke fluid would significantly impact Council's ability to undertake flying fox management activities using its existing equipment.
Use of non-approved or alternative products may result in equipment damage, reduced operational effectiveness, increased maintenance costs and potential warranty implications.
Approval of the sole supplier exemption will ensure compliance with procurement requirements while allowing Council to maintain continuity of flying fox management operations.

CORPORATE/OPERATIONAL PLAN

This procurement supports Council's commitment to delivering services in a financially sustainable and efficient manner through the continued operation of Council's in-house flying fox management program. The program contributes to the responsible management of public places and spaces, protects community amenity, and supports the ongoing conservation and management of natural assets. The use of in-house management practices has also improved operational efficiency and reduced reliance on external contractors, aligning with Council's focus on delivering value for money and continuous improvement.

CONCLUSION

The smoke fluid required for Council's flying fox management program is a specialised product that can only be sourced through the sole Australian importer and distributor of the smoke machine equipment currently used by Council. By approving ARC Fire Safety Pty Ltd as a Sole Supplier under s235(a) of the *Local Government Regulation 2012,* Council will meet its procurement obligations and enable ongoing procurement of this essential operational product.

11.2 ROCKHAMPTON LOCAL DISASTER MANAGEMENT PLAN

File No:	**41380858**
Attachments:	**1. LDMG Terms of Reference 2026⇩** **2. LDMP 2026⇩**
Authorising Officer:	**Martin Crow - Manager Infrastructure Planning** **Peter Kofod - General Manager Regional Services**
Author:	**Claudine Cassar - Coordinator Disaster Management**

SUMMARY

The Rockhampton Region Local Disaster Management Plan has been reviewed and updated by the Rockhampton Region Local Disaster Management Group.

OFFICER'S RECOMMENDATION

THAT Council:

1. adopt the Rockhampton Region Local Disaster Management Plan 2026, and
2. endorse the Local Disaster Management Group Terms of Reference.

COMMENTARY

The purpose of the Rockhampton Region Local Disaster Management Plan (LDMP) is to enhance community safety through the development of effective disaster management strategies in order to ensure effective planning and co-ordination of available resources to assist communities to mitigate wherever possible, the potential adverse effects of an event, prepare for managing the effects of an event, and effectively respond to, and recover from, a disaster or an emergency situation.

The LDMP has not been developed for the management of commonly occurring incidents which are within the capacity of the individual combat agencies or major incidents which are within the capacity of the nominated lead agency with a threat specific role. However, elements of the LDMP may be activated in support of a lead agency responding to a major incident.

In the event of a disaster, decision-making authority for disaster management in the local government area rests with the Local Disaster Management Group (LDMG). Such authority involves the coordination of disaster operations and activities performed during all four stages of disaster management - prevention, preparedness, response and recovery.

After consultation with all LDMG members, the LDMG has endorsed the Rockhampton Region Local Disaster Management Plan and is seeking Council's support on the basis that the Rockhampton Region Local Disaster Management Plan and LDMG Terms of Reference are appropriate to manage the region's disaster related risks and to build a resilient and prepared community.

The adopted Plan and Terms of Reference will be made available to the public on Council's website, once endorsed by Council. The two documents we are seeking adoption are attached to this report.

PREVIOUS DECISIONS

The LDMP and Terms of Reference were last presented to and endorsed by Rockhampton Regional Council on 9 July 2024.

BUDGET IMPLICATIONS

There are no budget implications.

LEGISLATIVE CONTEXT

This Plan has been developed in accordance with section 57 and 58 of the Disaster Management Act 2003 and the following documents to provide for effective disaster management in the Rockhampton Region:

- The Queensland Standard for Disaster Management (2021)
- The Queensland Strategic Policy Statement (2016)
- The Queensland Interim State Disaster Management Plan (2025)
- Emergency Management Assurance Framework (2021)
- Queensland Strategy for Disaster Resilience 2022 - 2027
- Rockhampton Region Emergency Risk Management Assessment (QERMF) (2021)
- The Rockhampton Region Bushfire Management Study, Strategy and Mitigation Plan (2020)

Human rights implications have been considered in the provision of these plans.

LEGAL AND RISK IMPLICATIONS

The Rockhampton Region Emergency Risk Management Assessment (2021) has informed this Plan review, considering the current community context, the region's vulnerabilities and strengths.

CORPORATE/OPERATIONAL PLAN

Not applicable.

CONCLUSION

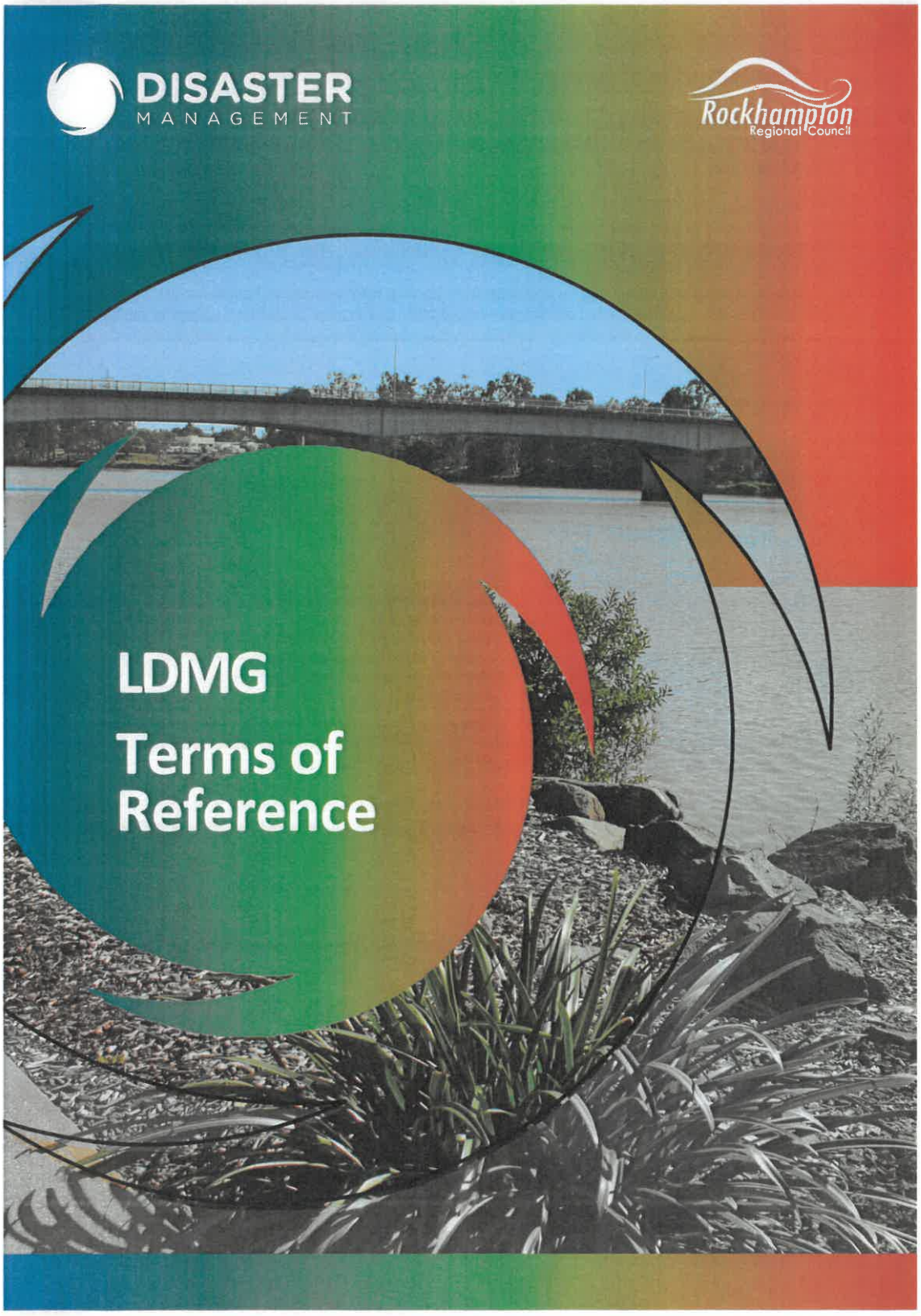
The Local Disaster Management Plan is intended to be a live document to be regularly reviewed, assessed and amended where necessary. Risk management underpins disaster management; the Plan proactively supports a multiagency approach to continuing to understand the threats and opportunities, collaboration on preparedness and mitigation and planning for response and recovery to build a resilient community. The LDMG has reviewed and updated the LDMP, and the LDMG Terms of Reference, and consider them appropriate to manage the Region's disaster related risks and to build a resilient and prepared community.

ROCKHAMPTON LOCAL DISASTER MANAGEMENT PLAN

LDMG Terms of Reference 2026

Meeting Date: 10 November 2026

Attachment No: 1


DISASTER
MANAGEMENT
Rockhampton
Regional Council
LDMG
Terms of
Reference

Important Information

The Local Disaster Management Group Terms of Reference, which is an annexure to the Rockhampton Regional Council Local Disaster Management Plan, are privileged and confidential and are not available to the public.

Rockhampton Regional Council permits the use of material contained in the Local Disaster Management Group Terms of Reference being reproduced for research or planning purposes provided that any material used remains unaltered and due recognition of the source of the materials is recognised.

Any party using the information for any purposes does so at their own risk and releases and indemnifies Rockhampton Regional Council against all responsibility and liability (including negligence, negligent misstatement, and pure economic loss) for all expenses, losses, damages and costs as a consequence of such use.

Amendment Control

AMENDMENT		PLAN UPDATED	
Version No.	Issue Date	Amendment content	Date Approved by LDMG
1.0	22/11/2023	Developed document.	
1.1	26/03/2024	Feedback from core members incorporated	
2.0	16/12/2024	Minor amendments to agency names Amendments to plan update schedule Addition of annexes	
2.1		Minor amendments to agency names Amendments to plan update schedule Removal of Annual reporting and Status Report	
3	18/05/2026	Annual review	02/07/2026

This document is not to be altered, amended, or changed in any way other than those amendments authorised by the Rockhampton Local Disaster Management Group (LDMG).

Any proposed amendments to the Local Disaster Management Group Terms of Reference should be forwarded in writing to: Coordinator Disaster Management Rockhampton Regional Council PO Box 1860 Rockhampton QLD 4700.

Endorsement

The Local Disaster Management Group Terms of Reference is approved and ready for distribution.

Mayor Anthony Williams
Chair, Rockhampton Regional Council
Local Disaster Management Group



27/7/2026

Peter Kofod
Local Disaster Coordinator
Rockhampton Regional Council
Local Disaster Management Group



27/7/2026

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1 Introduction

The State Disaster Management Plan acknowledges that:

"Local governments are primarily responsible for disaster management. Local level capability forms the frontline of disaster management. Local governments, through their LDMG, are primarily responsible for mitigating, preventing, preparing for, responding to and recovering from a disaster in their local government area."

This guide details:

- how Rockhampton Regional Council forms its Local Disaster Management Group,
- the Terms of Reference for the group,
- the membership appointment process,
- the expectations of members,
- membership register (contact list) of the Rockhampton Local Disaster Management Group (members, advisors and observers) and
- specific operational requirements of the group

This guide should be read in conjunction with the Local Disaster Management Plan available on the Rockhampton Regional Council's website found here:
https://www.rockhamptonregion.qld.gov.au/CouncilServices/Disaster-Management/Councils-Role-Plans

Refer to Appendix 3 for Abbreviations

2 Distribution

This is a controlled document that supports the implementation of the Rockhampton Regional Council Local Disaster Management Plan.

This Terms or Reference is distributed to all persons listed in the Rockhampton Local Disaster Management Group (LDMG) contact list, as members, advisors, or observers.

3 LDMG Establishment and Functions

3.1 Establishment

The Disaster Management Arrangements Section 29 stipulates that a local government must establish a LDMG for the local government's area (LGA).

The group is to develop effective disaster management and regularly assess arrangements. The group is to assist the local government to prepare a disaster risk assessment, identify and coordinate resources for disaster operations in the area, identify and provide advice to the district group about residual risk and prepare and review the LDMP. The group is to ensure the community is aware of mitigating the adverse effects of an event and preparing for responding to and recovering from an event.

3.2 Purpose

In the event of a disaster, decision-making authority for disaster management in the local government area rests with the Rockhampton Local Disaster Management Group (LDMG). Such authority involves the coordination of disaster operations and activities performed during all four stages of disaster management prevention, preparedness, response, and recovery agencies.

The purpose of the Rockhampton Local Disaster Management Group is to assist the community to:

- mitigate wherever possible, the potential adverse effects of a disaster event.
- prepare for managing the effects of a disaster event; and
- effectively respond to and recover from a disaster event.

3.3 Statutory Functions

In accordance with the *Disaster Management Act 2003* (DMA), the Rockhampton Local Disaster Management Group has the following functions:

a) to ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State,
b) to develop effective disaster management, and regularly review and assess the disaster management,
c) to help the local government for its area to prepare a local disaster management plan,
d) to identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area,
e) to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to, and recovering from a disaster,
f) to manage disaster operations in the area under policies and procedures decided by the State group,
g) to provide reports and make recommendations to the relevant district group about matters relating to disaster operations,
h) to identify, and coordinate the use of, resources that may be used for disaster operations in the area,
i) to establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens,
j) to ensure information about a disaster in the area is promptly given to the relevant district group,
k) to perform other functions given to the group under this Act,
l) to perform a function incidental to a function mentioned in paragraphs(a) to (k).

3.3.1 Additional Functions

In addition to the statutory functions outlined under the DMA, the Rockhampton Local Disaster Management Group has the following functions:

a) assist Rockhampton Regional Council implement its disaster management policy and plans through consultation and collaborative working, and
b) assist in the implementation of best practice disaster management, post disaster operations and exercises.

3.3.2 LDMG Priorities

The Rockhampton Local Disaster Management Group has identified the following priorities for action:

a) Improve community and business disaster mitigation and preparation measures
b) Maintain LDMG appropriately qualified and trained membership that is able to contribute to meeting the functions of the local group
c) Ensure disaster operations are effectively managed and coordinated and are consistent with established protocols
d) Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans,

community organisations, and the business/industry sectors

e) Identify and establish sub-groups to carry out specific roles and functions (e.g., Disaster Recovery Sub-Group)
f) Develop, maintain, and continually monitor community engagement and communications strategies to ensure relevance and effectiveness
g) Prepare and regularly evaluate and revise local plans to ensure effective disaster management for the area.

LDMG appointments

4.1 Chair

Rockhampton Regional Council appointed the Mayor, as the Chair of the Rockhampton Local Disaster Management Group.

The chairperson has the following functions:

- Manage and coordinate the business of the group.
- Ensure, as far as practicable, that the group performs its functions.
- Report regularly to the relevant district group, and the police commissioner, about the performance by the local group of its functions.
- Activate the LDMP when required.

4.2 Deputy Chair

Rockhampton Regional Council has appointed the Deputy Mayor, as the Deputy Chair of the Rockhampton Region Local Disaster Management Group.

The role of the Deputy Chair to the Rockhampton Local Disaster Management Group is to serve as a deputy of the Chair, should the Chair be unavailable to attend to the Rockhampton Local Disaster Management Group business and to allow for continuance of the role for extended operations.

4.3 Local Disaster Coordinator (LDC)

Rockhampton Regional Council appointed its General Manager Regional Services as the Local Disaster Coordinator of the Rockhampton Local Disaster Management Group.

The function of the Local Disaster Coordinator is to help the group manage and coordinate its business such as –

- Coordinate disaster operations for the local group, report regularly to the local group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.
- Provide advice and support to the Chair and local group.
- Operationalise the LDMP, at the request of the Chair, including the activation of the LDCC when required (s.36).
- aiding the delivery of disaster management programs,
- implementing activation and alert procedures,
- strategically leading the local disaster coordination centre when activated,
- attending the District Disaster Management Group,
- attending the Local Disaster Management Group,
- being familiar with the Local Disaster Management Plans and sub plans,
- undertaking sufficient training to undergo the responsibilities outlined.

Power of delegation

Section 143(8) of the Act allows the LDC to delegate their functions under section 36 to an appropriately qualified person.

4.4 Local Recovery Coordinator (LRC)

Rockhampton Regional Council appointed its General Manager Communities as the Local Recovery Coordinator of the Rockhampton Local Disaster Management Group.

The function of the Local Recovery Coordinator is to help the group manage and coordinate its business such as –

- chairing and strategically leading the Local Recovery Sub-group,
- aiding the delivery of disaster recovery programs,
- attending the District Recovery Group meetings,
- attending the Local Disaster Management Group meetings,
- being familiar with the Local Disaster Management Plans and sub plans,
- undertaking sufficient training to undergo the responsibilities outlined.

4.5 Core Members

Core members are required to make informed decisions and help deliver the required outcomes and strategic objectives of the Local Disaster Management Group, Sub Groups and Local Disaster Coordination Centre.

4.6 Advisory Members

Depending on the incident, advisory members are required to provide specific advice in their area of responsibility or expertise to assist the Local Disaster Management Group make informed decisions and deliver the required outcomes and strategic objectives of the group.

4.7 Elected Representatives

Other than the Mayor and Deputy Mayor of Rockhampton Regional Council who hold the offices of Chair and Deputy Chair of the Rockhampton Local Disaster Management Group respectively, elected representatives from Federal, State and Local levels of Government are not members of the LDMG. Despite this, Rockhampton regionally based elected representatives are to be kept informed and may participate in disaster response and recovery activities at the Chair of the LDMG's discretion. Elected representatives are to be provided information including media releases as they are released to the public.

5 LDMG Membership

The Disaster Management Regulations 2014 (DMR) provides that:

a) a local disaster management group consists of the persons appointed as members of the group by the relevant local government for the group.
b) at least one person appointed to the LDMG must be a person nominated by the chief executive of the department.
c) at least one person appointed to the group must be a Councillor of a local government.
d) the relevant local government for a local group may appoint a person as a member only if satisfied the person has the necessary expertise or experience to be a member.

The following details the membership of the Rockhampton Region Local Disaster Management Group as appointed in accordance with Section 33 and 34 of the DMA. The Group is chaired by the Mayor of the local government. The Chair must appoint a Local Disaster Coordinator (LDC) to manage disaster operations for the area. The Chair may appoint a Local Recovery Coordinator (LRC) (ideally not the same person as the LDC). Members may be appointed by the local government. All members must have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Membership of the group shall mean and include any person acting in the capacity of an appointed member. The Rockhampton LDMG consists of Core members and Advisory members.

5.1 Core Members

Core members are considered the permanent members of the group, with the ability to provide a vote in decision making. The Core members of the Rockhampton LDMG include:

LDMG Position	Substantive positions	Organisation
Chairperson	Mayor	Council
Deputy Chairperson	Deputy Mayor	Council
Local Disaster Coordinator	General Manager Regional Services	Council
Local Recovery Coordinator	General Manager Communities	Council
Core members	Manager Infrastructure Planning	Council
	Coordinator Disaster Management	Council
	QPS Officer-in-Charge	Queensland Police Service
	QAS Officer-in-Charge	Queensland Ambulance Service
	RFS Acting Executive Manager District Co-ordination	Rural Fire Service Queensland
	SES Local Controller	State Emergency Service

Section 14 of the DMR allows a core member of a local disaster management group, with the approval of the chairperson of the group, to appoint by signed notice another person as their deputy.

Deputies may attend a group meeting in the core member's absence and exercise the member's functions and powers under the DMA at the meeting. A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting, if the permanent member is absent.

Persons nominated as deputies are welcome to attend the meetings of the LDMG, however if deputies are in attendance whilst the core member is present, they are not counted in the quorum and do not vote in the decision making.

A register of core member details and their nominated deputy will be maintained by the secretariat to the LDMG. It is the core member's responsibility to update these member details with the secretariat at least annually by 1st August each year or as necessary to respond to changes within a core member's organisation. Appendix 1 to 3 provide templates for member correspondence with the LDMG and Secretariat to update member details.

Voting to confirm consensus/support on critical decisions of the group will occur following discussion and consideration of relevant information available. When appropriate, the Group may use flying minutes to seek a decision, if the Group is unable to meet in person or via a dial in/electronic meeting format.

It is expected that core members attend all meetings of the LDMG.

If neither the nominated core member or their deputy are able to attend the meetings, the secretariat to the LDMG is to be advised and a proxy with the relevant expertise can be sent on their behalf but they are not counted in the quorum and do not vote in the decision making.

5.2 Advisory Members

The LDMG may co-opt additional members or seek the assistance of individuals or organisations as circumstances may require. They sit as advisors to the group and whilst involved with the business of the group, they will receive copies of the group's agenda and minutes and activation alerts issued during an

event. Advisory members do not hold any voting rights and do not contribute to forming a quorum for the group. The Advisory members of the LDMG include:

Advisory members		
ABC Capricornia	Department Education	Mater Private Hospital
Anglicare	Department Environment, Tourism, Science, & Innovation	NBN
Aurizon	Department Families, Seniors, Disability Services and Child Safety	Queensland Police Service (Emergency Management)
Australian Defence Force	Department Housing & Public Works (QBuild)	Queensland Reconstruction Authority
Australian Red Cross	Department Primary Industries	Rockhampton Airport
Blue Care	Department Transport & Main Roads	Royal Flying Doctor Service
Capricorn Helicopter Rescue Services	District Disaster Management Group	RSPCA
Capricornia Corrections Centre	Ergon Energy	Salvation Army
Central Queensland Amateur Radio Association	Gladstone Ports Corporation Limited	Services Australia
Central Queensland Hospital & Health Service	Lifeline	Stanwell Power Station
Chaplain Watch	Marine Rescue Queensland (Volunteer Coast Guard)	St John Ambulance
Country to Coast	Maritime Safety Queensland	SunWater

5.3 Summary of member responsibilities

The following table provides a summary of the differing responsibilities between core and advisory members:

Responsibilities	Core	Advisory
Provide appropriate paperwork for member nominations	Mandatory	Mandatory
Nominate a deputy	Mandatory	Mandatory
Submit member status report prior to the LDMG meeting	Mandatory	Annually (when requested)
Review and be able to implement the Local Disaster Management Plan	Mandatory	Recommended
Attend LDMG meetings	Mandatory	Recommended
Participate in consultation on Local Disaster Management Plan and associated sub plans	Mandatory	Recommended
Attend the LDMG Annual Exercise	Mandatory	Recommended[1]
Complete training as per Queensland Disaster Management Training Framework (QDMTF)	Mandatory	Recommended
Attend LDMG Sub group meetings	Recommended	Recommended
Contribute to and report on items on the LDMG Agenda[2]	Mandatory for Standing Items and Optional for items of interest.	Optional for items of interest.

1. Depending on the nature of the exercise, some advisory members will be requested to attend the annual exercise where it is likely that their specific expertise will be required.
2. Standing items on the LDMG agenda have been assigned to specific core members.

5.4 Sub-Groups

The LDMG may constitute sub-groups to address specific issues, functions and/or tasks. These may be permanent or temporary. Any decisions made, or actions taken on behalf of such groups must be endorsed by the LDMG, to ensure the validity of the decision under the Act, policies, and procedures. Where a sub-group of the LDMG is to be formed, a Terms of Reference for the Sub-group is to be developed and endorsed by the LDMG.

A Chairperson for each sub-group must be appointed by the LDMG. Sub-group Chairpersons or nominated sub-group members are required to submit regular reports of their progress to the LDMG at scheduled meetings, or as required.

There are two formal sub-groups:

- The Local Recovery Group chaired by the Local Recovery Coordinator
- The Evacuation Group chaired by Queensland Police Service (QPS) Inspector

For more information about these groups, please contact the secretariat.

6 Meetings

The LDMG will conduct ordinary meetings three (3) times per year, and extraordinary meetings as required (s.38 & reg.12) during events.

6.1 Notice of Meetings

A notice of meeting and meeting agenda will be provided to all persons on the Contact List, by calendar invitation and email correspondence within an acceptable duration prior to the scheduled meeting for the group to prepare with attached material.

6.2 Presiding the LDMG

The Chair of the LDMG is to preside at all meetings, or in their absence the Deputy Chair. If both are absent the meeting must be chaired by a person nominated by the Chair, a member nominated by the Deputy Chair, or if those offices are vacant, a member of the group chosen by the members present (Reg. 16).

6.3 Meeting attendance

An attendance register is to be completed at the commencement of each LDMG meeting to record attendance number and to ensure the meeting has a quorum.

6.4 Virtual attendance

Members of the group who are unable to physically attend can take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen.

A member who takes part in a meeting via teleconference or videoconference is taken to be present at the meeting and should be marked on the attendance register (Regs. 17.1 & 17.2).
During a disaster event, it is highly preferable that members attend Extraordinary LDMG meetings in person, rather than virtually.

6.5 Quorum

A quorum for an LDMG meeting is the number equal to one-half of the core members plus one, or if one-half of the members is not a whole number, the next highest whole number (Reg. 13).

It is important to ensure that membership of the LDMG is not too large so that there is no difficulty encountered in achieving a quorum at meetings. This is particularly important during times of activation as the quorum requirement is not waived during disaster/emergency situations when the LDMG is activated.

Whilst it is important to maintain a minimum number of appointed members, there is no restriction on the inclusion of supporting advisers to the LDMG on an as needs basis. Therefore, it has been considered appropriate that the core membership of the LDMG is maintained to key Council staff and emergency service providers.

6.6 Endorsement and Decision Making

Endorsement or official decision making is conducted through the Rockhampton Local Disaster Management Group.

Expert advice from advisers or observers and invited guests can be presented to the Rockhampton Local Disaster Management Group members in making an endorsement or decision. Endorsement or a significant decision will be noted in the minutes for acknowledgment and recording.

During the active phases of response and recovery of the Rockhampton Local Disaster Management Group, endorsement and decision making is verbally discussed and recorded in the minutes along with supporting documentation or information that assisted in making that decision.

It is expected that prior to the endorsement of a sub plan, members consult on the plan, provide feedback and expertise as well as have read the plan prior to endorsement by the LDMG.

6.7 Secretariat Support

The Rockhampton Regional Council will provide executive support to the Rockhampton Local Disaster Management Group.

The primary responsibilities of the Secretariat are:

- Meeting coordination – including sending calendar invite to members with supporting documentation such as LDMG Member Status Report, Exercise Review Reports, Disaster Programs, etc
- Meeting agendas – to be sent with calendar invites in a timely manner
- Meeting minutes and action register
- Update contact details for both core and advisory members on an annual basis or as notified of changes by the member
- Maintain mailing lists for core and advisory members on Outlook, Guardian IMS and ECM
- Updating the Action Register
- At least once a year, must give written notice of the members of the group to the Chief Executive, and the Chair of the district group for the disaster district in which the local group is situated in accordance with legislation (s.37). Refer to the Appendix for more information.

6.8 Business Documents

The Rockhampton Local Disaster Management Group will maintain the following documents as records of the Group's meetings:

- Meeting agenda,
- Meeting minutes and actions register,
- Meeting schedules,
- Agency reports and presentations, and
- Progress reports on disaster management projects, such as exercise outcomes, disaster management studies, etc,)

6.8.1 Action Register

In addition to meeting minutes, the LDMG should produce an action's register. The purpose of this document is to provide a running log of actions undertaken and an audit trail through to the acquittal of those actions.

Prior to each ordinary meeting of the LDMG, members will be requested to:

- Review the current actions register (distributed with meeting papers).
- Provide (where applicable) a status update advising of any actions undertaken.
- Capture any actions as a result of discussion outcomes. An action register should be documented. Refer to examples below:
    - The LDMG decision in relation to <XYZ> is to <<insert action required and the responsible position/person/s>>; and
    - The LDMG decision is that this matter will be dealt with out-of-session and the LDMG member/s <<XYZ>> will <<insert what the members are required to do>>. The outcome of this action will be reported back to the LDMG at the next meeting.

The action will remain active on the register until such time that it has been acquitted (e.g. all required actions have been undertaken), when completed it will be recorded as completed in the register.

6.8.2 Member/Agency Status Reports

Written member/agency status reports on behalf of the agency are used to update LDMG members on the status of the member agency's disaster management initiatives. This information assists the LDMG evaluate the status of the disaster management and disaster operations for the local government area. These reports will be circulated with the minutes from the group's meeting. Verbal member status reports would be provided at LDMG meetings by exception (e.g. during disasters).

6.8.3 Annual Report

The District Disaster Management Executive Officer and Emergency Management Coordinator are responsible for conducting a yearly IGEM review with the Disaster Management Unit which is considered to be an adequate annual report, reflecting the effectiveness and implementation of the LDMP.

7 Review of Local Disaster Management Plan and Sub Plans

All LDMG plans and sub plans should be written to address the LDMG's actions and procedures and should not be agency specific. Agency specific plans should be referenced in the document but do not need to be added to the LDMG plan or sub plans unless beneficial. All plans should have sufficient detail to enable the Local Disaster Coordinator to activate and enact the plan or sub plans.

A minor review of the Local Disaster Management Plan or Sub Plans will occur at any point each year and will be prepared by the Lead Agency and reviewed by the Local Disaster Coordinator. Any minor reviews should be included in the plan Document Control. A minor review consists of the following:

- Correcting formatting or typing errors, or
- Updating information such as contact details, demographics, list of shelters or changes to infrastructure for example that does not change intent, functions, or responsibilities contained within the plan.

The Local Disaster Coordinator has the authority to approve minor reviews and will advise the LDMG of any minor reviews approved at the next available LDMG meeting.

A major review of the Local Disaster Management Plan and Sub Plans should be completed every 3 years and will be prepared by the Lead Agency, sent for consultation to all LDMG members, reviewed by the Local Disaster Coordinator and presented to the LDMG for endorsement. A major review consists of the following:

- Thorough review to ensure alignment with Legislation or State Guidelines, or
- Changes required to address changes in the community's risk profile, or
- Changes in intent, responsibilities, functions, or operational philosophy contained within the plan.

A major review of plans must have a minimum consultation period of three weeks in which the amended plan is sent out to all LDMG members for feedback. Any feedback received must be considered and implemented if deemed appropriate. The final plan is then sent to the LDMG for endorsement at the next available LDMG meeting. Once major reviews are endorsed by the LDMG, they are then submitted to the Council for adoption. The LDMG can decide that there may be a requirement to add plans based on Risk Assessments, change of risk profiles, and lessons identified or learnt.

The Rockhampton Regional Council Disaster Management Unit is responsible for:

- Ensuring up to date plan/s are available online on the RRC Emergency Dashboard and via appropriate internal and external communication platforms
- In conjunction with the Secretariat, ensure that there is a 'public facing' sub plan document, and that operational, sensitive and confidential details are NOT contained within the 'public facing' document or that personal or confidential details are not available in any versions accessible by the public
- Release of operational facing documents that contain sensitive, personal details or confidential information is limited to membership of the LDMG/ LDCC.

7.1 Record keeping

Any minor or major reviews of plans once approved, must be sent to the LDMG Secretariat and Disaster Management Inbox (disastermanagement@rrc.qld.gov.au).

The Secretariat will be responsible for:

- Uploading revised documents and plans into ECM.
- Updating the public version of the documents onto the Rockhampton Regional Council website.
- Providing an electronic copy of updated plans to all members.
- Notifying Advisory members that updated documents are available on the Council website.

The Disaster Management Unit will be responsible for:
Updating the Guardian References tab.

7.2 Responsibility for plan updates

Lead agencies are expected to undertake major reviews with the LDMG sub plans in collaboration with the RRC Coordinator Disaster Management. Where multiple lead agencies are identified, they must work together to update the sub plans. All LDMG members may be contacted to provide input into Disaster Management plans.

The Coordinator Disaster Management will be responsible for engaging with Lead Agencies to review their plans. Lead Agencies should strive to have up to date LDMG plans. Agencies should communicate with Coordinator Disaster Management about any unforeseen delays. Agencies can make major reviews prior to the proposed next endorsement submission.

The table below shows when plans have last been endorsed, whose responsibility it is for plans to be updated and whether plans are public facing or internal LDMG documents only.

Plan name	Last endorsed	Responsibility for plan updates	Access
LDMG Plans			
Local Disaster Management Plan	January 2025	Rockhampton Regional Council	Public facing
LDMG Terms of Reference	January 2025	Rockhampton Regional Council	LDMG members only
LDMG Activation	March 2025	Rockhampton Regional Council	LDMG members only
All-Hazards Sub-Plans			
Communication	January 2022	Rockhampton Regional Council	LDMG members only
Local Disaster Coordination Centre	January 2025	Rockhampton Regional Council	LDMG members only
Evacuation Centre Management	January 2022	Rockhampton Regional Council	LDMG members only
Evacuation Planning	January 2022	RRC & Queensland Police Service	LDMG members only
Recovery	May 2025	Rockhampton Regional Council	Public facing + internal council documents
Financial Management	January 2022	Rockhampton Regional Council	LDMG members only
Community Health	January 2022	Queensland Health & DPI	LDMG members only
Fitzroy River Flood	January 2022	Rockhampton Regional Council	LDMG members only
Severe Storm, Tropical Cyclone & East Coast Low	January 2022	Rockhampton Regional Council & SES	LDMG members only
Bushfire Preparedness and Response	March 2023	QFD, RFS, RRC	LDMG members only
Risk Assessments, Studies and Strategies			
Bushfire Management Study 2020	2020	QFD, RFS, RRC	Public facing
Bushfire Management Strategy 2021 - 2025	2021	QFD, RFS, RRC	Public facing
Bushfire Management Mitigation Plan (2021-2025)	2021	QFD, RFS, RRC	Public facing
Bushfire Evacuation Plan – Mount Archer Area 2020	2020	QFD, RFS, QPS, RRC	LDMG members only
Bushfire Evacuation Plan – Mount Morgan 2022	2022	QFD, RFS, QPS, RRC	LDMG members only
Natural Disaster Risk Assessment	March 2021	Rockhampton Regional Council	LDMG members only

8 Training and Exercises

Disaster management training is important to ensure that all agencies can seamlessly integrate within the region's disaster management arrangements and contribute to an effective and coordinated response.

The RRC DMU in conjunction with QPS EMC, provides appropriate training and exercises of relevant member agencies such as:

- Training the members of the LDMG in relation to the Queensland Disaster Management Arrangements.
- Training the Rockhampton Regional Council and nominated agency liaison officers in the operation of the LDCC including the training in Guardian software.
- Training the region's disaster management agencies (including Rockhampton Regional Council, emergency services, community agencies and volunteer organisations) in disaster management concepts and operations; and
- Exercises to test local disaster management plans and arrangements and develop local capacity to respond to and recover from disaster events.

8.1 Local Disaster Management Group Mandatory Training

In line with the Queensland Disaster Management Training Framework mandatory training for all core members are:

- Queensland Disaster Management Arrangements
- Introduction to Disaster Management Training- Module 1

8.2 Local Disaster Coordination Centre Mandatory Training

For agency liaison officers operating in the LDCC, the below modules are also mandatory:

- Queensland Disaster Management Arrangements
- Disaster Coordination Centre - Module 1 and 2

There are additional modules listed in the training framework which are not mandatory, but beneficial for all LDCC staff members to attend or complete online.

To create or log on to their account within the Queensland Disaster Management Learning Management System (LMS) staff can go to: https://dmlmsqld.app.axcelerate.com/learner/

8.3 Guardian IMS

Guardian IMS is Rockhampton Regional Council's incident management system designed to help capture all critical information updates, actions and intelligence for effective decision support during a disaster.

Guardian IMS follows the principles of AIIMS, guiding the effective management by objectives using functional roles for response and recovery and delivering a flexible framework that is easily scaled up and down to cope with the changing situation of the incidents and events. The system can be accessed, via compatible web browser, from a computer, tablet, touch screen or smartphone device, is stored in the cloud (Amazon AWS ISO 27001), uses two factor authentication and safe coding systems and is a state-of-the-art software solution that meets Australian standards. Guardian is used to send disaster event information and alerts to opt-In subscribers using email from the Rockhampton Local Disaster Coordination Centre email address (ldcc@rrc.qld.gov.au) and SMS using the sender ID 'RRC LDMG'. LDMG members may also receive messages from this ID informing them of a change to the LDMG's level of activation.
The Disaster Management Unit will organise Guardian IMS training on a regular basis. All LDMG Plans will be stored in the References tab on Guardian IMS.

9 Appendices

Appendix 1 – Forms required for LDMG core and deputy members appointment
All forms and templates can be found on: The DM Guideline

LDMG core and deputy members appointment request	LDMG Secretariat response template
Notice of Agency Representative for a Local Disaster Management Group (LDMG) or District Disaster Management Group (DDMG) Template	Notice of Appointment as a Local Disaster Management Group (LDMG) Member Template
DM13B Approval to Appoint a Deputy to a LDMG or DDMG (Form)	Notice to a person of a Deputy Appointment to a Local Disaster Management Group (LDMG) or District Disaster Management Group (DDMG) Template

Appendix 2 - Forms required by the LDMG Secretariat in relation to the LDMG and DDMG
All forms and templates can be found on: The DM Guideline

- Annual Notice of Local Disaster Management Group (LDMG) membership Template
- Notice of Local Disaster Management Group (LDMG) Executive Appointment Template
- Notice of Local Government Appointment to District Disaster Management Group (DDMG) Template

Appendix 3 – Abbreviations

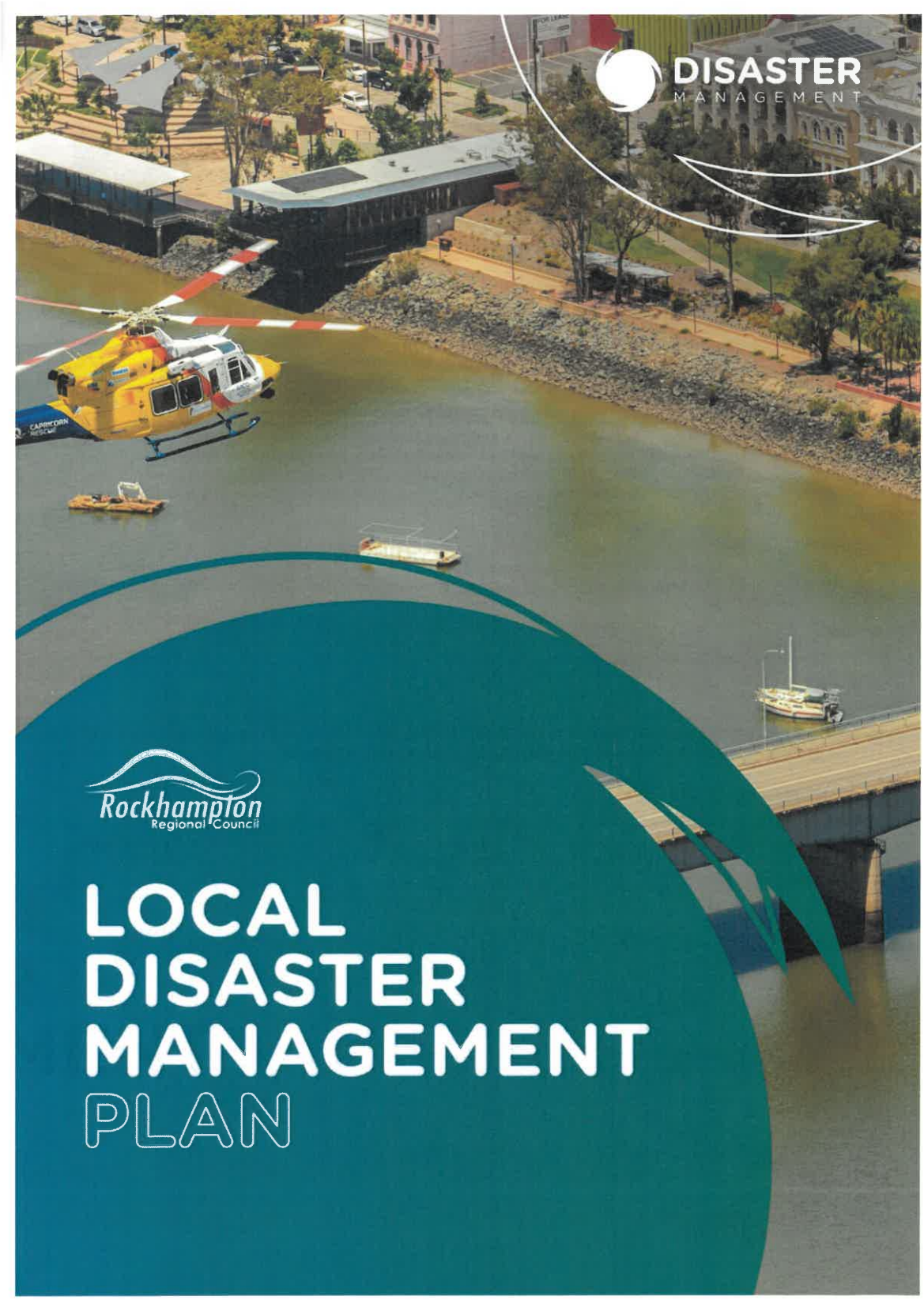
AIIMS	Australasian Inter-service Incident Management System
DMA	Disaster Management Act 2003
DMR	Disaster Management Regulations 2014
DMU	Disaster Management Unit
DRG	District Recovery Group
ECM	Enterprise Content Management
EMC	Emergency Management Coordinator
IGEM	Inspector-General Emergency Management
IMS	Incident Management System
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGA	Local Government Area
LMS	Queensland Disaster Management Learning Management System
LRC	Local Recovery Coordinator
QAS	Queensland Ambulance Service
QDMTF	Queensland Disaster Management Training Framework
QFD	Queensland Fire Department
QPS	Queensland Police Service
RFS	Rural Fire Service
RRC	Rockhampton Regional Council
SDMP	State Disaster Management Plan
SES	State Emergency Service

ROCKHAMPTON LOCAL DISASTER MANAGEMENT PLAN

LDMP 2026

Meeting Date: 10 November 2026

Attachment No: 2


DISASTER
MANAGEMENT
Rockhampton
Regional Council
LOCAL
DISASTER
MANAGEMENT
PLAN

Acknowledgement of Traditional Custodians

Rockhampton Regional Council acknowledges the Darumbal People, the Gaangalu Nation People, and the Barada Kabalbara Yetimarala People as the Traditional Custodians within the region and also acknowledges Torres Strait Islander people who live and work in the area.

The council pays its respects to their Elders past, present, and emerging.

Version

July 2026 Edition

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EMERGENCY CONTACTS

Important Contacts	
Rockhampton Region Emergency Dashboard emergency.rockhamptonregion.qld.gov.au	
LIFE THREATENING EMERGENCY please call triple zero (000)	
Police / fire / ambulance	
Rockhampton Region Local Disaster Coordination Centre 1300 652 659	
Only operational in the event of a disaster	
Other Contacts	
Animal Management Centre	(07) 4936 8555
Bureau of Meteorology	bom.gov.au
Department of Transport and Main Roads	qldtraffic.qld.gov.au
Road conditions	13 19 40
Ergon Energy	ergon.com.au/network/outages/outage-finder
Customer Service	13 74 66
Faults only	13 22 96
Life threatening emergencies only	000 or 13 16 70
Get Ready Queensland	getready.qld.gov.au
Maritime Safety Queensland: Waterways	Gladstone.maritime@msq.qld.gov.au
Gladstone Office (office hours)	(07) 49715200
Gladstone VTS (after hours)	(07) 48390208
Policelink non urgent police reporting	131 444
QF19 Australian Volunteer Coast Guard Rockhampton	(07) 4921 2266
Queensland Ambulance non urgent	131 233
Queensland Fire Department non urgent	fire.qld.gov.au
Rockhampton Regional Council	rockhamptonregion.qld.gov.au
Customer Service	(07) 4932 9000
After hours emergency contact	130 22 55 77
State Emergency Service (SES)	ses.qld.gov.au
	132 500
Wildlife Rescue	1300 264 625

Radio Stations			
ABC Capricornia	837AM	**4YOU**	98.5FM
Radio 4RO	990AM	**Triple M**	101.5FM
KeppelFM	91.3FM	**Hit FM**	107.9FM

Foreword

The Rockhampton Region is admired for its strength, resilience and ability to adapt and grow through change. People value the relaxed lifestyle, outdoor living and the natural beauty that makes this region such a great place to live. While this landscape supports our communities and economy, it can also bring natural hazards. When disasters occur, they can cause harm, loss and disruption across our communities.

Natural disasters are something we know all too well. They're part of life here, and over time we've built a strong reputation for resilience and adaptability. Through experience, we've learned valuable lessons and turned them into practical actions. Individuals, businesses, organisations, Council and government agencies all play a role in preparing for and reducing the impacts of future events. That said, no two disasters are ever the same. Ongoing risk assessments show that the threats we're most familiar with may not always be the ones that pose the greatest risk in the future. That's why it's important for all of us to keep reviewing possible scenarios and planning how we'll respond if they occur.

Disaster management in Queensland is built on shared responsibility. It relies on consultation, collaboration, coordination and clear communication. This includes all levels of government, non-government and not-for-profit organisations, disaster management groups and others with legislated roles. Rockhampton Regional Council is committed to making sure our region is prepared for whatever comes our way. This work is led through the Local Disaster Management Group and delivered via the Local Disaster Management Plan.

A key part of our role is understanding the hazards and risks that could affect the safety of our communities. From there, we put measures in place for mitigation, preparedness, response and recovery, within the scope of our responsibilities and available resources.

The Rockhampton Region Local Disaster Management Group is experienced and well-resourced to manage the impacts we're likely to face. We continue to strengthen our capabilities over time. Importantly, disaster management is a shared responsibility with the community. By working together, we aim to help people prepare for future events by building resilience through education, raising awareness, improving understanding of risks, and supporting the community to take action before, during and after disasters.

On behalf of the Rockhampton Region Local Disaster Management Group, thank you for taking the time to read this Local Disaster Management Plan. We appreciate your support and look forward to working together to keep our communities' safe places to live, work and play.



Mayor Tony Williams
Chair
Rockhampton Region Local Disaster Management Group

Plan Authorisation

The Rockhampton Regional Council Local Disaster Management Plan (the Plan) has been prepared by the Local Disaster Management Group and under the authority of the Rockhampton Regional Council in accordance with section 57 of the Disaster Management Act 2003 *(An Act to provide for matters relating to disaster management in the State, and for other purposes)*, hereinafter referred to as the 'Act'.

In accordance with section (80(1)(b) of the Act, Rockhampton Regional Council approves the Plan.

Mayor Anthony Williams
Chair, Rockhampton Regional Council
Local Disaster Management Group

27/7/2026

Peter Kofod
Local Disaster Coordinator
Rockhampton Regional Council
Local Disaster Management Group

27/7/2026

Important information

Version control

The Plan is a controlled document. The controller of the document is the Local Disaster Coordinator (LDC) on behalf of the Local Disaster Management Group (LDMG). Any proposed amendments to the Plan are to be forwarded in writing to:

Local Disaster Coordinator,
Local Disaster Management Group
Rockhampton Regional Council
PO Box 1860, Rockhampton, QLD, 4700

Minor amendments may be approved out of meeting, however, any significant alterations that change the intent of the Plan must be submitted to the local group for endorsement and then provided to Council for approval.

The Plan is divided into ten (10) parts:

Part 1 Administration
Part 2 Governance
Part 3 Risk Assessment
Part 4 Local Capacity and Capability
Part 5 Prevention
Part 6 Preparedness
Part 7 Response
Part 8 Recovery
Part 9 Resilience building
Part 10 Appendices

Information and advice for residents, business operators and visitors can be accessed on the Council Services Disaster Management page on the Rockhampton Regional Council website.[1]

The disaster management website is designed to provide the following localised information, including:

- An Emergency Dashboard[2] detailing real-time disaster/emergency information
- Advice on what to do before, during and after a disaster event
- Common disasters in the region
- Council's role and plans
- Community engagement and education
- Vulnerable persons
- Resources, fact sheets and videos to help to get ready for a disaster
- Volunteering opportunities
- Emergency contact information

[1] Council Services Disaster Management page
[2] Emergency Dashboard

Amendment Control

Amendment		Plan updated	
Version no.	**Date issued**	**Amendment content**	**Date approved by LDMG**
1.0	13/01/2022	LDMG endorsed on 13/01/2022	25/01/2022
2.0	10/01/2023	Minor Plan review. Warnings and Public Information grouped together. Community Education grouped together. Removal of duplicated information across other plans.	
3.0	16/12/2024	Minor Plan review Addition of Climate change section Addition of Offers of Assistance Amendment to agency names	
4.0	11/05/2026	Major review	02/07/2026

Distribution

The plan will be disseminated to all members of the LDMG, and Council will be responsible for maintaining the associated distribution list.

Abbreviations

Abbreviation	Meaning
AAR	After-action Review
the 'Act'	Disaster Management Act 2003
ADF	Australian Defence Force
AGDRP	Australian Government Disaster Recovery Payment
AIIMS	Australasian Inter-service Incident Management System
AWS	Australian Warning System
BCP	Business Continuity Plan
Bureau	Bureau of Meteorology
C2C	Council to Council
CDO	Counter Disaster Operations
CEO	Chief Executive Officer (of Council)
Council	Rockhampton Regional Council
CRMP	Crisis Response Management Plan
DACC	Defence Assistance to the Civil Community
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDCC	District Disaster Coordination Centre
DMU	Disaster Management Unit (of Council)
DRA	Disaster Recovery Allowance
DRFA	Disaster Recovery Funding Arrangements

EA	Emergency Alert
EMAF	Emergency Management Assurance Framework
EV CREW	Emergency volunteering crew
IAP	Incident Action Plan
IGEM	Inspector-General Emergency Management
IMS	Incident management system
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LGA	Local Government Area
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
MSQ	Maritime Safety Queensland
NGO	Non-Government Organisation
NSP	Neighbourhood Safer Place
PHAS	Personal Hardship Assistance Scheme
PPRR	Prevention, Preparedness, Response and Recovery
PSPA	Public Safety Preservation Act
QAS	Queensland Ambulance Service
QDMA	Queensland's Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
QFD	Queensland Fire Department
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
RFA	Request For Assistance
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SitRep	Situation Report
SMS	Short Message Service
SOP	Standard Operating Procedure
SRC	State Recovery Coordinator

Refer to Appendix C of this document for a list of definitions.

PART 1 - ADMINISTRATION

1.1 Purpose

The purpose of the Local Disaster Management Plan (the Plan) is to apply the provisions of the Act and associated disaster management doctrine to ensure that Council meets its disaster management obligations.

1.2 Aim

The aim of the Plan is to enable Council to mitigate the effects of, prepare for, respond to, recover from, and build resilience to, disaster events.

1.3 Key objectives

- To mitigate the potential adverse effects of an event through the implementation of preventative strategies.
- To prepare for managing the effects of an event as described in s.16 of the Act.
- To effectively respond to and recover from a disaster event in a timely manner.
- To adapt to the impacts of a disaster and build a more disaster-resilient community.

1.4 Scope

The Plan is intended for disaster management stakeholders within the Rockhampton region. Key stakeholders include the local government and their community and may also include relevant State departments and agencies, non-government and not-for-profit organisations, and essential service providers. The Plan establishes the framework, arrangements and practices that enable disaster management in the Rockhampton Regional Council.

1.5 Availability for inspection

In accordance with s60 of the Act, a local government must ensure a copy of the Plan is made available for inspection, free of charge, to members of the public. The Plan is available at:

Online at: rockhamptonregion.qld.gov.au/CouncilServices/Disaster-Management.
For viewing at: City Hall, Bolsover Street, Rockhampton.

It is not mandatory to share Sub-Plans of the LDMP publicly and is only done at the discretion of the LDMG.

1.6 Planning cycle

Figure 1 describes the 12-month planning cycle highlighting the following indicative activities:

Period	Phase	Comments
November to March	Recognised operational period	While it is recognised historically as the seasonal operational period, operations may occur at any time. As such, the planning and exercising phases of the cycle may have to be modified to suit the circumstances.
March to July	Planning	Period where plans are reviewed and revised based on lessons identified from operations etc.
July to August	Review and approval	Revised plans reviewed and approved by Council
August to November	Testing/evaluation	Plans are exercised to ensure operational efficacy. Minor amendments may be made.

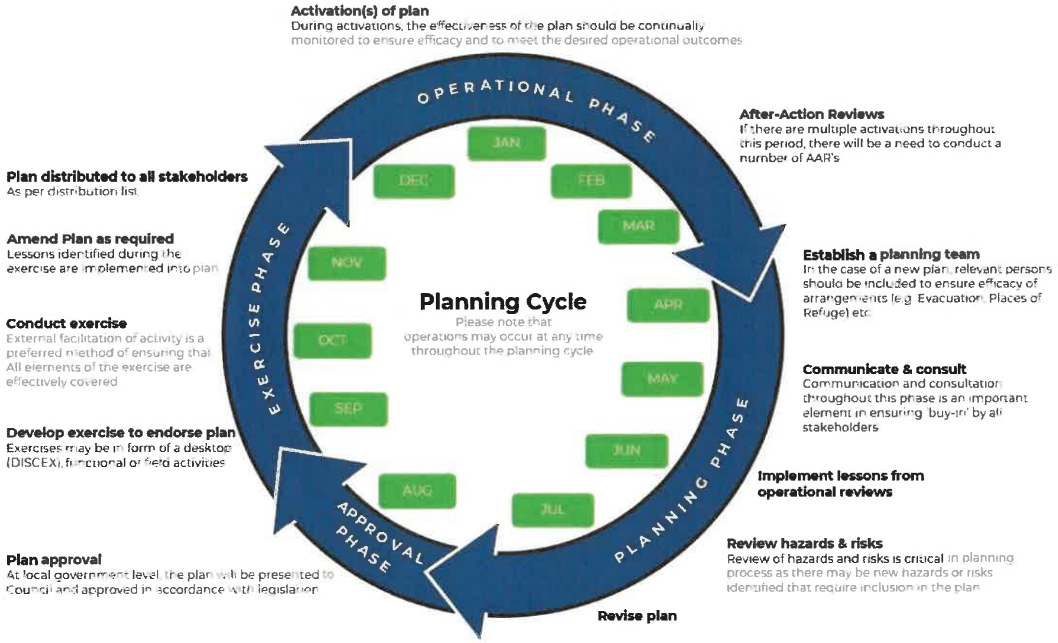


Figure 1 – Planning cycle

***Note**: The operational phase is recognised as the period from November to end of March. However, significant operations may occur at any time. Planning and exercise phases may need to be modified to suit the circumstances.*

1.7 Planning structure

In accordance with the Act, Council must prepare a Local Disaster Management Plan for their local government area (LGA). The Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline[3] (the Guideline) also recommends the development of sub-plans that relate to hazards or functions that may be relevant to the region.

Figure 2 illustrates the relationship between the Plan and relevant hazard specific and functional sub-plans, which are local to the Rockhampton region.

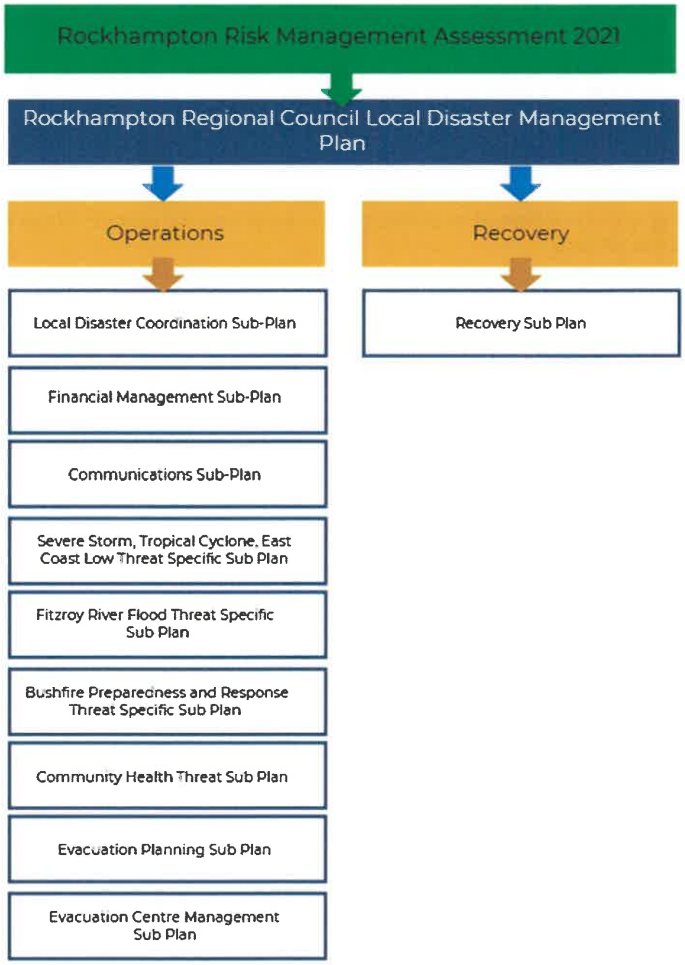


Figure 2 – Disaster planning structure

The Sub Plans are endorsed by the LDMG under the provisions of the Act and reviewed regularly as a major component of preparedness. All Sub Plans are to be approved by Council.

[3] Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline

1.8 Liability

Except for provisions in Part 11 of the Act *(Provisions about compensation and policies of insurance)*, the State, Ministers, Local Governments and officials are not civilly liable for actions or omissions made in good faith. This protection applies as long as they did not show reckless disregard for the risk of causing personal injury or damage to property. This section does not prevent anyone from further limiting their liability under the *Civil Liability Act 2003*.

1.9 Review and renewal

The Plan should be renewed in accordance with the provisions described under s59 of the Act, in that, the Plan:

- may be reviewed or renewed when the local government considers it appropriate, however the effectiveness of the Plan must be reviewed at least once per year
- reviewing the Plan annually ensures a high level of operational efficacy.

Circumstances which may necessitate a review include:

- activation of the Plan or elements of the Plan due to an event
- a training activity designed to practice or evaluate specific aspects of the Plan, or its overall operational efficacy
- significant changes to an entity's roles, responsibilities, or functions
- operational changes
- emerging hazards (e.g., COVID-19)
- following an assessment of the Plan in line with the Emergency Management Assurance Framework (EMAF).

PART 2 – GOVERNANCE

2.1 Authorising environment

The Act (including the Regulation) forms the legislative basis for disaster management within all levels of government and Queensland's Disaster Management Arrangements (QDMA).

The Act binds all persons undertaking disaster management in Queensland and is supported by enabling doctrine (Instruments of the legislation – refer to below figure – including the Queensland Disaster Management Strategic Policy Statement, the Standard for Disaster Management (the Standard), the Guideline, and the Queensland State Disaster Management Plan (SDMP).

Figure 3 illustrates the relationship between the legislation, the instrument of the legislation and disaster management planning according to the Emergency Management Assurance Framework[4].

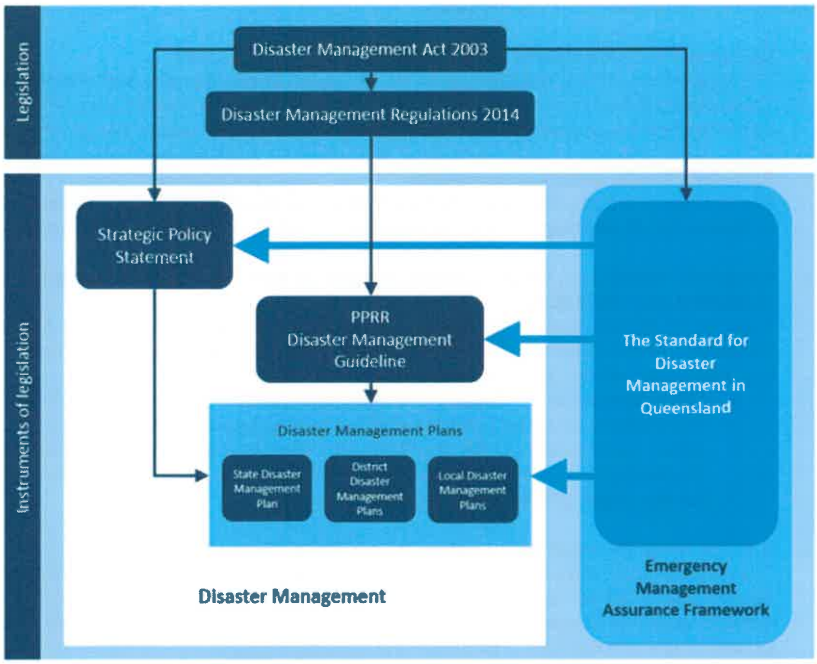


Figure 3 - Authorising environment

[4] NEW Emergency Management Assurance Framework v2.0.pdf

2.2 Application of the Act

This Act binds all persons including the State and, as far as the legislative power of the Parliament permits, the Commonwealth and the other States (s.5).

2.3 Legislation and supporting doctrine

Legislation

Disaster management in Queensland is founded on the Act and Regulation. **Appendix A** details the provisions of that legislation that relate specifically to local government and apply to the Plan.

Supporting doctrine ('Instruments of the legislation')

Instruments of the legislation are legally binding, subordinate laws made by an authorised person or body under power delegated by Parliament, rather than in an Act. They provide detailed, flexible rules, such as guidelines, standards and other associated doctrine to support the application of statutory powers. They include:

- **Queensland Government 2016 Strategic Policy Statement**
  The Queensland Disaster Management Strategic Policy Statement[5] informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts. (Refer s.4A (c) of the Act)

- **Standard for Disaster Management**
  The Standard for Disaster Management[6] (the Standard) establishes the outcomes to be achieved for all entities involved in disaster management. (Refer s.58 of the Act)

- **(Interim) Prevention, Preparedness, Response and Recovery Disaster Management Guideline (the Guideline)**
  The interim Prevention, Preparedness, Response and Recovery Disaster Management Guideline[7] (the Guideline) informs the State group, district groups and local governments within QDMA about matters relating to:
  - the preparation of disaster management plans
  - the matters to be included in a disaster management plan
  - other matters about the operation of a district group or local group the Police Commissioner considers appropriate having regard to disaster management for the State. (Refer s©(c) and 58 of the Act).

- **Interim State Disaster Management Plan 2024-25**
  The interim State Disaster Management Plan 2024-25[8] (SDMP) establishes the framework, arrangements and practices that enable disaster management in Queensland. It includes guidance for disaster management stakeholders through the provision of commentary and directions to supporting documents such as plans, strategies and guidelines. Refer s.4A(c) of the Act.

2.4 Council policy

Council has adopted a Disaster Management Policy which fosters the ownership of disaster management in all departments within the Council. This in turn supports the actions of the LDMG and objectives of the Plan.

[5] The Queensland Disaster Management Strategic Policy Statement
[6] Inspector-General Emergency Management, The Standard for Disaster Management
[7] The interim Prevention, Preparedness, Response and Recovery Disaster Management Guideline
[8] State Disaster Management Plan 2024-25

2.5 Guiding principles

Section 4A(a) of the Act specifies that disaster management should be planned across the following four (4) phases described in the following table. The Plan is based on these four phases:

Phase	Brief description
Prevention	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.
Preparedness	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
Response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.
Recovery	The taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

2.6 Queensland's Disaster Management Arrangements (QDMA)

Queensland's disaster management arrangements are based on a four-tiered approach[9] of providing progressive support and assistance as shown in the Figure 4. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

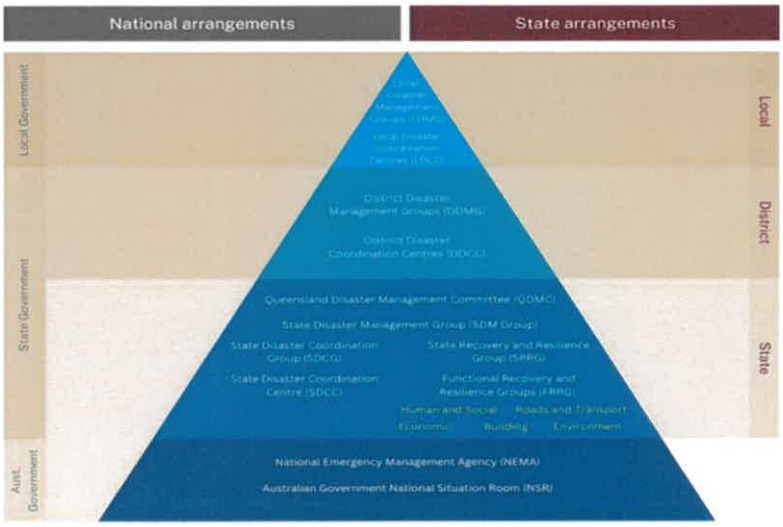


Figure 4: QDMA governance

[9] Interim-QPPRR-Disaster-Management-Guideline.pdf see page 9

2.7 Continuous improvement

Council is committed to the continuous improvement of its disaster management arrangements. Continuous improvement involves the regular evaluation and subsequent improvement of processes and arrangements to ensure they remain compliant.

Disaster management entities, researchers, and policy makers as well as the community have a mutual responsibility to ensure continuous improvement initiatives are shared across the community and disaster management sector.

Council will continue to research new and improved methods and approaches to enhance their disaster management capabilities by:

- working with police, emergency services, State and Australian government agencies, the business sector, and the community, to identify and improve its' disaster management capabilities including planning and systems
- identifying opportunities for cooperative partnerships to improve disaster management outcomes.

The Queensland Government Strategic Policy Statement promotes *'continuous improvement of disaster management through implementation of innovation, research and lessons learned'* and as such Council will ensure that future planning is driven by not only current community needs but emerging trends and learnings from across State, national and international disasters.

2.8 Relationship with District Disaster Management Group (DDMG)

Rockhampton Regional Council sits within the Rockhampton Disaster District. The DDMG provides a whole-of-government planning and coordination capacity to support the Rockhampton region in disaster operations and disaster management.

The DDMG is chaired by a senior Queensland Police Officer who is appointed by the Commissioner of Police in accordance with s.25 of the Act and s.6 of the Disaster Management Regulation 2014 (the Regulation).

PART 3 – RISK ASSESSMENT

3.1 Introduction

Understanding risk and disaster risk reduction are international priorities as captured within the United Nations Office for Disaster Risk Reduction Sendai Framework for Disaster Risk Reduction 2015-2030 *Priorities for Action*, available on the United Nation Office for Disaster Risk Reduction website[10]. Australia is a signatory to the Sendai framework.

Consequently, the Queensland Government has introduced the Queensland Emergency Risk Management Framework (QERMF) to assist all levels of the disaster management sector in their development of risk reduction strategies.

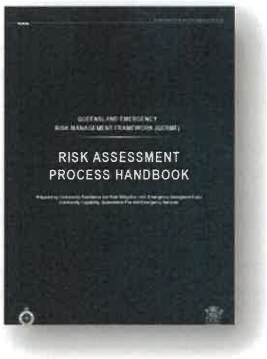
Assessing community risk is a key and integral building block of disaster management planning. An understanding of the potential hazards and the risks they pose enhances the development of effective disaster management plans thereby lessening the impact of a disaster event.



Council's 2021 Emergency Risk Management Assessment has identified the level of exposure and vulnerability of its' community, built infrastructure, economy and environment to a range of natural and or man-made hazards, including floods, wildfires, cyclones, pandemics, and industrial accidents. This part of the Plan details the framework used to establish how Council will mitigate, prevent, prepare for, respond to and recover from hazards that impact the region.

3.2 Queensland Emergency Risk Management Framework

The Queensland Emergency Risk Management Framework QERMF[11], available on the Queensland Government's Disaster website, has been developed to inform a risk-based planning process across the disaster management sector in Queensland and has been endorsed by the QDMC. The methodology has been developed from a range of risk management standards as outlined in the Framework.



Council has adopted the QERMF methodology in assessing and managing community risk.

[10] United Nation Office for Disaster Risk Reduction
[11] Queensland Emergency Risk Management Framework (QERMF)

3.4 Risk assessment process

There are four steps in the risk assessment process (refer to Figure 5), as detailed in the QERMF[12]:

Step 1 Establishing the context
Step 2 Analysing the hazards
Step 3 Risk analysis
Step 4 Risk-based planning

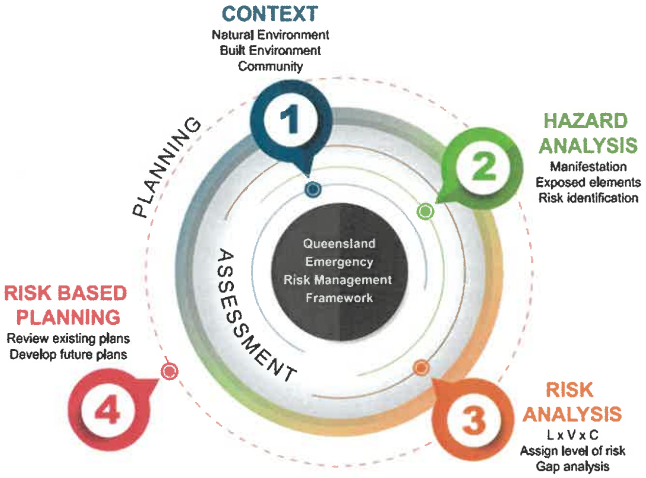


Figure 5 - QERMF risk assessment process

Step 1 Establishing the context

This step focuses on an understanding of the regional description (natural landscape), the regions' climate, demographics, built environment, economy, socially and/or culturally valued areas and community infrastructure.

Description
Located in the heart of Central Queensland, the Rockhampton region lies on the Tropic of Capricorn. It borders Livingstone shire to the north, the Pacific Ocean to the east, the Gladstone region and Banana Shire to the south, and the Central Highlands region to the west.

Rockhampton is the Region's main business and employment centre, with surrounding towns offering a rural lifestyle close to urban services.

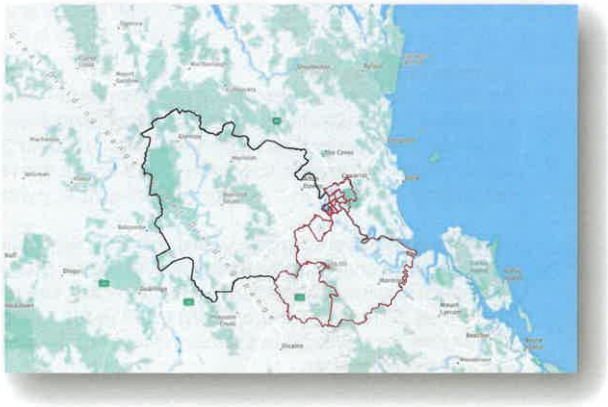
The region is centred on three (3) major urban communities, namely:

- Rockhampton city,
- Gracemere, and
- Mount Morgan.

[12] QERMF Risk Assessment Process Handbook.pdf

In addition to these, smaller communities are located at:

- Bajool
- Boulder combe
- Kabra
- Marmor
- Stanwell
- Alton Downs
- Gogango, and
- Westwood.



Regional snapshot[13]

Population **85,334** ABS 2021	Population density **12.98** persons per sq km	Land area **6,575** square km
Born overseas **9.8%** ABS 2021	First nations people* **8.5%** ABS 2021	GRP **$6.93 billion** NIEIR 2024
Largest industry **Health Care and Social Assistance** NIEIR 2024	Local businesses **5,647** ABS 2024	Local jobs **45,324** NIEIR 2024

*Aboriginal and Torres Straight Islanders

Regional population growth 2021 to 2041

Figure 6 presents the projected population for Rockhampton over the 20-year period from 2021 to 2041.

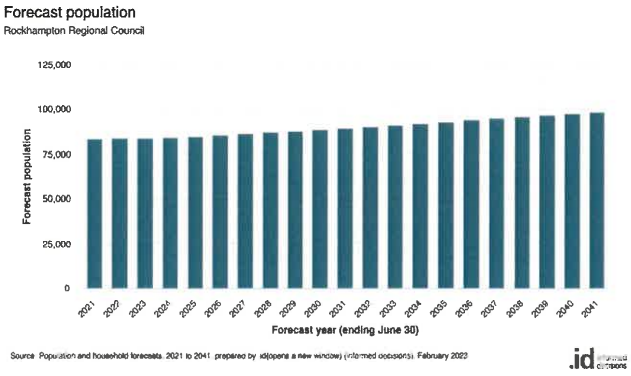


Figure 6 - Rockhampton forecast population

[13] For full details on Rockhampton Regional Council LGA, refer to.idcommunity at https://profile.id.com.au/rockhampton

Climate and weather
Rockhampton has a subtropical climate, positioned on the Tropic of Capricorn within the southeast trade-wind belt. It sits south of regular monsoonal influence and north of strong southern cold fronts. The region receives just over 800 mm of annual rainfall, with a clear wet season from December to March and a dry season from June to September. Typical temperatures range from 32–22 °C in summer and 23–9 °C in winter.

Prevailing winds are mostly south-easterly, with northeast sea breezes offering relief in warmer months. Winter and early spring can bring south-westerly winds, fog, and occasional minimums near 0 °C. Maximum temperatures can reach the low to mid-40s between October and March, and these extremes are projected to increase with climate change. Rockhampton is within the cyclone risk zone, experiences summer thunderstorms, and faces a bushfire-prone period from August to November.

Monthly temperature averages
The following graph (figure 7) details the monthly average maximum day and minimum night temperatures in Rockhampton.

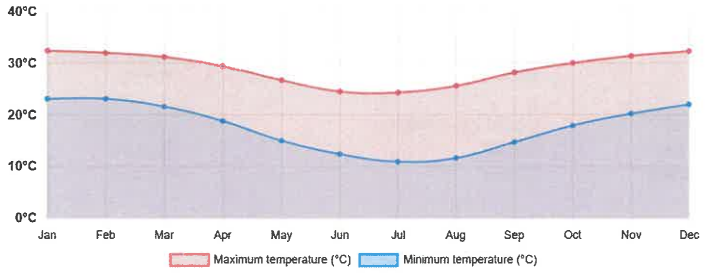


Figure 7 - Maximum temperatures

Vulnerable community
Environmental risks compound the community vulnerabilities in Rockhampton, including youth disengagement, domestic violence and homelessness. The region's exposure to floods, storms, and bushfires—identified through the QERMF—demonstrates how natural hazards intersect with social disadvantage, amplifying community vulnerability and reinforcing the need for coordinated, community-centred disaster-preparedness strategies.

Infrastructure
Rockhampton's current infrastructure landscape is shaped by major upgrades and capital works projects designed to strengthen essential services, transport connectivity, and community facilities. Key water and sewerage investments include the Mount Morgan Water Pipeline, and the North Rockhampton Sewage Treatment Plant upgrade, both of which enhance long-term service reliability.

The region also benefits from a secure and sustainable water supply sourced from the Fitzroy River – Australia's second largest catchment – which underpins current and future economic opportunities and supports the local lifestyle.

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

Individual organisations are to maintain a list of their own critical infrastructure, essential services, hazardous sites and referable dams and provide a list annually to the LDMG.

Environment
The Rockhampton Region contains more than 1,174 plant species and was once dominated by eucalyptus woodlands, open forests, acacia vegetation, rainforests, mangroves, saltmarshes, and smaller melaleuca areas, though over half the landscape has since been cleared for rural and urban uses, mainly grazing. Remaining natural areas are now largely Eucalypt forests and woodlands, with wetlands, mangroves, and saltmarshes, and while clearing has created breaks that can help manage fires, steep forested terrain near urban areas still presents significant bushfire risk.

The most vulnerable communities are around Mount Archer (Mount Archer, Frenchville, Norman Gardens, Lakes Creek, Koongal) and Mount Morgan (Moongan, Leydens Hill, Baree, Walterhall, The Mine, Struck Oil, Limestone, Nine Mile Creek, Walmul, Trotter Creek, Fletcher Creek, Wura, Oakey Creek, Boulder Creek), where development sits close to bushfire-prone land. Further regional context is available in ABS Census Community Profiles and Council planning documents.

The Fitzroy River is a dominant natural feature for the Region, as it moves from expansive areas of productive pastoral and agricultural land in the west through to the Fitzroy River delta in the east. The Region is well versed in flooding events when the river breaks its banks. These are considered a regular occurrence.

Industry
The regions' key industry profile include:

- Manufacturing
- Retail trade
- Education and training
- Mining
- Professional, scientific and technical services.
- Construction
- Public administration and safety
- Health care and social assistance
- Accommodation and food services

The following graph (figure 8) details the variety of industries and business presented in the region[14].

[14] Rockhampton Regional Council economic profile - employment by industry

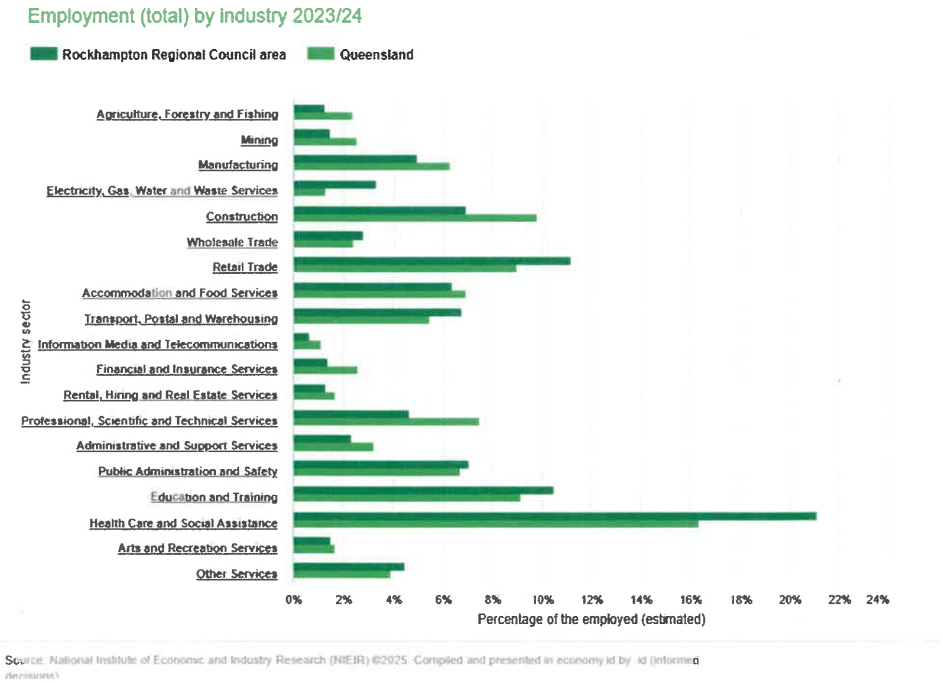


Figure 8 - Environment by industry 2023/24

Step 2 Analysing the hazards

This step focuses on relevant regional hazards as well as climate change implications and projections.

Rockhampton Region Emergency Risk Management Assessment 2021
The LDMG reviewed the region's natural hazards using the updated QERMF, building on previous assessments and drawing on climate data, State risk assessments, and extensive consultation with advisors, emergency services, disaster management groups, and the community.

The assessment confirmed that the Region is well-practised in managing traditional Central Queensland events but highlighted that climate change is likely to introduce new and emerging threats. Throughout the year, the Region faces potential risks from multiple hazards. This process strengthened understanding of local hazards, their likelihood within a one-year period, the vulnerability of exposed elements, and the effectiveness of existing mitigation measures.

Hazards identified to affect the Rockhampton Region local government area

- Bushfire
- Heatwave
- Drought
- Severe storms
- Flooding (moderate and major)
- Cyclone
- Earthquake
- Landslide
- Pandemic

It is recognised that in the future emerging hazards may impact the region. These hazards will be managed in accordance with the comprehensive all hazards approach to planning. For further details, refer to the aforementioned risk assessment.

Climate change
Council has implemented an internal Climate Risk Management Plan to guide its strategic approach over the coming few years. The plan outlines enhancements to governance practices, staff training and capability development, as well as practical initiatives such as water security and heat reduction planning.

Further information is available on Council's website via the Climate Resilient Rockhampton Region information page.

Central Queensland including the Rockhampton Region is already experiencing the effects of more frequent, severe, and longer-lasting weather events. Queensland's 2023 State Disaster Risk Report identifies the state as Australia's most hazard-prone, with climate change intensifying impacts across communities, the environment, and the economy.

In Central Queensland, rising average temperatures and more days above 35 °C are expected, while rainfall remains variable. Increased extreme heat will heighten bushfire risk, make fires harder to control, and elevate heatwave-related health and wellbeing impacts. These changes will also influence social, economic, environmental, and infrastructure resilience across the region.

It is predicted that these changes will continue, while new natural hazard threats will emerge. There is growing potential for cumulative or concurrent, large-scale natural hazards to occur[15].

Climate change predictions indicate that the region will experience:
- more frequent heatwaves
- more frequent storm tide events
- rising sea level
- increased likelihood of wildfires, and
- more intense periods of heavy rains and severe storms.

For the full report about climate change impacts in Central Queensland, refer to resources available on: https://www.longpaddock.qld.gov.au/qld-future-climate/regional-sum/

Step 3 Risk analysis

Assessment process
This risk assessment approach includes two key processes to identify the risk and then to assign the level of risk. The outcomes of these two processes are used to populate multiple risk management documents including a Risk Assessment Table, Risk Register and Decision Log.

Process 1 Identifying risk
- Assess the risk.
- Detail the exposed elements (elements at risk).
- Assess the vulnerability of the exposed elements.

Process 2 Assigning level of risk
- Assess the likelihood (using scenario modelling based on historical data).
- Identify vulnerability (drawn from Process 1).
- Assess the consequence.

[15] National Disaster Risk Reduction Framework

- Develop Risk Statements (for identified risks).
- Assign level of risk, and response:
  - Risk matrix and risk treatment options.
  - Risk Assessment Table and Risk Register.
  - Decision Log.

For further details refer to the Risk Analysis process in the Queensland Emergency Risk Management Framework (QERMF)[16].

Step 4 Risk-based planning

The final step in the process is risk-based planning (Disaster management planning based on the first three (3) steps of the QERMF). Planning increases the understanding of risks, vulnerabilities, and treatment options across the social, economic, built and natural environments.

Treating risks
Council and the LDMG are committed to identifying and managing risks through mitigation, preparation, response, and resource allocation for approved works. For risks outside Council's direct control that could still negatively impact the region, the LDMG will lobby the appropriate agencies for action. Hazard-specific lead agencies remain responsible for assessing hazards and implementing relevant treatments.

Managing residual risk
Residual risk is the risk that remains even when effective disaster risk reduction measures are in place. Because the risk can never be fully eliminated, Council must continue to invest in emergency services, recovery planning and financial safety nets. If the LDMG identifies risk that cannot be managed, they will seek support and treatment solutions from the Disaster District or State levels of Queensland's disaster management system.

History of Natural Disasters
Rockhampton has a long history of moderate and major flooding, including the record 1918 flood that reached 10.1 metres. More recent flooding and disruption followed tropical cyclones Debbie (2017), Marcia (2015), and Oswald (2013), causing heavy rainfall, flash flooding, major landslides, and significant road damage.

The Region has also experienced major bushfires in 2009, 2018, and 2019, with homes lost in 2009 and 2018 and the full evacuation of Gracemere—population around 8,400—during the 2018 fires near Kabra and Stanwell. In 2020, the COVID-19 pandemic created additional challenges for disaster response, requiring new plans and procedures to maintain essential services under restrictions.

Climate risk – the product of hazards combined with exposure and vulnerability – directly influences the resilience of households and communities. For this reason, it is integral that disaster management integrates climate change projections into how risk is communicated and into all aspects of prevention, preparedness, response and recovery (PPRR).

Figure 9 provides a summary of risk ratings based on likelihood of the identified hazards in the 2021 Risk Assessment. This information is subject to change.

[16] Queensland Emergency Risk Management Framework (QERMF)

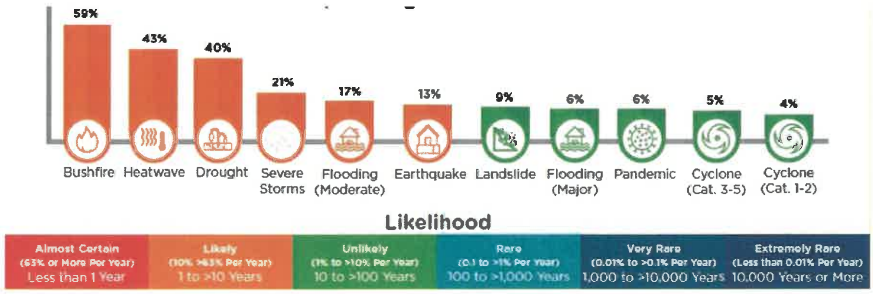


Figure 9 – Rockhampton Region Hazard Risk Profile

PART 4 – LOCAL CAPACITY AND CAPABILITY

4.1 Role, responsibilities and functions of Council

Role

In accordance with s.4A(d) of the Act, Council, through its' establishment of a Local Disaster Management Group (LDMG) (s.29 of the Act), is primarily responsible for managing events [17]in their LGA to minimise the impact of disasters on its communities through the delivery of PPRR measures.

Sections 57
The Queensland SDMP reinforces the planning requirements of Local Government and specifies that they must be consistent with the Standard and the Guideline (s58) and must include provision for the following:

- The State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management.
- The roles and responsibilities of entities involved in disaster operations and disaster management in the area.
- The coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b).
- Events that are likely to happen in the area.
- Strategies and priorities for disaster management for the area.
- Matters stated in the disaster management guidelines as matters to be included in the Plan.
- Other matters about disaster management in the area the local government considers appropriate.

Functions

Section 80
The functions of the local government are:

a) to ensure it has a **disaster response capability**
b) to approve its local disaster management plan prepared under part 3 of the Act
c) to ensure information about an event or a disaster in its area is promptly given to the DDC for the disaster district in which its LGA is situated, and
d) to perform other functions given to local government under the Act.

[17] An 'event' as described under s16 of the Act.

Disaster response capability *means the ability to take appropriate measures to respond to an event. These activities include the taking of actions and implementation of measures in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.*

4.2 Rockhampton Regional Council Local Disaster Management Group

Establishment

The Rockhampton Region LDMG has been established under section 29 of the Act to manage and coordinate disaster management in the LGA on behalf of the Rockhampton Regional Council.

Terms of reference

Functions

Section 30 prescribes the following functions to be performed by the LDMG:

a) To ensure that disaster management and disaster operations in the area are consistent with the State group's Strategic Policy Framework for disaster management for the State.
b) To develop effective disaster management, and regularly review and assess the disaster management.
c) To help the local government for its area to prepare a Local Disaster Management Plan.
d) To identify and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area.
e) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to, and recovering from a disaster.
f) To manage disaster operations in the area under policies and procedures decided by the State group.
g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations.
h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area.
i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens.
j) To ensure information about a disaster in the area is promptly given to the relevant district group.
k) To perform other functions given to the group under this Act, and
l) To perform a function incidental to a function mentioned in paragraphs (a) to (k).

Priorities

- Improve community and business disaster mitigation and preparation measures
- Maintain LDMG appropriately qualified and trained membership that is able to contribute to meeting the functions of the local group
- Ensure disaster operations are effectively managed and coordinated and are consistent with established protocols
- Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, and the business/industry sectors
- Identify and establish sub-groups to carry out specific roles and functions (e.g., Disaster Recovery Sub-Group)
- Develop, maintain, and continually monitor community engagement and communications strategies to ensure relevance and effectiveness
- Prepare and regularly evaluate and revise local plans to ensure effective disaster management for the area.

4.3 LDMG appointments

Appointment of Chair and Deputy Chair of LDMG

In accordance with s.34 of the Act, the Mayor has been appointed as the Chair of the LDMG.

Function of the Chair of LDMG

- Manage and coordinate the business of the group.
- Ensure, as far as practicable, that the group performs its functions.
- Report regularly to the relevant district group, and the police commissioner, about the performance by the local group of its functions.
- Activate the LDMP when required.

Local Disaster Coordinator (LDC)

In accordance with s.35 of the Act, the General Manager Regional Services has been appointed as the LDC.

Functions of the LDC

- Coordinate disaster operations for the local group, report regularly to the local group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.
- Provide advice and support to the Chair and local group.
- Operationalise the LDMP, at the request of the Chair, including the activation of the LDCC when required (s.36).

Power of delegation

Section 143(8) of the Act allows the LDC to delegate their functions under section 36 to an appropriately qualified person.

Members

Section 33 & Regulation 9 prescribes the following:

- LDMG core members are appointed by local government with representatives appointed by position and are deemed to have the necessary expertise or experience and delegated authority to support all aspects of disaster management and agreed arrangements
- Membership of the group shall mean and include any person acting in the capacity of an appointed member
- Membership of the local group will be reviewed annually in accordance with sections 57 and 59 of the Act
- All members appointed to the LDMG must undertake the requisite training as prescribed in the Queensland Disaster Management Training Framework (QDMTF).

Refer to Roles and Responsibilities (**Appendix B**) for further information.

Deputy members

A member of a LDMG may, with the approval of the Chair, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting (Reg. 14).

Notice about membership

At least once a year, written notice of the members of the group should be provided to the Chief Executive, and the Chair of the district group for the disaster district in which the local group is situated (s.37).

4.4 LDMG meetings

Frequency of meetings

The LDMG will conduct ordinary meetings three (3) times per year, and extraordinary meetings as required (s.38 & reg.12) during events.

Meeting quorums

A quorum for an LDMG meeting is the number equal to one-half of the core members plus one, or if one-half of the members is not a whole number, the next highest whole number (Reg. 13).

Presiding at meetings

The Chair of the LDMG is to preside at all meetings, or in their absence the Deputy Chair. If both are absent the meeting must be chaired by a person nominated by the Chair, a member nominated by the Deputy Chair, or if those offices are vacant, a member of the group chosen by the members present (Reg. 16).

Meeting attendance

An attendance register is to be completed at the commencement of each LDMG meeting to record attendance number and to ensure the meeting has a quorum.

Virtual attendance

- Members of the group who are unable to physically attend can take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen.
- A member who takes part in a meeting via teleconference or videoconference is taken to be present at the meeting and should be marked on the attendance register (Regs. 17.1 & 17.2).
- During a disaster event, it is highly preferable that members attend Extraordinary LDMG meetings in person, rather than virtually.

Notice of meetings

Prior to the ordinary meetings, a notice and meeting agenda will be provided to all persons on the contact list, by calendar invitation and email correspondence within an acceptable duration for the group to prepare with attached material.

Meeting business

Agency reports
Core members are required to report their agency's or sub groups disaster management activities to the LDMG at the group's meetings. These reports will be circulated with the minutes from the group's meeting.

Written agency status reports are used to update LDMG on the status of the member agency's disaster management activities. This information assists the LDMG to evaluate the status of the disaster management and disaster operations for the LGA.

Minutes
Minutes must be taken at all LDMG meetings and once endorsed, distributed to all members, deputies, and advisors of the group.

Action register and resolutions
In addition to meeting minutes, the LDMG should produce an "Actions Register". The purpose of this document is to provide a running log of resolutions and subsequent actions undertaken and

an audit trail through to the acquittal of those actions. (Reg.17.3)

Prior to each ordinary meeting of the LDMG, members will be requested to:

- Review the current actions register (distributed with meeting papers) and provide (where applicable) a status update advising of any actions undertaken.
- Capture any actions as a result of discussion outcomes.

Meeting documents

The LDMG will maintain the following documents as records of the Group's meetings:

- Meeting agenda
- Meeting minutes and actions register
- Meeting schedules
- Agency reports and presentations, and
- Progress reports on disaster management projects (e.g. exercise outcomes, disaster management studies.

Secretariat

The LDMG should appoint an appropriately qualified entity as the secretariat of the group.

Functions of the secretariat

The secretariat will provide support and administer the day-to-day business and governance requirements of the LDMG including:

- managing all matters relating to administration and meetings of the LDMG including meeting schedule, recording of actions, resolutions, record-keeping, and other administrative issues as required
- maintaining member contact details in accordance with information privacy principles,
- monitor member inductions and training records in conjunction with disaster management.

The primary responsibilities of the Secretariat are:

- meeting coordination - including invitations, meeting agenda and supporting documentation
- meeting minutes and action register
- annual updates of contact details and mailing lists for all members
- update Action Register
- provide a membership list to the DDMG annually

4.5 LDMG members

Core members

Core members are the appointed members of the LDMG in accordance with section 33 of the Act and are considered the permanent members of the group, with the ability to vote in decision making. The core members of the Rockhampton Region LDMG include:

LDMG Position	Substantive positions	Organisation
Chairperson	Mayor	Council
Deputy Chairperson	Deputy Mayor	Council
Local Disaster Coordinator	General Manager Regional Services	Council
Local Recovery Coordinator	General Manager Communities	Council
Core members	Manager Infrastructure Planning	Council
	Coordinator Disaster Management	Council
	QPS Officer-in-Charge	Queensland Police Service
	QAS Officer-in-Charge	Queensland Ambulance Service
	RFS Acting Executive Manager District Co-ordination	Rural Fire Service Queensland
	SES Local Controller	State Emergency Service

Obligations

- Attend all local group activities with a full knowledge of their organisations' resources and services and the expectations of their organisation
- Are available and have the necessary expertise or experience to actively participate in LDMG activities to ensure that plans, projects, and operations use the full potential of their organisation, while recognising any limitations
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities
- Have identified a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations and actively contribute to disaster management planning.

Advisory members

The LDMG may invite additional members or request support from individuals or organisations as needed. These participants are not appointed members and act in an advisory capacity, and while engaged in the group's activities, will receive copies of meeting agendas, minutes, and any activation alerts issued during an event. Advisory members do not hold voting rights and are not counted toward the group's quorum.

Advisory members		
ABC Capricornia	Department Education	Mater Private Hospital
Anglicare	Department Environment, Tourism, Science, & Innovation	NBN
Aurizon	Department Families, Seniors, Disability Services and Child Safety	Queensland Police Service (Emergency Management)
Australian Defence Force	Department Housing & Public Works (QBuild)	Queensland Reconstruction Authority
Australian Red Cross	Department Primary Industries	Rockhampton Airport
Blue Care	Department Transport & Main Roads	Royal Flying Doctor Service
Capricorn Helicopter Rescue Services	District Disaster Management Group	RSPCA
Capricornia Corrections Centre	Ergon Energy	Salvation Army
Central Queensland Amateur Radio Association	Gladstone Ports Corporation Limited	Services Australia
Central Queensland Hospital & Health Service	Lifeline	Stanwell Power Station
Chaplain Watch	Marine Rescue Queensland (Volunteer Coast Guard)	St John Ambulance
Country to Coast	Maritime Safety Queensland	SunWater

PART 5 – PREVENTION

5.1 Meaning of terms

Prevention

Prevention is defined as *'regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated, and mitigation is defined as measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment'* [18].

Mitigation

Mitigation is defined as '*the lessening or minimising of the adverse impacts of a hazardous event*' [19].

Resilience

Resilience is defined as *'the ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management'* [20].

5.2 Prevention and mitigation strategies

Key strategies include:

- Emergency Risk Management Assessment (2021) – regional risk assessment to identify relevant hazards, consequential risks, risk treatment strategies to increase community safety and build resilience.
- Disaster management planning – guides PPRR activities.
- Flood modelling – detailed studies identifying flood characteristics for enhanced planning.

[18] Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline
[19] UNDRR (United Nations Office for Disaster Risk Reduction) definition
[20] Glossary, Australian Disaster Resilience Knowledge Hub

- Climate resilience – Towards 2030 Sustainability Strategy[21] focuses on long-term climate adaptation and water security.
- Inclusive planning – The Disability Inclusive and Disaster Resilient Communities project identifies specific needs for vulnerable people.
- Council land use planning and building codes – guiding land use development and design improvements to provide more resilient infrastructure.
- Vegetation management programs such as fuel load reductions in fire-prone areas. Community preparedness – Community education and awareness programs to increase knowledge of how to prepare for and respond to disaster events.

Community preparedness

Council is committed to ensuring the safety and wellbeing of residents and visitors to the region. Council recognises building a region resilient to disasters is a shared responsibility between government, business and the community with disaster education starting with our youngest community members to help educate our local communities on how to best to prepare for disasters. Community education and awareness strategies include:

- social media and marketing campaigns
- participation at community events
- workshops with culturally and linguistically diverse (CALD) groups, aged care and disability service providers or users
- presentations to local school groups
- supporting community disaster awareness and resilience information sessions
- networking within various community organisations and groups.

Funding strategies

Council offers a range of community grants to eligible organisations. The most up-to-date information is available on the Rockhampton Regional Council website under the Community Assistance Program[22].

Personal insurance cover

Natural disasters are a risk faced within the Rockhampton regional LGA and the general insurance industry plays an important role in the economic recovery within those communities after a disaster.

Council encourages all property and business owners and occupiers to purchase appropriate insurances as a key risk reduction strategy. Residents should also contact their insurer to clarify that they have appropriate level of cover in the event of a disaster. This includes dwellings, business properties, contents, and vehicle insurance. For more detailed information refer to the Insurance Council of Australia[23] website.

[21] Towards 2030 Sustainability Strategy
[22] Community Assistance Program
[23] Insurance Council of Australia

PART 6 - PREPAREDNESS

6.1 Meaning of term

Preparedness can be defined as the '*proactive, continuous process of developing knowledge, capacities, and strategies by governments, organisations, and individuals to effectively anticipate, respond to, and recover from the impacts of disasters.*' It involves actions like planning, plan review, training, stockpiling, and exercising to reduce damage and ensure efficient, timely, and appropriate responses.

Any preparedness activity which is hazard-specific is the responsibility of and undertaken by the functional lead agencies in collaboration with key stakeholders, including local governments. Every agency is responsible for undertaking business continuity planning that considers disruption due to a disaster.

6.2 Planning

Disaster management planning is a collective and collaborative effort by which agreements are reached and documented between people and organisations to meet their communities' disaster management needs. It is a sequence of steps which allows disaster management planning to take place.

Disaster planning applies communication and consultation processes to gain agreement about:

- risk assessment including risk reduction strategies
- preparedness arrangements
- response and relief arrangements, and
- recovery arrangements.

Effective planning ensures that agreed outcomes are documented and continuously improved through assurance activities, sector research and better-practice processes. At each step in the planning process consideration should be given to consequences across the human and social, built, economic and natural environments.

Disaster management planning consists of five (5) approaches, namely:

1. A comprehensive approach.
2. An all-hazards approach.
3. Local disaster management capability.
4. Support to the LDMG.
5. Community resilience can be improved across the PPRR.

6.4 Assurance activities

The Emergency Management Assurance Framework (EMAF) provides the basis for delivering the functions of the IGEM under s 16(C) of the Act.

IGEM has the function to review and assess the effectiveness of disaster management by State, district, and local groups, including the Plan. This is the function under which assurance activities are conducted. The Framework is comprised of four main sections: Principles, Disaster Management Standards, Good Practice Attributes, and Assurance Activities.

Assurance Activities are scheduled as part of an annual planning process that considers identified and emerging issues. These activities may focus on an aspect of the Standards, the capability of a disaster management group or entity, or other topics relevant to the effective functioning of the sector. The IGEM analyses data from a range of activities across this spectrum and measures the results against the Standards.

6.5 Training programs

Council's training program aligns with QDMA, and the QDMTF. Council works with QPS and other relevant agencies to ensure all required mandatory training and inductions are completed.

Queensland Disaster Management Training Framework (QDMTF)

In accordance with s16A(c) of the Act, the QDMTF outlines training to be undertaken by disaster management stakeholders to support the effective performance of each identified role.

Each member agency is responsible for ensuring that staff working in an operational environment have received appropriate training, particularly for those roles identified in the QDMTF. All advisors are to complete as a minimum the QDMA module. Training delivered under the QDMTF can be completed either in person or online via the Queensland Disaster Management Learning Management System[24].

The table in Figure 1 details a range of training activities central to providing effective disaster management and whilst it does not detail all available training modules, it provides a cross-section of those training activities that are considered essential. For full details refer to the QDMTF.

M Mandatory training
NB Needs based

	Stakeholders						
	Local Disaster Coordinator	Chair, Local Disaster Management Group (LDMG)	LDMG members	Local Recovery Coordinator	Local Recovery Group members	Local Disaster Coordination Centre (LDCC) staff	LDCC agency liaison officers
Queensland's Disaster Management Arrangements (QDMA)	M	M	M	M	M	M	M
Introduction to Disaster Management Planning	M	NB	M	M	NB		
Introduction to Emergency Risk Management	M	NB	NB	NB	NB		
Introduction to Lessons Management	M	NB	NB	M	NB	NB	NB
Introduction to Warnings and Alerts	M	NB	NB			NB	NB
Introduction to Disaster Coordination Centres	M	NB	NB	NB		M	M
Introduction to Evacuation	M	NB	NB			NB	NB
Introduction to Disaster Funding Arrangements	M	M	NB	M	NB	NB	NB
Introduction to Recovery	NB	NB	NB	M	M		NB
Working in Recovery	NB			M	M		

Figure 10 - QDMTF training

[24] Queensland Disaster Management Learning Management System

6.6 Exercising plans

Overview

Section 30 and 59 of the Act prescribes that the LDMG must regularly review, develop and assess disaster management when the local government considers it appropriate. However, the local government must review the effectiveness of the Plan at least once a year.

Other than operational activation of the Plan, to achieve the above outcomes, exercises are a key mechanism to review and assess the effectiveness of the Plan, to maintain or improve readiness for events and to enhance skills.

Before participating in disaster management exercises, it is preferred that participants have received training. This ensures participants have a basic understanding of QDMA, policies and procedures that apply to working in a disaster management environment and that the experience and learnings from the exercise can be maximised.

Exercise objectives

Exercises are a key component of effective disaster management strategies and are conducted with the objective of:

- practicing coordination procedures during an event
- activation of various disaster management groups
- evaluating activation and operations of a LDCC
- information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports (SitRep)
- enhancing the interoperability of agency representatives
- evaluating emergency plans
- identifying planning and resource issues
- promoting awareness
- developing competence
- evaluating risk treatment strategies
- validating training already conducted
- identifying performance gaps and areas for potential improvement in the skills of agency representatives involved in disaster management, and
- evaluating equipment, techniques and processes in general.

Exercise types

Each year one or more of the following exercises should be considered:

- A major discussion-style exercise (tabletop) that includes all members of the LDMG.
- A functional exercise to evaluate the activation and operation of the LDCC.
- A functional exercise to evaluate communications and information management.
- Processes including equipment use, information sharing and reporting functions. This could occur in parallel with an LDCC exercise.
- A functional exercise to evaluate the activation and operation of an evacuation centre.
- An agency-led field exercise (e.g. transport accident involving QPS and emergency services). This could also incorporate the activation and operation of a small-scale LDCC activation.

Exercise evaluation

An exercise should be followed by a debrief process. A 'hot' debrief is to be conducted immediately following the conclusion of an exercise and an After-Action Review (AAR or 'cold' debrief) conducted no longer than a month following the activity. The review allows participants time to provide a more considered view of the exercise objectives and outcomes.

Evaluation can include input from all aspects of the exercise and can be informed by:

- outputs from the exercise planning process and meetings
- observations from exercise attendees
- outputs from the exercise debriefs
- observations/reports from the exercise evaluator/s.

The learnings from the exercise are to be consolidated into an exercise report, which contains what happened, observations, opportunities for improvement, identifies good performances, and makes recommendations.

6.7 Pre-season briefings

Ahead of the annual wet season, the Bureau of Meteorology (BOM) and LDMG partners conduct pre-seasonal briefings. These sessions provide critical weather outlooks and operational readiness updates, directly supporting effective pre-planning, community awareness initiatives, and media outreach.

6.8 Community preparedness strategies

Understanding local risks

Disaster management in Queensland is a shared responsibility between all levels of government, non-government organisations (NGOs) and the community. The role of the community is pivotal as they play an active part in meeting the challenges posed by disasters.

Whilst Council will continually engage with the community, it is important for the community to become self-reliant by taking personal responsibility for understanding their local hazards and risks as well as actions they can take to mitigate the effects of a disaster.

Councils' role, through their LDMG includes engaging and communicating with, educating, and supporting the community on all aspects of disaster management. The SDMP identifies the key elements which contribute to a resilient community, namely:

- risk-informed and appropriately prepared individuals
- the capacity to adapt
- healthy levels of community connectedness, trust, and cooperation.

Get Ready Queensland[25] details how residents can understand the risks and impacts to communities and be prepared for when an event occurs.

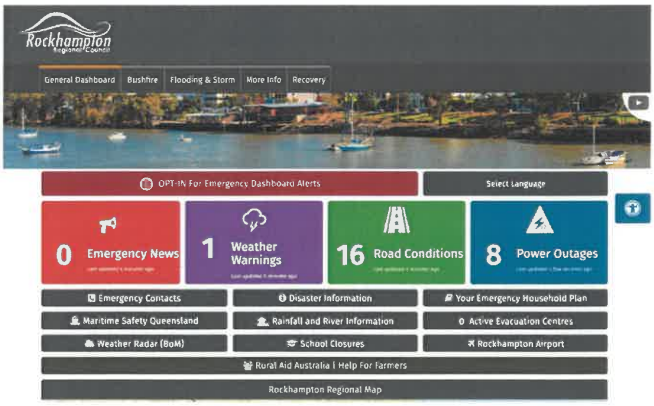
Council's Emergency Dashboard[26] details current emergency and disaster events that are occurring within the region, as well as other important information relevant to the community. It also provides a link to the online version of the Plan.

Warnings and information

Council emphasises that broadcast media and official Council channels serve as a "single point of truth" for real-time emergency information.

Council's Emergency Dashboard provides an up-to-date overview of current news, warnings, road conditions and power outages for the region. The Emergency Dashboard has an option for community to opt-in to receive emergency information through email (from the Rockhampton Local Disaster Coordination Centre email address ldcc@rrc.qld.gov.au) and SMS (during disaster event only, using the sender ID 'RRC LDMG').

[25] Get Ready Queensland
[26] Emergency Dashboard



State and trusted sources include:

- Bureau of Meteorology: the Bureau Weather App[27] provides push notifications for up to three locations for hazard types including tropical cyclones, flood, fire weather, heatwaves, and tsunami.
- Queensland Fire Department[28] (QFD): Current bushfire warnings and incidents.
- Australian Warning System[29] (AWS): A national approach using three standardized levels—Advice (yellow), Watch & Act (orange), and Emergency Warning (red)—to communicate the severity of hazards like bushfires, floods, and storms.
- Broadcast Media: Residents are encouraged to monitor local radio, specifically ABC 612 AM and 4RO, for emergency updates.

Information privacy

Under the Information Privacy Act 2009 (IP Act) personal information held by Queensland Public Sector agencies is protected. However, in managing a disaster event, information flows do not need to be unreasonably restricted by privacy concerns.

The IP Act has in-built flexibilities for dealing with personal information in an emergency. Importantly, it recognises that different consideration is given to the privacy principles in emergency events where the health and safety of individuals may be at risk.

This provides a timely opportunity for us to reflect on our current procedures for dealing with personal information during an emergency.

All entities involved in disaster management activities are bound by the IP Act. Therefore, all operational information is to be stored securely and protected against unauthorised access, use, modification, disclosure, or misuse. Further information on privacy and managing disaster events and information sharing can be found online at the Office of the Information Commissioner.

6.9 Operational readiness

The Local Disaster Coordination Centre (LDCC) is the facility from which the response and recovery phases of disaster management are coordinated. The current facility is a multi-use space and will require set-up prior to being used. The facility should be in a state of readiness with sufficient resources available to undertake operational activities. The use of this facility is the responsibility of the LDC in consultation with the Chair of the LDMG.

[27] Bureau of Meteorology
[28] Queensland Fire Department
[29] Australian Warning System

To remain in a state of readiness, the LDCC relies on various systems to monitor conditions throughout the region, including a flood warning system and various other systems hosted by Council and other agencies. These systems should be maintained and operational at all times with redundancy for outages were identified in Business Continuity Plans.

Business continuity planning (BCP)

A BCP is a document that outlines how an organisation will continue operating during a disruption to its service. It's more comprehensive than a disaster recovery plan and contains contingencies for business processes, assets, human resources and business partners.

Plans typically contain a checklist that includes supplies and equipment, data backups and backup site locations. Plans can also identify plan administrators and include contact information for emergency responders, key personnel and backup site providers. Plans may provide detailed strategies on how operations can be maintained for both short-term and long-term outages.

Council has developed a Crisis Response Management Plan (CRMP) that details a comprehensive business continuity process.

The primary objectives of the CRMP are:

a) ensure the safety and security of the community, council employees, and assets
b) facilitate effective communication and coordination among council departments, external agencies, and stakeholders
c) minimise the impact of crises on essential services and critical infrastructure
d) provide timely and accurate information to the public and media
e) enable swift recovery and return to normal operations as soon as practicable.

PART 7 - RESPONSE

7.1 Meaning of terms

Response

Section 4A(a)(iii) of the Act describes the guiding principle of response as *"the taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support"*[30].

Disaster response capability

Section 80(1)(a) of the Act specifies that a local government must ensure it has a disaster response capability.

On behalf of a local government, the LDMG is assigned as the entity to undertake disaster management in the LGA.

Disaster operations

Section 15 of the Act defines disaster operations as *"activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event"*. The following figure illustrates this process and relationship between the response and recovery phases of an event.

[30] PPRR Guidelines, s.5.1

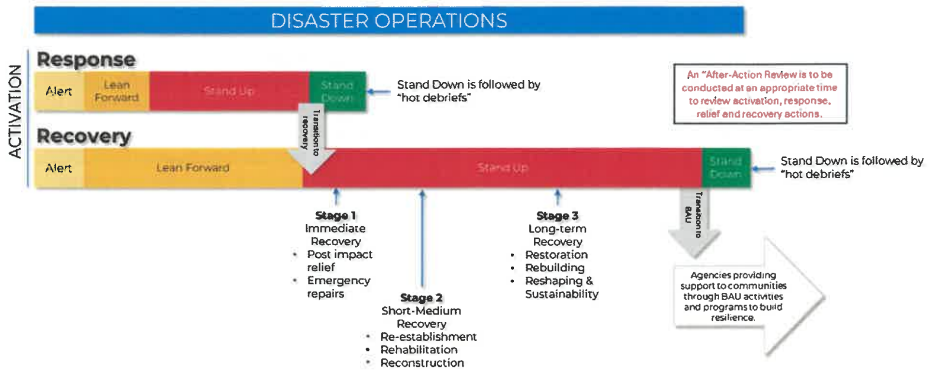


Figure 11 Disaster operations

7.2 Notifications

LDMG members can receive notification messages via a number of means including text messages, emails and telephone.

The LDC and a number of agencies will also receive warnings directly from relevant sources (e.g., the Bureau). LDMG members will be notified by the LDC and may also receive notification from other sources (e.g., own agency).

7.3 Activation

Activation of the Plan is vested in the Chair, LDMG or in their absence, the Deputy Chair of the group in line with the LDMG Activation Sub-Plan.

7.4 Concept of operations

Functions of LDMG

Under s.30 of the Act, the LDMG will undertake the following functions in relation to operations:

- Ensure operations in the area are consistent with the QDMC's strategic policy framework for disaster management for the State.
- Manage operations under policies and procedures decided by the QDMC.
- Provide reports and make recommendations to the district group about matters relating to disaster operations.
- Identify, and coordinate the use of, resources that may be used for disaster operations in the area.
- Identify, and provide advice to the district group about, support services required by the local group to facilitate disaster operations in the area.
- Establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens.
- Ensure information about a disaster is promptly given to the relevant district group.

7.5 Activation of local arrangements

- The decision to activate local disaster management arrangements will be made by the Chair of the LDMG in consultation with the LDC and other relevant stakeholders.
- Once a decision is made to activate, the LDC will advise the Mayor, the CEO of Council, the DDC and any other relevant entities, including the LDMG.
- Following this decision and the Plan activated, the LDC will also activate the LDCC.
- The LDC has overall responsibility for the operation of the LDCC and for ensuring appropriate levels of staff are identified and trained in the operation of the LDCC.

7.6 Levels of activation

The following table illustrates a tiered approach to activation ensuring that the scale of the response matches the severity of the threat, while allowing for rapid escalation when a disaster strikes suddenly.

To help organise or present this information clearly, the following is a breakdown of the four (4) standard activation levels used by LDMGs.

Level	Description	Status
Alert	A heightened level of awareness due to an identified threat.	Monitoring the situation; no resource commitment required.
Lean Forward	An operational state where an event is likely to happen.	Key personnel are briefed; resources are pre-positioned. Disaster Coordination Centre is opened and staffed as determined.
Stand Up	The event is imminent or occurring.	Response operations have commenced; the LDCC is fully staffed and operating.
Stand Down	The threat has passed.	Responders have stood down and debriefs are being conducted. The LDCC has transitioned to recovery operations.

7.7 Key operational principles

- **Flexibility**: While the sequence of activation is usually Alert → Lean Forward → Stand Up, the LDMG Chair can bypass levels if a 'sudden impact' event occurs (e.g., a flash flood or earthquake).
- **Scalability**: Not every event requires a full 'Stand Up'. The LDMG can remain at 'Lean Forward' if the local capacity is sufficient to manage the risk without full activation.
- **Communication**: Activation levels must be communicated clearly to the DDC to ensure the State is ready to provide support if local resources are exhausted or unsuitable.

7.8 Local Disaster Coordination Centre (LDCC)

The primary location of the LDCC is Rockhampton City Hall. For more information about LDCC operations, refer to the Local Disaster Coordinator sub plan.

The LDCC is a facility managed by the Rockhampton Regional Council, staffed by local government employees, and supported by agency liaison officers from government. The LDCC primary function is the coordination of disaster operations on behalf of the LDMG and to manage information and resources and to ensure the decisions and directions of the LDMG are carried out. All operations within the LDCC, including activation, are performed in line with the LDCC Sub-Plan.

The LDC has overall responsibility for the activation and operation of the LDCC, however should not play an active part in any of the functional activities. The role of the LDC is primarily to oversee the operations and to ensure it is working effectively in accordance with s36 of the Act (Functions

of LDC). In extended operations, the LDC may delegate their role to a suitably qualified person officer in accordance with s.143(8) of the Act.

The following diagram is indicative of an LDCC structure with key positions based on the Australasian Inter-service Incident Management System (AIIMS). It should be noted that whilst the key AIIMS elements of Operations, Logistics, Planning and Intelligence are included, other key elements related to local operations also form part of the LDCC structure.

(Indicative) Local Disaster Coordination Centre

(Australasian Inter-Service Incident Management System)

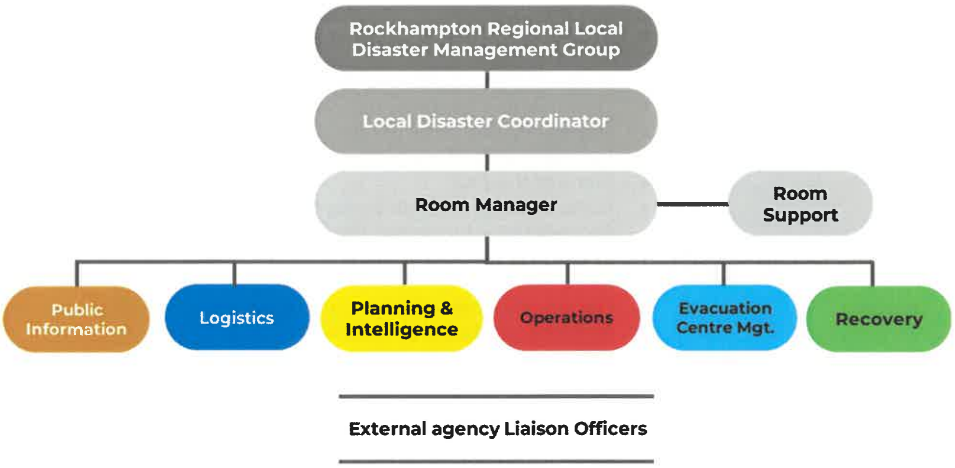


Figure 12 - LDCC structure

Key roles include:

Role	Duties
Room Manager	• Provides overall direction of activities • Setting and achieving objectives • Manages all risks to community and responders • Approves the Event Action Plan (EAP) • Ensures safety is adequately managed for community and responders • Keeping community informed • Liaison with external agencies
Operations	• Managing field operations • Managing resources delegated to them • Implement the EAP (strategies and tactics)
Planning & Intelligence	• Preparing and delivering plans and strategies • Developing a strategic risk assessment • Managing and disseminating information internally • Having a resourcing plan • Monitor the EAP • Collect information on current and forecast situation • Process the information into intelligence • Displaying the intelligence
Logistics	• Obtain, maintain and sustain human and physical resources, facilities, services and materials • Maintain records of costs for equipment, contracts, materials etc. • Payment for acquisitions • Collection, collation and analysis of costs
Public Information	• Prepare information to disseminate to the public • Issuing timely and accurate warnings • Liaising with local communities
Agency Liaison Officers	• Assist the Operations team to action requests • Provide the link between their agency and the LDCC • Provide specialist advice to the Local Disaster Coordinator

Other local functions include

Evacuation – The Local Disaster Management Group (LDMG) established an Evacuation Subgroup to oversee the evacuation processes of the RRC Local Disaster Management Plan (LDMP) and associated Evacuation Planning Sub-Plan. The Evacuation Subgroup consist of agencies involved directly in community emergency evacuation planning and coordination through the LDCC.

Evacuation Centre Management – Local governments are responsible for providing short term accommodation for evacuees who do not have alternative options. As part of the Evacuation Subgroup, the Evacuation Centre Working Group consisting of agencies directly involved in operating an evacuation centre. Request for the operation of the evacuation centre are actioned through the LDCC.

Recovery - Coordinated through the Local Recovery Group, a Recovery officer in the LDCC seeks and passes information to inform recovery initiatives for disaster-affected communities.

7.9 Information management

Information sharing

Information may need to be shared between agencies to ensure a timely response or preparation for a disaster event, for example flood extent mapping or rapid damage assessment data. If personal information is not required for the task, information should be anonymised prior to sharing.

If consent cannot be given, personal information can only be collected if it's reasonably necessary for, or directly related to, an agency's functions or activities. More information can be found in the *Information Privacy Act 2009*.

Incident Management System (IMS)

Document management throughout the disaster response and recovery is carried out through Guardian IMS. Guardian provides the ability to capture all tasks, decisions, actions, and information related to an event. This includes the maintenance of logs, public information, and expenditure to provide clear, reasonable accountability and justifications for future audit and potential reimbursement purposes. Once Council's LDCC stands down, the event is finalised, all tasks are closed, and all information is secured.

Manual system

If Guardian IMS is inoperative, the LDCC will revert to a paper-based IMS. All documentation will be scanned and stored appropriately into Council's record management system.

7.10 Intelligence gathering

The LDCC is the single point of information and central focal point for intelligence gathering. Operational intelligence is the collection, collation and analysis of data and information required for decision-making, planning and operations to achieve mission objectives.

A key contributor to the development of operational intelligence is through the conduct of impact assessments. The purpose of an impact assessment is to collect and analyse site damage evidence to provide the LDMG with comprehensive understanding of the impact of an event and may include:

- extent of loss of life or injuries
- damage to property, infrastructure, or losses of other assets
- the needs of the affected community.

For more information about conducting an impact assessment, refer to the impact assessment reference in Guardian IMS. Supporting agencies will be contacted to provide relevant information.

Other sources of information may include:

- imagery
- media
- telemetry, and
- community information.

Two key outcomes of accurate and current operational intelligence are:

- Decision-making, planning, tasking, communications, and messaging.
- A common operating picture at all levels through shared situational awareness.

7.11 Public information and warnings

The Plan identifies that public information and warnings issued by the local group will primarily be disseminated through media releases - namely ABC radio, commercial radio and television networks – as well as social media, print media, the Emergency Dashboard, and email and SMS notifications to subscribers who have opted in via the Emergency Dashboard. Landlines and mobile phones will also be utilised for emergency alert advice. The use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging will be used to support and reinforce the warning messages provided. The Queensland Government and Council Contact Centres will also be used to support and emphasise the messages provided through the various forms of media. For further information refer to the Communications Sub-Plan.

The Chair of the LDMG and LDC shall be the key sources of information to the community regarding the status of the response to the event and any other associated threats or required community actions. The role of the LDMG Public Information Cell is to ensure a coordinated and consistent message is broadcast to the community.

Australian Warning System (AWS)

The AWS is a nationally consistent, three-tiered, color-coded framework used across Australia to provide clear, actionable information during emergencies like bushfires, floods, storms, and extreme heat. It ensures people know what to do, with levels ranging from yellow (Advice) to orange (Watch & Act) and red (Emergency Warning).



Emergency Alert (EA)

An EA is an official, location-based telephone warning system in Australia used by emergency services to send urgent text messages to mobile phones and voice messages to landlines. These alerts warn of immediate, dangerous threats like fires, floods, or storms, advising residents to take action.

Standard Emergency Warning System (SEWS)

The SEWS is a nationally agreed consistent warning tone. The purpose of SEWS is to alert the community that an official emergency announcement is about to be made concerning an actual or imminent emergency that has the potential to affect them. The authority to initiate SEWS is restricted to Queensland State Manager Bureau of Meteorology (for meteorological purposes), QFD Commissioner and Police Commissioner.

When a SEWS warning is issued, the LDC (or nominated delegate) of each local government affected by the warning is to be notified by the initiating authority at the earliest opportunity. All initiating authorities should notify the QPS State Duty Supervisor or State Duty Officer at the SDCC Watch Desk, who will then contact the relevant local governments.

Warning authorities

Agency	Warning / Information type
Bureau of Meteorology (Bureau)	• Severe Weather Alerts (i.e., wind, heatwave) • Flood Warnings and Watches • Marine Warnings • Fire Weather Warnings • Tropical Cyclones Watch and Alert • Tsunami Watch and Alert • Severe Thunderstorms • Space Weather
Department Transport and Main Roads (DTMR)	• Major road disruptions • Queensland Rail disruptions • Maritime Safety Queensland as advisories for local waterways
Department Health	• Public Health alerts and advisories • Heatwaves, pandemic, biological and radiological incidents
Queensland Fire Department (QFD)	• Bushfires and major fires • Hazardous materials incidents (i.e. chemical spill, smoke hazard, toxic plume etc.)
Queensland Police Service (QPS)	• Emergency Alerts (EA) • Standard Emergency Warning Signal (SEWS) • Public Safety Preservation Act (PSPA) declarations • Directed Evacuations • Terrorism incident
Utility owner (e.g. water, power, gas, telecommunications)	• Major Infrastructure failure
Dam Owners	• Dam release notifications • Dam spilling • Dam recreational safety
Department Primary Industries	• Emergency animal diseases • Priority plant pests and diseases

7.12 Operational reporting

Situation report (SitRep)

A SitRep is a concise, structured document that provides key stakeholders with a timely snapshot of an ongoing event. Used in emergency management, it summarises the current situation, emerging issues, impacts, key messaging and resources required. The LDC, through the operation of the LDCC, is responsible for the preparation of the SitRep and will be distributed at regular intervals as requested by the disaster district.

Incident Action Plan (IAP)

An IAP is a formal, written document that defines the specific objectives, strategies, tactics, and resources required to manage an event over a set operational period, usually 12 to 24 hours. It ensures all responders have a clear, coordinated, and safe plan. Key elements include:

- **Mission statement and objectives**: A clear, measurable goal and objectives.
- **Tactics**: Specific actions to achieve goal and objective.
- **Resources**: Personnel and equipment assigned.
- **Organisation**: Command structure.
- **Safety and communication**: Safety plan and communication plan.

7.13 Requests for assistance (RFA)

RFA's are a formal, structured process used to seek additional resources (personnel, equipment, or services) when their own capacity to manage a disaster event has been exhausted or is unsuitable for the task.

7.14 Financial management

All LDMG member agencies are responsible for monitoring, tracking, and capturing approved expenditure during disaster operations. This includes the provision of their own financial services and support, meeting and recording their own operational expenses incurred during a disaster event and claiming reimbursement of any expenses allowed under the State Disaster Relief Arrangements (SDRA) and the Disaster Recovery Funding Arrangements (DRFA).

Council and impacted organisations, supported by the Queensland Reconstruction Authority (QRA), assist with the collation of all supporting documents to meet the requirements for funding claims. Supporting documentation includes capturing evidence of 'pre-event' and 'post-event' states, all costs directly related to the disaster response and costs associated with restoration of essential public assets.

7.15 Media management

All media management and associated communications-related functions for an event will be undertaken as per the *Communications Sub-Plan*.

7.16 Re-supply of isolated communities

Disaster events have a potential to create isolated communities within the region. The LDMG is responsible for supporting communities and ensuring resupply of food and other essentials during times of isolation.

If an event does isolate a community within the Rockhampton region, all resupply requirements will be addressed in accordance with the Queensland Resupply Guidelines.

7.17 Briefings, debriefs and after-action reviews (AARs)

Briefings

Briefings are structured, concise, and timely sessions used to inform personnel, decision-makers, and responders about the current status, objectives, and safety requirements of an emergency incident. They ensure that all involved parties, including different agencies, have a shared understanding of the situation (situational awareness) and know their assigned tasks.

Debriefs (Hot-debriefs)

Hot-debriefs are undertaken immediately after operations (and at the end of each shift in the LDCC) have ceased, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.

A hot debrief includes:

- what worked well
- what can be improved
- any safety issues
- immediate remedial actions required to rectify issues.

After-Action Reviews (AARs)

AARs are undertaken two to four weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. An After-Activation Review Report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management. AARs include:

- assessment of decisions made, actions taken, and processes conducted
- assessment of plans against conduct of operations
- assessment of capability and capacity and where further planning, training, or exercising is required
- any critical safety issues
- resolutions for improvements.

For further information refer to IGEM Queensland Disaster Management Lessons Management Framework[31].

7.18 Fatigue management

If an activation continues for an extended period of time, fatigue management principles will apply. Disaster management entities will be required to manage fatigue of their staff in line with their internal agency policies and procedures. Personnel must have the capacity to rotate or replace staff during longer protracted events to prevent physical and mental health issues.

7.19 Disaster declarations

Disaster declarations can be made or extended by the DDC on approval of the Minister responsible for the Act in accordance with section 64, 67 and 67A.

The Minister responsible and Premier can also make or extend a disaster declaration in accordance with sections 69, 72 and 72A of the Act.

The Chair of the LDMG is to liaise with the DDC if there is a likelihood of an imminent or impending disaster or a disaster has occurred that requires extra-ordinary powers to be implemented e.g. mandatory evacuation.

A disaster declaration is ended in accordance with sections 68 and 73 of the Act. The declaration of a disaster situation provides additional powers (section 77 and 78) to the DDC or declared disaster officers (section 75).

A disaster situation can only be declared if a disaster has happened, is happening or is likely to happen and it is necessary or reasonably likely to be necessary to exercise declared powers to prevent or minimise:

- loss of human life
- illness or injury to humans
- property loss or damage
- damage to the environment.

It is not necessary to declare a disaster situation to activate the disaster management arrangements or to obtain financial assistance through the DRFA.

[31] Queensland Disaster Management Lessons Management Framework

7.20 Offers of assistance

During disaster events, the wider community and businesses provide support to those affected through financial contributions, goods, and services. Depending on the scale of the event, these will be coordinated through GIVIT which enables community organisations to effectively manage donations. All offers of assistance will be managed in accordance with the Queensland Policy for Offers of Assistance[32] and the Guideline[33].

7.21 Evacuation

Evacuation of a particular area is necessary when a hazard threatens and puts at risk the safety of people within that area or following the impact of a hazard which has subsequently rendered the area uninhabitable. Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'.

Stages of evacuation

There are five stages to an evacuation process, namely:

1. Decision to evacuate
2. Warning
3. Withdrawal
4. Shelter
5. Return

For full details on evacuation and shelter management refer to *Evacuation Planning* and *Evacuation Centre Management Sub-Plans*.

Sheltering evacuees

Council has identified various community facilities across the region as potential evacuation centres or places of refuge. The LDCC is responsible for coordinating the activation and closure of these facilities. These facilities can be used as:

- **Evacuation centre**: a facility set aside to provide short-stay emergency accommodation for displaced (evacuated) residents.
- **Place of refuge**: a facility identified or set aside to provide a brief respite from disaster effects and does not require the provision of accommodation.

These centres may be opened by Council as a result of an impending threat across the region. The affected community will be notified of the establishment and operation of a centre via various communication platforms.
People are encouraged to seek refuge with family or friends in the first instance. If evacuating, community members should register their location with 'Register.Find.Reunite.' where possible, to ensure family and friends can be informed of their safety. This service is available through the Australian Red Cross website[34].

7.22 Neighbourhood Safer Places (NSPs)

The NSPs are identified, assessed, and managed by QFD and published on the QFD website[35]. The main purpose of a NSP is to provide some level of protection to human life from the effects of a bushfire. A NSP is a local open space or building, such as ovals or sports clubs where people may gather as a last resort to seek shelter from a bushfire. A list of NSPs has been identified and is maintained by Council.

[32] Queensland Policy for Offers of Assistance
[33] Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline
[34] Australian Red Cross website
[35] QFD website

An NSP may be part of a community member's contingency plan when:

- a bushfire survival plan has failed
- the plan was to stay, but the extent of the fire means that the impact of the fire is too great and therefore the property is no longer a safe place to shelter, or
- the fire has escalated, and voluntary evacuation is the safest option.

7.23 Volunteer management

Volunteers play a key role in local disaster management response. During times of disasters, individuals and communities inevitably seek to assist their neighbours by spontaneous volunteering. To maximise the opportunities of strong community goodwill following a disaster and minimise the negative impacts of an influx of willing, yet unsolicited and unorganised helping hands, local arrangements include the effective management of spontaneous volunteers prior to an event.

Volunteering Queensland[36] is the central point of recruitment and referral for spontaneous volunteers associated with disasters through its Emergency Volunteering – Community Response to Extreme Weather (EV CREW) Service. This service identifies locally available people who are able to provide initial relief as part of the response for impacted people and communities.

7.24 Concurrent events

Disaster management entities need to undertake planning that is cognisant of this rapidly changing hazard-scape. This planning must include developing the capability to coordinate multiple simultaneous events and managing the impacts of fatigue on staff required to respond to these events.

7.25 Council to council support (C2C)

C2C arrangements responds to the needs of councils affected by natural disasters and acknowledges the desire of unaffected councils to support other LGAs during these events. Local requests for C2C support are made through the Request for Assistance (RFA) process to the district via the LDMG.

7.26 Defence assistance to the civil community (DACC)

The principle applied to the provision of DACC is that State or Territory Governments are primarily responsible for combating disasters using available resources. Australian Government resources (including Defence assets) may be made available in situations where the State or Territory governments are unable to react with sufficient speed or lack the necessary resources or skills. There are 3 categories of assistance that are relevant to local response assistance, namely:

1. **DACC 1** – localised, short-term emergency responses.
2. **DACC 2** – significant crisis response or relief assistance.
3. **DACC 3** – significant recovery assistance.

Category 1 (Local Emergency Assistance)

Emergency assistance for a specific task(s) provided by the Senior Australian Defence Force (ADF) Officers/Unit Commander/Administrator, from within their allocated resources, in localised emergency situations where immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life or prevent widespread loss and damage to property. Duration of assistance shall normally not exceed 48 hours.

[36] Volunteering Queensland website

Category 2 (Significant Crisis Response or Relief Assistance)

Emergency assistance, beyond that provided under DACC 1, during a more extensive or continuing disaster response directly related to saving human life or alleviating human suffering or preventing the loss or damage to property when State/Territory resources are inadequate. This may include short term recovery activities during the transfer of tasks to local and state recovery agencies in the immediate aftermath of an emergency. Duration of assistance shall depend on nature, scope of emergency and available resources.

Category 3 (Significant Recovery Assistance)

Emergency assistance associated with recovery from a civil emergency or disaster, which is not directly related to the saving of life or property that involves longer term significant recovery activity, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic, and physical wellbeing. Duration of assistance shall depend on nature, scope of recovery effort and available resources.

Further information, including the DACC Policy, is available on the Australian Government Department of Defence website[37].

7.27 Local activation, declarations and financial assistance

The activation of the Plan or LDCC does not confer special powers nor funding and it is not necessary for a declaration of a disaster situation under s.64 or s.69 to be made to activate council's disaster management arrangements. A declaration of a disaster situation under s.64 or s.69 of the Act provides extraordinary powers to preserve life and property.

The activation of either DRFA or SDRA provides for financial support to the impacted community, funding for disaster operations of State government departments and local governments and restoration of essential public assets.

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

PART 8 – RECOVERY

This section of the Plan provides only an overview of Rockhampton's local recovery arrangements. For full details refer to Councils' Local Recovery Sub-Plan[38].

8.1 Meaning of terms

Disaster recovery is defined as *the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures, and the management of pollution and contamination).*

Relief means *efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.*

8.2 Introduction

The aim of disaster recovery (including 'relief') is to support communities to successfully deal with the impacts of a disaster event on the social, built, economic and natural environments. By doing so, communities build cohesion and resilience to future events. However, recovery is a complex

[37] Australian Government Department of Defence website
[38] Rockhampton Regional Council Local Recovery Sub-Plan

and often lengthy process, requiring a collaborative, coordinated, flexible and scalable approach. Responsibility for its delivery is shared between all levels of government, non-government and non-profit organisations that work closely with the community to achieve desired outcomes.

Council has developed a dedicated *Local Recovery Sub-Plan* to provide guidance and direction on the preparation for, conduct and support of disaster recovery operations across the region and to assist in building a more informed, sustainable, and resilient community. Information on recovery can also be found on Council's Emergency Dashboard[39].

8.3 Principles of recovery

The following six (6) principles underpin recovery planning and operations in Queensland:

- **Understanding the context** - understanding community context, with each community having its own history, values, and dynamics.
- **Recognising complexity** - responsive to the complex and dynamic nature of both emergencies and the community.
- **Using local, community-led approaches** - community-centred, flexible, engaging, and empowering communities to move forward.
- **Ensuring coordination of all activities** - a planned, collaborated, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
- **Employing effective communication** - built on effective communication between the affected community and other recovery partners.
- **Acknowledging and building capacity** - recognising, supporting, and building on individual, community and organisational capacity and resilience to disaster events.

8.4 Stages of recovery

Figure 13 below illustrates the recovery process.



Figure 13 Recovery process

[39] Emergency Dashboard

Stages of recovery in more detail

Stage	Indicative actions
Pre-event: Preparation & prevention	
	• LRG meets as required. • LRC may be appointed. • Community profiles are reviewed. • Community recovery and Business Continuity Plans (BCPs) are reviewed, revised or developed. • Recovery exercises conducted. • Recovery training is undertaken. • Recovery networks are enhanced.
Stage 1 – Immediate recovery In this stage local and district recovery groups and sub-groups may stand up, as well as the State Functional Recovery Groups.	
	• Assessment of damage, immediate clean up. • Identification of priority infrastructure for reconstruction. • Wildlife carcass disposal. • Identification of priority health, safety, shelter and food needs. • Identification of public health risks (for example, water, sanitation, food safety) and introduction of interim measures to prevent disease. • Provisions for psycho-social assistance. • Pollution containment. • Provision of relief to wildlife. • Potential establishment of community recovery hubs and outreach services. • Immediate recovery initiatives implemented including the commencement of the Personal Hardship Assistance Scheme (PHAS) and funded service provision by community organisations. • Potential establishment of case coordination panels in affected areas to enhance collaboration and support to individuals and families who are unable to affect self-recovery. • Recovery reporting commences. • The State Disaster Coordination Group (SDCG) will transition from response operations to recovery operations. • Potential appointment of the State Recovery Coordinator (SRC). • Commencement of emergency infrastructure repairs. • Planning, development, and consultation of an event-specific recovery plan at the local, district and state level.
Stage 2 – Short to medium term recovery Re-establishment, rehabilitation and reconstruction.	
	• Small businesses reopen. • Community events resume. • Event-specific recovery plans at the local, district and state level (where developed) are implemented. • Coordination of ongoing impact assessments, community engagement, communication and collaboration occur between functional recovery groups at all levels. • The recovery progress is monitored, identifying overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained. • Continuation of service delivery occurs, including any extraordinary services, case coordination mechanisms or financial assistance measures.

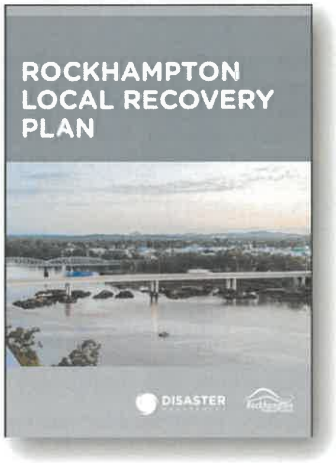
- Reconstruction activities commence including residential, infrastructure and community repairs.
- Public health risks controlled and/or eliminated.
- Environmental remediation and restoration occur.
- Heritage remediation and restoration occur.
- Betterment initiatives are implemented
- Damage assessment and reconstruction monitoring commence.

Stage 3 – Long-term recovery
Restoration, rebuilding, reshaping, and sustainability.

- The continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures.
- Creation of new social connections.
- Triggering investment.
- Community behavioural change.
- The reduction of inequality.
- The enhancement of infrastructure or operations to improve resilience.
- Continuing to build recovery capacity and capability.
- The implementation of longer-term recovery initiatives and funding programs.
- The introduction of new services to the community.
- Increases in innovation and entrepreneurial activities.
- A progressive handover or absorption of recovery and reconstruction responsibilities from immediate service providers to agencies or organisations including local government, community-based or industry-led sectors that support ongoing recovery activities.
- Identifying lessons and implementing improvements to increase resilience.
- Potential post recovery operation evaluations.

8.5 Rockhampton Local Recovery Plan

The purpose of the Rockhampton Local Recovery Plan is to provide guidance and direction on the preparation for, and conduct of, disaster recovery in the Rockhampton Regional Council area to enable optimum recovery outcomes when the region or part of the region has been impacted by a disaster.



The Local Recovery Plan focuses on local roles and responsibilities, recognising the lead agency role of various State agencies, and takes a cooperative, multiagency approach to community recovery, ensuring recovery operations are integrated, locally led and appropriate to the scale of the disaster event.

The Local Recovery Plan also outlines an all-hazards methodology for recovery operations, planning and arrangements, and drives a collaborative and coordinated approach across all functions of recovery whilst articulating roles and responsibilities of the functional roles in disaster recovery.

8.6 Disaster recovery funding

Introduction

QRA manages and coordinates Queensland's program of recovery and reconstruction funding within disaster impacted communities. The purpose of the Queensland Disaster Funding

Guidelines 2026[40] (refer also to the DRFA and SDRA factsheets[41]) to:

- detail Queensland's administrative requirements for DRFA and SDRA relief measures that may be activated within Queensland following an eligible disaster to assist individuals, small businesses, primary producers, not-for-profit organisations, local governments and state agencies
- detail the activation, eligibility, application, delivery, reporting and acquittal requirements under both the DRFA and SDRA within Queensland
- provide a guide for local governments and State government agencies, not-for-profit organisations, primary producers, small businesses, and the public, on financial assistance and funding that may be available in the event of a disaster.



Two funding arrangements are available, each of which can be activated depending on the nature and scale of the disaster, namely:

- Disaster Recovery Funding Arrangements (DRFA)
- State Disaster Relief Arrangements (SDRA)

Disaster Recovery Funding Arrangements (DRFA)

There are four categories of assistance measures under the DRFA:

Category A: assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster. Category A assistance is provided automatically by the states without requiring approval from the Australian Government.

Category B: assistance to the state, and/or local governments for the restoration of essential public assets and certain counter-disaster operations. Category B assistance also covers assistance to small businesses, primary producers, not-for-profit organisations and needy individuals through concessional loans, subsidies, or grants. Category B assistance is provided automatically by the states without requiring approval from the Australian Government.

Category C: assistance for severely affected communities, regions or sectors and includes clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is only made available when the impact of a disaster is severe. It is intended to be in addition to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed. Category C assistance is requested from the states and requires agreement from the Prime Minister.

Category D: exceptional circumstances assistance beyond Categories A, B and C. Category D assistance is generally considered once the impact of the disaster has been assessed and specific recovery gaps identified. Category D assistance is requested from the states and requires agreement from the Prime Minister.

State Disaster Relief Arrangements (SDRA)

SDRA is an 'all hazards' relief program that is fully State Government funded and covers natural and non-natural disasters.

The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the DRFA are unable to be activated.

SDRA relief measures for Personal Hardship Assistance Scheme and Counter Disaster Operations

[40] Queensland Disaster Funding Guidelines 2026
[41] DRFA and SDRA factsheets

(CDO) are the same relief measures that are activated under the DRFA.

The SDRA can be activated when the State identifies that local service providers have reached their capacity to provide a service to Queenslanders experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

The Director-General of the Department of the Premier and Cabinet is responsible for activating the SDRA and QRA and Community Recovery coordinate the delivery of SDRA assistance measures.

Disaster Recovery Payment

The Australian Government Disaster Recovery Payment[42] (AGDRP) is determined by the Australian Government, for those who have been adversely affected by a major disaster either in Australia or overseas.

The AGDRP may be activated when the impact of a disaster on individuals and families requires an additional Australian Government response to support short-term recovery needs.

The Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category visa holders who have been affected by declared major disasters. Services Australia administers the AGDRP.

Disaster Recovery Allowance

The Disaster Recovery Allowance[43] (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small businesspersons and farmers who experience a loss of income as a direct result of a disaster event.

Other available funding sources

Multiple financial arrangements, including funding programs, are available in Queensland to assist state and local governments, businesses, primary producers, and NGOs to prepare for, prevent, respond to and recover from disaster events. These include:

- Australian Government Business
- Gambling Community Benefit Fund
- Get Ready Queensland
- Queensland Resilience and Risk Reduction Fund
- SES Support Grant

[42] Australian Government Disaster Recovery Payment
[43] Disaster Recovery Allowance

PART 9 – RESILIENCE BUILDING

9.1 Meaning of term

Resilience can be defined as *a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances*[44].

9.2 Introduction

Section 4A(b) of the Act provides that *"consideration should be given to the improvement of the resilience of a community to a disaster in all 4 phases of disaster management planning..."* as described under s.4A(a). This plan is based on the key planning principles described in Part 2.5.

9.3 National strategy for disaster resilience

Australia has recently experienced a number of large scale and devastating natural disasters, including catastrophic bushfires, far reaching floods, and damaging storms. Natural disasters are a feature of the Australian climate and landscape, and this threat will continue, not least because climate change is making weather patterns less predictable and more extreme.

Such events can have personal, social, economic and environmental impacts that take many years to dissipate. Australia has and continues to cope well with natural disasters, through well established and cooperative emergency management arrangements, effective capabilities, and dedicated professional and volunteer personnel. 'Australians are also renowned for their resilience to hardship, including the ability to innovate and adapt, a strong community spirit that supports those in need and the self-reliance to withstand and recover from disasters.'[45]

9.4 Role of government

Governments, at all levels, have a significant role in strengthening the nation's resilience to disasters by:

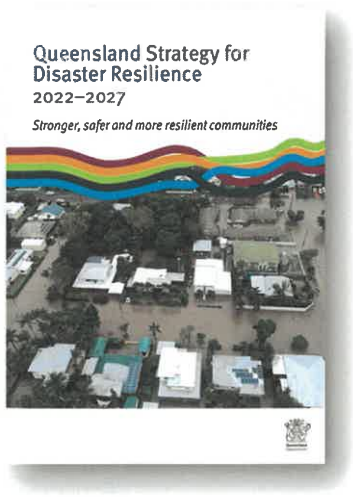
- Developing and implementing effective, risk-based land management and planning arrangements and other mitigation activities.
- Having effective arrangements in place to inform people about how to assess risks and reduce their exposure and vulnerability to hazards.
- Having clear and effective education systems so people understand what options are available and what the best course of action is in responding to a hazard as it approaches.
- Supporting individuals and communities to prepare for extreme events.
- Ensuring the most effective, well-coordinated response from our emergency services and volunteers when disaster hits.
- Working in a swift, compassionate and pragmatic way to help communities recover from devastation and to learn, innovate and adapt in the aftermath of disastrous events.

Australian governments are working collectively to incorporate the principle of disaster resilience into aspects of natural disaster arrangements, including preventing, preparing, responding to, and recovering from, disasters.

[44] Queensland Reconstruction Authority
[45] National Strategy for Disaster Resilience

9.5 Queensland Strategy for Disaster Resilience

The QRA is the lead agency responsible for Queensland's disaster resilience policy and has created the Queensland Strategy for Disaster Resilience[46].



The Strategy describes resilience in the context of disaster management, as: 'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.'

State, national, and international experience has shown that the following elements contribute to a resilient organisation or community:

- risk-informed and appropriately prepared individuals
- the capacity to adapt, and
- healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

[46] Queensland Strategy for Disaster Resilience

10 APPENDICES

Appendix A – Local Government-specific disaster management legislation

Black	Mandatory
Green	Not mandatory but recommended for inclusion
Orange	Reference information

Part of the Act	Division of the Act	Brief content description	Sect.	Reg.
Part 1 Preliminaries	Objects	Main objects of Act	3(a)	
	Guiding principles	DM should be planned across 4 phases	4A(a)	
		Resilience building across the 4 phases	4A(b)	
		Events managed in accordance with Strategic Policy, State plan and Guidelines	4A(c)	
		LG primarily responsible for managing events	4A(d)	
	Application	Act binds all persons	5	
	Interpretation	Definitions	11-16	
	Functions of the Police Commissioner	Ensure all persons are appropriately trained	16A(c)	
Part 2 Disaster management groups	Local government DM groups	Establishment and functions	29	
		Functions of LDMG	30	
		Membership	33(1)	9
		Chair & deputy chair	34	10, 16
		Functions of chair	34A	
		Local Disaster Coordinator (LDC)	35	
		Functions of LDC	36	
		Power of delegation of LDC	143(8)	
		Notice about membership	37	
		Conduct of business & meetings	38	
		Times & places of meetings		12
		Quorum		13
		LDMG member deputy		14
		Presiding at meetings		16
		Conduct of meetings		17
		Meeting resolutions		17(3)

		Correspondence register		17(3)
		Meeting minutes		18
		Annual report	44	
Part 3 DM plans and guidelines	DM plans for local governments	Local government must prepare a plan	57(1)	
		Plan must include provisions (a)-(g)	57(2)	
		Requirements of plan	58	
		Reviewing and renewing plan	59	
		Plan to be available for inspection etc.	60	
	Guidelines	Guidelines about disaster management plans	63	
Part 4 Provisions for declarations of disaster situation	Provisions about declarations	Declarations	64-73	
Part 5 Functions of local government	Functions of local government	Functions of local government	80(a)	
Part 13 Miscellaneous	Delegations	A Local Disaster Coordinator may delegate the coordinator's functions under s.36 to an appropriately qualified person.	143(8)	
	Protection from liability	Civil liability does not attach to the State, a Minister, a local government or an official because of anything done or omitted to be done under the Act in good faith.	144	

Appendix B – LDMG Agency Roles and Responsibilities

All agency representatives are responsible for ensuring they:

- Provide information, advice and updates to LDMG as required.
- Provide support and liaison officers to the Council LDCC if requested.
- Assist in recovery operations.
- Assist the community to prepare for, respond to and recover from a disaster.

Rockhampton Regional Council
(Core member)

- Coordination and administration of the Rockhampton Region LDMG, LRG and LDCC.
- Provision of a disaster response capability.
- Provision of Council resources necessary to meet statutory obligations.
- Provide and manage resources to support evacuation centres.
- Coordination of Council's water, sewerage and solid waste.
- Keep the community informed.
- Ensure business continuity of all the Council services during and following a disaster event.
- Support the SES in partnership with QPS. Responsibilities.

Rockhampton Region State Emergency Service (SES) (Core member)

- Recruitment, training and management of SES volunteers.
- Support search and rescue operations for missing or injured persons (QPS to coordinate).
- Flood boat operations.
- Storm event preparation and response.
- Support to emergency services as required.
- Assist traffic control and crowd management as required.
- Supply and erect the State's Flood Barrier.
- Support resupply operations.

Queensland Ambulance Service
(Core member)

- Provide, operate, and maintain ambulance service delivery during disasters and other related activities.
- Provide transport for persons requiring attention at medical or health care facilities.
- Participate with other emergency services in counter disaster planning including collaboration with Hospital and Health Services and active membership of State, District and Local Disaster Groups.
- Coordinate all volunteer first aid groups during a disaster.

Queensland Fire Department, including Rural Fire Service Queensland
(Core member)

- Primary response agency for structural, bushfire and chemical / hazmat incidents.
- Provide advice, chemical analysis and atmospheric monitoring at relevant incidents.
- Provide mass and technical decontamination capability.
- Provide rescue and search functions and perform other operations to help and protect injured persons from danger or potential danger.
- Distribute and develop (where primary agency) warnings to disaster management stakeholders and communities.
- Ensure the capability and capacity of Disaster Assistance Response Teams to assist communities affected by disasters or emergency situations.
- Undertake damage assessment function (residential and commercial structures) as soon as practical post disaster / emergency situation and provide findings to disaster management stakeholders.
- Coordinate aerial support.

Queensland Police Service (Core member)

- Maintaining Law and Order (Policing).
- Coordinate search and rescue operations for missing or injured persons (Policing).
- Law enforcement support to emergency services agencies/services as required (Policing).

- Operational responsibility for first response to terrorism (Policing).
- Provision of traffic control, road closures and crowd management as required (Policing).
- Advice in relation to preparation and maintenance of disaster management plans and guidelines (EM).
- Provide advice and support regarding disaster management and disaster operations (EM).
- Provision of training and exercises in accordance with the QDMTF (EM).
- Coordination of pre-season briefings (EM).
- Participate in regional disaster risk assessments (EM).
- Facilitate and authorise Emergency Alert campaigns to provide advice and warnings to communities affected by disasters and emergency situations.
- Resupply of essential goods to isolated communities, properties and individuals in partnership with LDMGs (EM).
- Provide support officers to the Council LDCC if requested (EM).
- Manage the registration of evacuees and inquiries in partnership with Australian Red Cross (EM).

ABC Capricornia (Advisory member)

- Emergency broadcaster.

Anglicare (Advisory member)

- Provides emergency relief including counselling.
- Conducts welfare checks on vulnerable community.

Aurizon (Advisory member)

- Provides advice on rail services.

Australian Defence Force (Advisory member)

- Provides emergency response where required.

Australian Red Cross (Advisory member)

- Provide psychosocial support training services.
- Provide psychosocial support services to impacted communities.
- Support management and operations of Evacuation Centres.
- Support welfare of displaced persons.
- Undertake registration of evacuees and displaced persons on behalf of QPS, utilising Register Find. Reunite.

Blue Care (Advisory member)

- Complete home care for vulnerable community.

Capricorn Helicopter Rescue Service (Advisory member)

- Provides 24/7 emergency, aeromedical, and counter-disaster support
- Performs aerial search and rescue
- Transport critical medial teams
- Deliver medical supplies.

Capricorn Correctional Centre (Advisory member)

- Deployment and coordination of low-risk prisoners from Etna Creek. Correctional Centre to assist response and recovery operations.

Central Queensland Amateur Radio Association (Advisory member)

- Emergency broadcaster.

Central Queensland Hospital and Health - Queensland Health (Advisory member)

- Coordinate and manage the health aspects of a disaster or emergency incident, including clinical care, public health, mental health, forensic support, and health related messaging to the community.

Chaplain Watch (Advisory member)

- Support operations of Evacuation. Centres through the provision of First Aid services.
- Assist QAS as required with first aid treatment.
- Provision of psychosocial first aid.
- Provision of faith service.

Country to Coast (Advisory member)

- Support health and wellbeing needs.
- Provide contact with primary health networks and aged care facilities.

Department of Education
(Advisory member)

- Ensure all educational facilities and workplaces have a documented emergency plan.
- Facilitate the return of education facilities to normal operations as soon as possible.
- Provide departmental buildings that can be transitioned to cyclone shelters, places of refuge and evacuation centres.

Department Environment, Tourism, Science & Innovation (Advisory member)

- Provide environmental management advice, assistance and direction during response and recovery.
- Manage and respond to bushfires that occur in national parks, conservation parks and state forests unless there is a threat to life or property, and maintain a firefighting capability to meet this responsibility.
- Coordinating closures and evacuations with the QPS, along with the management of impacts and careful reopening of national parks, conservation parks, state forests and department owned visitor attractions.
- Monitor and advise on management of impacted native wildlife outside the protected areas and reduce conflict and risks to the community due to their displacement.

Department Families, Seniors, Disability Services & Child Safety (Advisory member)

- Administer the Personal Hardship and Assistance Scheme (PHAS) and Essential Services Safety and Reconnection Scheme (ESSRS).
- Coordinate and administer human and social recovery and resilience services for affected communities, including activation of DRFA category A, C & D measures.

Department of Housing & Public Works – Qbuild (Advisory member)

- Coordinate technical advice on structural suitability of buildings to use as places of refuge, evacuation centres and cyclone shelters.
- Facilitate Structural Assistance Grant assessments as requested, on behalf of the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS).
- Maintain contact registers of professional service providers, specialist building contractors, building services and trades for registered suppliers to QBuild.

Department of Primary Industries
(Advisory member)

- Provide advice on agriculture, fisheries, and forestry disaster impacts (including advice on agriculture supply chains and animal welfare incidents).
- Assist the ongoing supply of fresh food as an essential service.
- Support Disaster Recovery Funding Arrangements (DRFA) relief measures, including agricultural industry recovery and resilience officers as required.
- Coordinate the Agriculture Disaster Taskforce (ADT).
- Engage with industry on preparedness for climate and biosecurity risks and aid with economic recovery.
- Assist agriculture industries in prevention and preparedness through normal business operations.
- Report on the disaster impact assessments for the agriculture sector, including economic losses, and expected recovery.
- Report on the possible impact of seasonal conditions and climate events will have on the agricultural sector.
- Support agriculture, fisheries, and forestry with workforce disruptions that may occur.
- Assist supply chains in the event of a cyber incursion that significantly disrupts agricultural meat processing.

Department of Transport & Main Roads
(Advisory member)

- Provide information and advice

regarding the impact of the event on road, rail, and maritime infrastructure.
- Assist with the safe movement of people resulting from mass evacuation.
- Enable an accessible transport network through reinstating road, rail, and maritime infrastructure.

Energy Queensland - Ergon Energy (Advisory member)

- Restore any supply interruptions to the electricity distribution network across the region.
- De-energising and re-energising of network supply for safety reasons.
- Deploy mobile generators and support equipment into impacted communities to deliver temporary supply following a natural disaster event.
- Electrical safety advice for consumers.
- Work with disaster management groups where required to manage the consequences of disruption to Energy Queensland's networks and provide timely and accurate information.
- Mobilise field crews, vehicles, generators, and equipment prior to cyclones to support the rapid restoration of electricity supply to impacted communities.

Gladstone Ports Corporation Ltd (Advisory member)

- Manages ship-sourced oil spills and acts as a central hub for emergency communications.

Lifeline (Advisory member)

- Provides 24/7 mental health support, crisis counselling, and emotional assistance to individuals and communities affected by the disaster.

Marine Rescue Queensland (Advisory member)

- Marine Rescue Queensland (MRQ) is a branch of the Queensland Police Service (QPS) which work collaboratively to provide marine search and rescue services.

Maritime Safety Queensland (Advisory member)

- Maritime Safety Queensland (MSQ) is a branch of the Department of Transport and Main Roads (DTMR) which works closely and cooperatively with disaster management agencies, industry, and community on both a State-wide and local basis.
- MSQ is the safety regulator for Queensland waterways.
- It will manage extreme weather events that affect waterways like the Fitzroy River utilising MSQ's Extreme Weather contingency Plan.
- An extreme weather event may require the evacuation of a pilotage area, part of a port, a harbour or boat harbour, and may include the closure of sections of rivers/waterways.
- The Regional Harbour Master's primary objective is to have the relevant area secure, and for all vessels to have enacted their own safety plans before the event is expected to impact. All preparations should be completed six hours before the event to ensure the safety of boat owners, operators and passengers and avoid first responders being placed at risk.

Mater Private Hospital – Queensland Health (Advisory member)

- Coordinate and manage the health aspects of a disaster or emergency incident, including clinical care, public health, mental health, forensic support, and health related messaging to the community.

NBN (Advisory member)

- Restore any service interruptions to the NBN network across the region.
- Deploy emergency telecommunications equipment into impacted communities to deliver temporary services following a natural disaster event.

Queensland Reconstruction Authority (Advisory member)

- Drive and coordinate action to enhance the resilience of Queensland communities.
- Plan and coordinate Queensland and

Australian Government assistance under the DRFA.
- Develop and maintain the Queensland Recovery Plan and event-specific plans.
- Develop and implement the Queensland Strategy for Disaster Resilience.
- Maintain the State Recovery Coordinator Guide and Register, including induction of SRCs, when appointed.
- Monitor damage of public infrastructure and private properties.
- Administer DRFA and State Disaster Relief Arrangements.
- Manage the service agreement with GIVIT for the coordination of offers of goods and services following a relevant disaster on behalf of the Queensland Government.
- Monitor reconstruction activities in affected communities.
- State Recovery, Policy and Planning Coordinator.
- Ensure the collaborative development of the Queensland Emergency Risk Management Framework and the statewide risk assessment.

Rockhampton Airport (Advisory member)

- Acts as a critical hub for emergency services (RFDS, helicopters).
- Manages terminal evacuations.

Royal Flying Doctor Service (Advisory member)

- Offers telehealth and fly-in mental health support.
- Delivers essential supplies to communities cut off by events.

RSPCA (Advisory member)

- Provides situational awareness and operational intelligence in relation to animal welfare.
- Assist in identifying and addressing immediate, medium, and long-term animal welfare recovery needs to enhance the capacity of the local community to recover from a disaster.

Salvation Army (Advisory member)

- Assist with psychosocial support services to impacted communities.
- Support operations of Evacuation Centres and emergency service organisations through provision of emergency catering.
- Support welfare of displaced persons.

Stanwell Power Station (Advisory member)

- Maintains grid stability.

St John (Advisory member)

- Support operations of Evacuation Centres through the provision of First Aid services.
- Assist QAS as required with first aid treatment and transport of injured persons.

Sunwater (Advisory member)

- Ensure referable water assets are managed safely, in accordance with emergency action plans (EAP) and in line with disaster management principles and plans.
- Communicate effectively with disaster management groups and the community (as outlined in an EAP) about dam outflows/operations when an EAP is activated.
- Regularly engage with LDMG, at-risk residents downstream and communities about referable dam operations.
- Review potential disaster impacts to Sunwater's Water Treatment Plants and potable water supply.
- Notify Department of Regional Development, Manufacturing and Water (DRDMW – as regulator) and Queensland Health (where required) in instances where there is a risk to public health due to a disaster.
- Review potential disaster impacts to Sunwater's Sewage Treatment Plants.
- Notify Department of Environment, Science, and Innovation (DESI) in instances where there are sewage effluent overflows or other environmental impacts due to disasters.
- Establish and maintain systems and processes to minimise or eliminate material risks and mitigate relevant impacts from natural disasters or security threats to critical infrastructure assets.

Appendix C – Definitions

Term	Definition
Activation	Activation involves the commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.
Alert	A level of activation. A heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential of the threat.
Briefing	The process of advising personnel of the details of the incident or event with which they will be dealing.
Community	A social group with a commonality of association and generally defined by location, shared experience or function, and with a number of things in common such as culture, heritage, language, ethnicity, pastimes, occupation or workplace.
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.
Coordination Centre	A centre established at State, district or local level as a centre of communication and coordination during times of disaster operations.
Declaration	The formal procedure to enable declared disaster powers under the *Disaster Management Act 2003* (s. 64-69) as required. Specific powers may be used to prevent or minimise loss of life, injury or damage. This term specifically relates to declaration of disasters under the *Disaster Management Act 2003*, which is distinct from a 'declaration of an emergency situation' as defined in the *Public Safety Preservation Act 1986*.
Disaster	A disaster is a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community to recover from the disruption. "Serious disruption" means: • Loss of human life, or illness or injury to humans; or • Widespread or severe property loss or damage; or • Widespread or severe damage to the environment.
Disaster management	Disaster management means arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to, and recovering from a disaster.
Disaster operations	Disaster operations means activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.
Disaster response capability	For local government, means the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area.
District Disaster Coordinator (DDC)	A chairperson of a district group is also the district disaster coordinator of the district group. The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group. A sworn Police Officer.

Event	An event means any of the following: a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening b) an explosion or fire, a chemical, fuel or oil spill or a gas leak c) an infestation, plague, or epidemic d) a failure of, or disruption to, an essential service or infrastructure e) an attack against the State f) another event similar to an event mentioned in paragraphs (a) to (e). An event may be natural or caused by human acts or omissions.
Local Disaster Coordinator (LDC)	The chairperson of the local group must, after consulting with the police commissioner, appoint the chief executive officer or an employee of the relevant local government as a local disaster coordinator of the group. The person appointed must have the necessary expertise of experience and the appointment must be in writing.
Local Disaster Management Group (LDMG)	A local government must establish a LDMG for the local government's area.
Local Disaster Management Plan (the Plan)	A local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area. • A local disaster management plan must be consistent with the disaster management standards and disaster management guidelines. • A local government may review or renew its plan at any time, however it must review the effectiveness of the Plan at least once a year. • A local government must ensure a copy of its local disaster management plan is available for inspection, free of charge, by members of the public. The Plan must include: a) the QDMC's strategic policy framework for disaster management for the State, and the local government's policies for disaster management b) the roles and responsibilities of entities involved in disaster operations and disaster management in the area c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b) d) events that are likely to happen in the area e) strategies and priorities for disaster management for the area f) the matters stated in the disaster management guidelines as matters to be included in the Plan g) other matters about disaster management in the area the local government considers appropriate.
Situation Report (SitRep)	A brief report that is published and updated periodically during an emergency which outlines the details of the emergency, the needs generated, the operations/responses undertaken as they become known and includes a current and forecast situation.

11.3 TELECOMMUNICATION LEASING POLICY REVIEW

File No:	**11979**
Attachments:	**1. Telecommunication Leasing Policy (Clean)⇩** **2. Telecommunication Leasing Policy (Tracked)⇩**
Authorising Officer:	**Megan Younger - Manager Corporate and Technology Services** **Marnie Taylor - General Manager Organisational Services**
Author:	**Kellie Roberts - Coordinator Property and Insurance**

SUMMARY

The revised draft Telecommunication Policy is presented to Council for consideration and adoption.

OFFICER'S RECOMMENDATION

THAT Council:

1. Adopts the revised Telecommunication Leasing Policy; and

2. Approves a review date of the Telecommunication Leasing Policy of November 2030.

COMMENTARY

The Telecommunications Facilities on Council Land Policy was first adopted by Council in 2012 and was last amended in 2018.

Council Briefing Sessions regarding the policy review were held on 17 February 2026 and 14 October 2026. A response to Questions on Notice was provided through the Information Bulletin on 29 October 2026.

The policy has been reviewed and updated to:

- rename the policy as the Telecommunication Leasing Policy;
- introduce new and updated definitions;
- strengthen application requirements;
- clarify legislative obligations;
- update lease terms and conditions;
- strengthen requirements relating to reservoir sites; and
- clarify the use of rental revenue received from open space leased sites, with funds to be allocated towards upgrades of the affected open space, including open space land within the vicinity of the leased site.

PREVIOUS DECISIONS

Nil

BUDGET IMPLICATIONS

Nil

LEGISLATIVE CONTEXT

Consideration has been given to the human rights protected under the Human Rights Act 2019 and the application of these rights to this matter. The assessment has determined that no human rights are impacted by the proposed decision.

LEGAL AND RISK IMPLICATIONS

Nil

CORPORATE/OPERATIONAL PLAN

Goal 1.1 – We are fiscally responsible.

We have effective governance with accountable decision-making practices.

CONCLUSION

The revised Telecommunication Leasing Policy is presented for Council's consideration and adoption.

TELECOMMUNICATION LEASING POLICY REVIEW

Telecommunication Leasing Policy (Clean)

Meeting Date: 10 November 2026

Attachment No: 1

TELECOMMUNICATION LEASING POLICY

ADMINISTRATIVE POLICY

1 Scope

This policy applies to lease agreements for telecommunication facilities on Rockhampton Regional Council owned or controlled land with telecommunication or network carriers.

This policy does not apply to leases with community organisations or government agencies.

2 Purpose

The purpose of this policy is to:

(a) Establish a set of parameters for Council to consider prior to entering into a lease agreement with carriers;

(b) Meet legislative requirements;

(c) Ensure appropriate consideration is given to proposed sites; and

(d) Allocate expenditure of rent received.

3 Related documents

3.1 Primary

Nil

3.2 Secondary

Telecommunication Act 1997 (Cwth)

Telecommunications Code of Practice 2021 (Cwth)

Land Act 1994

Local Government Act 2009

Local Government Regulation 2012

Planning Act 2016

Asset Management Responsibilities Policy

Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) Guides/Codes

Guideline for State, Statutory Body and Local Government Trustees SLM/2024/6804 – Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development

Industry Code C564:2025 Mobile Phone Base Station Deployment - Australian Communications and Media Authority (ACMA)

Rockhampton Region Planning Scheme

4 Definitions

To assist in interpretation, the following definitions apply:

ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
Carrier	Telecommunication or network carriers licenced under the Australian Communications and Media Authority (ACMA), proposing to lease Council land.

Community organisation	As defined in the *Local Government Regulation 2012*, an entity that carries on activities for a public purpose or another entity whose primary object is not directed at making a profit.
Council	Rockhampton Regional Council
CPI	Customer Price Index (Brisbane All Groups) published by the Australian Bureau of Statistics.
FRW	Fitzroy River Water
Government	State government agencies
GST	Goods and services tax
Heads of Term	A document setting out the main elements of the proposed lease. This document provides a basis for lease negotiations and investigations. A Heads of Term differs to the final lease agreement between both parties.
Open Space	Land zoned as open space in the Rockhampton Region Planning Scheme.
Site Custodian	As detailed in the Asset Management Responsibilities Policy.
State Guideline	Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development's Guideline for State, Statutory Body and Local Government Trustees SLM/2024/6804
Trust Land	As defined in the *Land Act 1994*, the land comprising a reserve or deed of grant in trust, with Council as the appointed trustee.

5 Policy statement

Council acknowledges the importance of the provision of telecommunication networks for the benefit for the community. Council has set criteria to assess applications received for the leasing of Council owned or controlled land for telecommunications purposes to support the needs and requirements for telecommunication services provided by carriers, while meeting community expectations.

5.1 Guiding principles

5.1.1 Principal

The financial, social, safety and environmental interests of the community must be considered before Council grants a lease to a carrier.

5.1.2 Heads of term

A Heads of Term document is typically provided to Council by the carrier to indicate their initial interest. This document outlines the requirements of the carrier for the proposed site, including the commercial terms.

A Heads of Term (or similar) document must not be entered into by Council until an application to lease land to a carrier has been approved by Council in accordance with paragraph 5.1.3.

5.1.3 Council approval

Council may only enter into a Heads of Term (or similar document) or lease with a carrier after a report detailing the carrier's application and key terms of the lease has been presented to Council and the key terms of the lease have been determined or approved by Council resolution.

5.1.4 Applications

Council only considers an application to lease land to a carrier after the carrier has provided the following:

(a) Plans of the development including a site plan, elevations and a photomontage for the telecommunication tower, transmitting devices and associated infrastructure proposed to be installed. Details should also include any landscaping proposed to soften or screen the facility when viewed from a residence or public place;

(b) Details of public consultation completed by the carrier to gauge the level of support from surrounding residents and neighbours of the proposed facility. This may include public meetings, newspaper advertisements, surveying neighbours via door knocking, letterbox drops, etc.;

(c) Details on why the site is suitable and, if the proposal is for a new tower, whether all opportunities for sharing and co-location have been considered and exhausted. Council's preference is co-location on an existing telecommunications facility;

(d) Details of alternative sites that have been investigated on both public and private land and why those sites are not suitable;

(e) The measures proposed to mitigate fears in relation to public health and whether distances to homes, schools, day care centres and the like have been maximised;

(f) Whether any vegetation or habitat is to be removed, and if so, details of proposed mitigation or offset measures;

(g) A Management Plan identifying potential risks, impacts, and mitigation measures associated with the construction, operation, maintenance and future decommissioning of the telecommunication facility. At a minimum, this should include strategies for safety and risk management, community wellbeing, biodiversity protection, climate resilience, waste and recycling, and ongoing compliance monitoring; and

(h) The community benefit of the proposal.

5.2 Legislative requirements

In accordance with the exception listed in section 236(1)(c)(vi) of the *Local Government Regulation 2012*, Council is not required to call tenders to lease land for the purpose of a telecommunication tower, if Council has decided, by resolution, that the exception applies.

Section 236(4) and (6) of the *Local Government Regulation 2012* requires an independent valuer to determine the market value of the proposed lease. The valuer is to be engaged by Council (at the cost of the carrier) and the valuer must be registered under the *Valuers Registration Act 1992.*

If a carrier proposes a total lease term of more than 10 years over freehold land, the lease is subject to a development approval for a reconfiguration of a lot in accordance with the *Planning Act 2016*.

5.3 Key lease terms

Council's key lease terms are:

(a) Term: 10 years, if Council approves a longer term, a market rent review must occur at the end of the initial 10-year term.

(b) Rent: Determined in accordance with the market valuation required in paragraph 5.2 and 5.5(f), with annual increases based on CPI.

(c) Rates and charges: All rates and charges levied by Council are payable by the carrier.

(d) Costs: The carrier must pay all costs associated with the lease, including Council's legal (if any) and valuation costs, survey costs, title registration fees, and any approval costs or fees.

(e) Permitted use: Construction, maintenance, and operation of a telecommunications network and related services, including installing, storing, operating, repairing, maintaining, altering, and replacing telecommunications equipment, and carrying out the tenant's works.

(f) Assignment and subletting: The carrier must obtain Council's prior written consent before any assignment or subletting.

(g) Insurance: The carrier must maintain a public liability insurance policy with a minimum cover of $20 million for any one event.

(h) Council's use of the land: The carrier's use must not obstruct or interfere with Council's access or use of the land. If Council incurs additional costs in carrying out its business on the land due to the carrier's use, the carrier must reimburse those costs.

(i) The carrier must not reduce the existing spare electrical capacity required for Council's current or future operations, and any carrier seeking additional capacity must fully fund works that preserve this operational capacity.

5.4 Community purpose trust land

Council does not permit telecommunication facilities on trust land that is gazetted for a community purpose under the *Land Act 1994*, for example trust land dedicated for park and recreational purposes. In accordance with the State Guideline, Council as trustee, has determined that a telecommunications facility is not consistent with any community purpose of trust land.

5.5 Council reservoirs

Council may consider applications to construct infrastructure only on land within a Council reservoir compound and never attached to a reservoir, and such applications are subject to the following conditions:

(a) It is FRW's requirement that all telecommunication facilities are located on separate masts/poles;

(b) Installation must not be made in close proximity to the roof structure at a location that would likely interfere with any future works or access to the reservoir roof;

(c) Any installation must be placed a safe distance from designated access areas (for example, ladders, hatches, walkways, including rooftop area) to prevent unsafe exposure to harmful radiation. This safe distance must be in accordance with the relevant Australian Standard or ARPANSA Guides/Codes;

(d) Should it be required, FRW reserves the right to temporarily remove any telecommunications infrastructure in the event of a requirement to do as part of the operation and maintenance of the reservoir, with the carrier responsible for all associated costs with the removal and reinstatement of the infrastructure;

(e) The specification of the design of the installation is subject to FRW approval; and

(f) Carriers must pay an additional $5,000 per annum (excluding GST) to the base market rent if leasing a site within an FRW reservoir facility.

5.6 Allocation of rent received and access

5.6.1 Open space

The rent received is allocated towards upgrades to the impacted open space land (including adjoining open space land within the vicinity of the leased site).

5.6.2 Other sites

The rent received is allocated to the site custodian budget. The site custodian ensures the carrier has access to their site, which may involve Council providing access at nil extra cost to the carrier.

5.7 Lease renewal

Council will consider an application for a lease renewal up to 12 months prior to the expiry of the lease. To be eligible for renewal, the Carrier must:

(a) Not be in breach of the terms and conditions of the lease;

(b) Be up to date with all required payments (including rent and rates); and

(c) Provide a Management Plan identifying potential risks, impacts, and mitigation measures associated with the construction, operation, maintenance and future decommissioning of the telecommunication facility. At a minimum, this should include strategies for safety and risk management, community wellbeing, biodiversity protection, climate resilience, waste and recycling, and ongoing compliance monitoring.

Requirements contained in paragraphs 5.2 and 5.3 apply to a lease renewal.

Approval of a lease renewal application is by Council resolution.

6 Review timelines

This policy is reviewed when any of the following occur:

(a) The related information is amended or replaced; or

(b) Other circumstances as determined from time to time by Council.

7 Document management

Sponsor	Chief Executive Officer
Business Owner	General Manager Organisational Services
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	Legal and Governance

TELECOMMUNICATION LEASING POLICY REVIEW

Telecommunication Leasing Policy (Tracked)

Meeting Date: 10 November 2026

Attachment No: 2

TELECOMMUNICATION ~~FACILITIES ON COUNCIL LAND~~ LEASING POLICY

ADMINISTRATIVE POLICY

1 Scope

This policy applies to ~~Council employees and contractors involved in the planning and establishment of~~ lease agreements for telecommunication facilities on Rockhampton Regional Council owned or controlled land with telecommunication or network carriers.

This policy does not apply to leases with community organisations or government agencies.

2 Purpose

The purpose of this policy is to:

(a) Establish a set of parameters for Council to consider prior to entering into a lease agreement with ~~telecommunication or network~~ carriers;

(b) Meet legislative requirements; ~~and~~

(c) Ensure appropriate consideration is given to proposed sites; and

(d) Allocate expenditure of rent received.

3 Related documents

3.1 Primary

Nil

3.2 Secondary

~~*Commonwealth* Telecommunication Act 1997~~ *(Cwth)*

~~*Commonwealth* Telecommunications Code of Practice 2021~~*1997* *(Cwth)*

Land Act 1994

Local Government Act 2009

Local Government Regulation 2012

Planning Act 2016

Asset Management Responsibilities Policy

Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) Guides/Codes

Guideline for State, Statutory Body and Local Government Trustees SLM/2024/6804 – Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development

Industry Code C564:2025 ~~–~~Mobile Phone Base Station Deployment ~~(C564:2011)~~ Australian Communications and Media Authority (ACMA)

~~Legal Proceedings – Commencement, Cessation and Other Matters Policy~~

Rockhampton Region Planning Scheme

4 Definitions

To assist in interpretation, the following definitions apply:

ARPANSA	Australian Radiation Protection and Nuclear Safety Agency

Carrier	~~The~~ Telecommunication~~s~~ or network carrier<u>s licenced under the Australian Communications and Media Authority (ACMA),</u> ~~that~~ proposi<u>n</u>ge~~s~~ to lease Council land.
<u>Community organisation</u>	<u>As defined in the Local Government Regulation 2012, an entity that carries on activities for a public purpose or another entity whose primary object is not directed at making a profit.</u>
~~Contractor~~	~~A person, organisation or entity that performs a specific act or acts including the provision of services and/or materials to another person, organisation or entity under an agreement enforceable by law.~~
Council	Rockhampton Regional Council
CPI	Customer Price Index <u>(Brisbane All Groups) published by the Australian Bureau of Statistics.</u>
FRW	Fitzroy River Water
<u>Government</u>	<u>State government agencies</u>
GST	Goods and services tax
Heads of Term	A document setting out the main elements of the proposed lease. This document provides a basis for lease negotiations and investigations. A Heads of Term differs to the final lease agreement between both parties.
~~NRM~~	~~Department of Natural Resources and Mines~~
~~Public~~ Open Space	<u>Land zoned</u> as ~~defined~~ <u>open space</u> in the Rockhampton Region Planning Scheme.
<u>Site Custodian</u>	<u>As detailed in the Asset Management Responsibilities Policy.</u>
<u>State Guideline</u>	<u>Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development's Guideline for State, Statutory Body and Local Government Trustees SLM/2024/6804</u>
~~Reserve~~ <u>Trust</u> Land	~~Includes land dedicated as a reserve under the *Land Act 1994*, or reserved and set apart under the repealed Act, as shown by the current particulars in the appropriate register.~~<u>As defined in the *Land Act 1994*, the land comprising a reserve or deed of grant in trust, with Council as the appointed trustee.</u>

5 Policy statement

<u>Council acknowledges the importance of the provision of telecommunication networks for the benefit for the community. Council has set criteria to assess applications received for the leasing of Council owned or controlled land for telecommunications purposes to support the needs and requirements for telecommunication services provided by carriers, while meeting community expectations.</u>

5.1 <u>Guiding principles</u>

5.1.1 Principal

The financial, social<u>, safety</u> and environmental interests of the community must be considered before Council grants a lease to a carrier.

5.1.2 Heads of term

~~Carriers are seeking to expand their mobile coverage by leasing Council owned or controlled land for the placement of telecommunication/networking facilities (towers, co-locations on existing towers and associated infrastructure).~~

A Heads of Term document is typically provided to Council by the carrier to indicate their initial interest. ~~Such~~<u>This</u> document outlines the requirements of the carrier for the proposed site<u>,</u> ~~;~~ including the commercial terms.

A Heads of Term (or similar) document must not be entered into by Council until an application to lease land to a carrier has been approved by Council in accordance with paragraph 5.1.3 ~~of this Policy~~.

5.1.3 Council approval

Council may only enter into a Heads of Term (or similar document) or lease with a carrier after a report detailing the carrier's application and key terms of the lease ~~(for example, land being leased, rent and term of lease)~~ has been presented to Council and the key terms of the lease have been determined or approved by Council resolution.

5.1.4 Applications

Council ~~will~~ only considers an application to lease land to a carrier after the carrier has provided the following:

(a) Plans of the development including a site plan, elevations and a photomontage for the telecommunication tower, transmitting devices and associated infrastructure proposed to be installed. Details should also include any landscaping proposed to soften or screen the facility when viewed from a residence or public place;

(b) Details of public consultation ~~carried out~~completed by the carrier to gauge the level of support from surrounding residents and neighbours of the proposed facility. This may include public meetings, newspaper advertisements, surveying neighbours via door knocking, letterbox drops, etc. ~~Public consultation must be completed prior to presenting any applications to Council for consideration~~;

(c) Details ~~as to~~on why the site is suitable and, if the proposal is for a new tower, whether all opportunities for sharing and co-location have been considered and exhausted. Council's preference is co-location on an existing telecommunications facility;

(d) Details of alternative sites that have been investigated on both public and private land and why those sites are not suitable;

(e) The measures proposed to mitigate fears in relation to public health and whether distances to homes, schools, day care centres and the like have been maximised;

(f) Whether any vegetation or habitat is to be removed, and if so, details of proposed mitigation or offset measures;

(g) A Management Plan identifying potential risks, impacts, and mitigation measures associated with the construction, operation, maintenance and future decommissioning of the telecommunication facility. At a minimum, this should include strategies for safety and risk management, community wellbeing, biodiversity protection, climate resilience, waste and recycling, and ongoing compliance monitoring; and

(h) The community benefit of the proposal.

5.2 Legislative requirements

In accordance with the exception listed in section 236(1)(c)(vi) of the *Local Government Regulation 2012*, Council is not required to call tenders to lease land for the purpose of a telecommunication tower, if Council has decided, by resolution, that the exception applies.

Section 236(4) and (6) of the *Local Government Regulation 2012* requires~~; and~~ an independent valuer to determine the market value~~rental valuation~~ of the proposed lease ~~must be carried out (at the cost of the Carrier)~~. The valuer is to be engaged by Council (at the cost of the carrier) and the valuer must be ~~by a licensed valuer~~registered under the *Valuers Registration Act 1992*. ~~operating in the Rockhampton Region to determine the lease fee payable~~. ~~The lease fee is to be increased by CPI annually.~~

If a carrier proposes a total lease term of more than 10 years over freehold land, the lease is subject to a development approval for a reconfiguration of a lot in accordance with the *Planning Act 2016*.

5.3 Key lease terms

Council's key lease terms are:

(a) Term: 10 years, if Council approves a longer term, a market rent review must occur at the end of the initial 10-year term.

(b) Rent: Determined in accordance with the market valuation required in paragraph 5.2 and 5.5(f), with annual increases based on CPI.

(c) Rates and charges: All rates and charges levied by Council are payable by the carrier.

(d) Costs: The carrier must pay all costs associated with the lease, including Council's legal (if any) and valuation costs, survey costs, title registration fees, and any approval costs or fees.

(e) Permitted use: Construction, maintenance, and operation of a telecommunications network and related services, including installing, storing, operating, repairing, maintaining, altering, and replacing telecommunications equipment, and carrying out the tenant's works.

(f) Assignment and subletting: The carrier must obtain Council's prior written consent before any assignment or subletting.

(g) Insurance: The carrier must maintain a public liability insurance policy with a minimum cover of $20 million for any one event.

~~(a)~~(h) Council's use of the land: The carrier's use must not obstruct or interfere with Council's access or use of the land. If Council incurs additional costs in carrying out its business on the land due to the carrier's use, the carrier must reimburse those costs.

(i) The carrier must not reduce the existing spare electrical capacity required for Council's current or future operations, and any carrier seeking additional capacity must fully fund works that preserve this operational capacity.

~~**5.4 Legal Costs**~~

~~Council must ensure all legal costs it incurs in relation to the preparation, negotiation and execution of any lease with a carrier are paid in full by the Carrier.~~

~~5.5~~5.4 Community purpose ~~reserve~~trust land

~~If the land is a reserve that Council is trustee for, the NRM is to be consulted as to their requirements. Carriers must meet the requirements of any policies or conditions set by NRM.~~Council does not permit telecommunication facilities ~~are not allowed~~ on ~~reserve~~ trust land that is gazetted for a community purpose under the *Land Act 1994*, for example ~~sport and recreation reserves.~~trust land dedicated for park and recreational purposes. In accordance with the State Guideline, Council as trustee, has determined that a telecommunications facility is not consistent with any community purpose of trust land.

~~5.6~~5.5 Council reservoirs

Council may consider applications to construct~~attach~~ infrastructure ~~to Council reservoirs, or~~only on land within a Council reservoir compound and never attached to a reservoir, and such applications are subject to the following conditions:

(a) ~~Evidence is provided that all other options have been exhausted and reasons why they are not suitable.~~ It is FRW's ~~preference~~requirement that all telecommunication facilities are located on separate masts/poles;

(b) Installation must not be made ~~to the reservoir roof structure or to a point close~~ in close proximity to the roof structure at a location that would likely interfere with any future works or access to the reservoir roof;

(c) Any installation must be placed a safe distance ~~away~~ from designated access areas (for example, ladders, hatches, walkways, including rooftop area) to prevent unsafe exposure to harmful radiation. This safe distance must be in accordance with the relevant Australian Standard or ARPANSA Guides/Codes;

(d) Should it be required, FRW reserves the right to temporarily remove any telecommunications infrastructure in the event of a requirement to do as part of the operation and maintenance of the reservoir, with the carrier responsible for all associated costs with the removal and reinstatement of the infrastructure;

(e) The specification of the design of the installation ~~attached to the reservoir~~ is subject to FRW approval; and

(f) Carriers must pay an additional $5,000 per annum (excluding GST) to the base market rent ~~rate~~ if leasing a site within an FRW reservoir facility. ~~of the associated lease fee on Council land.~~

~~5.7~~5.6 Allocation of rent received and access ~~– Public Open Spaces~~

~~5.7.1~~5.6.1 Open space

The rent received is allocated towards upgrades to the impacted open space land (including adjoining open space land within the vicinity of the leased site).

~~5.7.2~~5.6.2 Other sites

The rent received is allocated to the site custodian budget. The site custodian ensures the carrier has access to their site, which may involve Council providing access at nil extra cost to the carrier.

~~If the telecommunication facility lease is over Council land that is a public open space, the rent received under the lease is directed towards upgrades to the impacted public open space.~~

~~5.8~~5.7 Lease renewal

Council will consider an application for a lease renewal up to 12 months prior to the expiry of the lease. To be eligible for renewal, the Carrier must:

(a) Not be in breach of the terms and conditions of the lease;

(b) Be up to date with all required payments (including rent and rates); and

(c) Provide a Management Plan identifying potential risks, impacts, and mitigation measures associated with the construction, operation, maintenance and future decommissioning of the telecommunication facility. At a minimum, this should include strategies for safety and risk management, community wellbeing, biodiversity protection, climate resilience, waste and recycling, and ongoing compliance monitoring.

Requirements contained in paragraphs 5.2 and 5.3 apply to a lease renewal.

Approval of a lease renewal application is by Council resolution.

6 Review timelines

This policy is reviewed when any of the following occur:

(a) The related information is amended or replaced; or

(b) Other circumstances as determined from time to time by ~~the Chief Executive Officer~~Council.

7 Document management

Sponsor	Chief Executive Officer
Business Owner	~~Deputy Chief Executive Officer~~General Manager Organisational Services
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	~~Corporate Improvement and Strategy~~Legal and Governance

LEGAL AND GOVERNANCE USE ONLY			
Adopted/Approved:	~~Adopted 30 January 2018~~DRAFT	Department:	~~Corporate~~ Organisational Services
Version:	2	Section:	Corporate and Technology Services
Reviewed Date:		Page No:	Page 5 of 5

11.4 ADOPTION OF 2025/26 ANNUAL REPORT

File No:	**5042**
Attachments:	**1. RRC Annual Report 2025-26⇩**
Authorising Officer:	**Evan Pardon - Chief Executive Officer**
Author:	**Evan Pardon - Chief Executive Officer**

SUMMARY

Chief Executive Officer presenting the 2025/26 Annual Report for Council's consideration and approval.

OFFICER'S RECOMMENDATION

THAT in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012* and the *Water Supply (Safety and Reliability) Act 2008*, Council adopt the 2025/26 Annual Report as presented.

COMMENTARY

Attached for Council's consideration is the 2025/26 Annual Report. The report incorporates the annual reporting requirements for Council's commercial business activities, including:

- Fitzroy River Water (FRW)
- Rockhampton Regional Waste and Recycling (RRWR)
- Rockhampton Airport

The Annual Report provides a comprehensive overview of Council's performance, achievements, governance arrangements and financial position for the 25/26 financial year.

BACKGROUND

The *Local Government Act 2009* and *Local Government Regulation 2012* require local governments to prepare an Annual Report and adopt the report within one month of receiving the Auditor-General's report on the local government's financial statements for the relevant financial year.

The legislation also prescribes the information that must be included within the Annual Report. The attached report has been prepared in accordance with these legislative requirements.

Council's Audit and Business Improvement Committee reviewed the 2025/26 Financial Statements in detail with representatives from the Queensland Audit Office and Council's contracted external auditors at its meeting held on 8 October 2026.

In addition, the Annual Report includes content required under the *Water Supply (Safety and Reliability) Act 2008* relating to Council's water business activities.

PREVIOUS DECISIONS

Nil

BUDGET IMPLICATIONS

Nil

LEGISLATIVE CONTEXT

The 2025/26 Annual Report has been prepared with reference to, and complies with, the requirements of the:

- *Local Government Act 2009*;
- *Local Government Regulation 2012*; and
- *Water Supply (Safety and Reliability) Act 2008*.

LEGAL AND RISK IMPLICATIONS

There are no legal or risk implications associated with the adoption of the 2025/26 Annual Report. Adoption of the report ensures Council meets its statutory reporting obligations.

CORPORATE/OPERATIONAL PLAN

The Annual Report reports on Council's performance and achievements against the objectives and priorities contained within Council's Corporate Plan and associated operational planning framework.

CONCLUSION

The 2025/26 Annual Report has been prepared in accordance with all relevant legislative requirements and provides a comprehensive account of Council's operations, performance and financial outcomes for the reporting period.

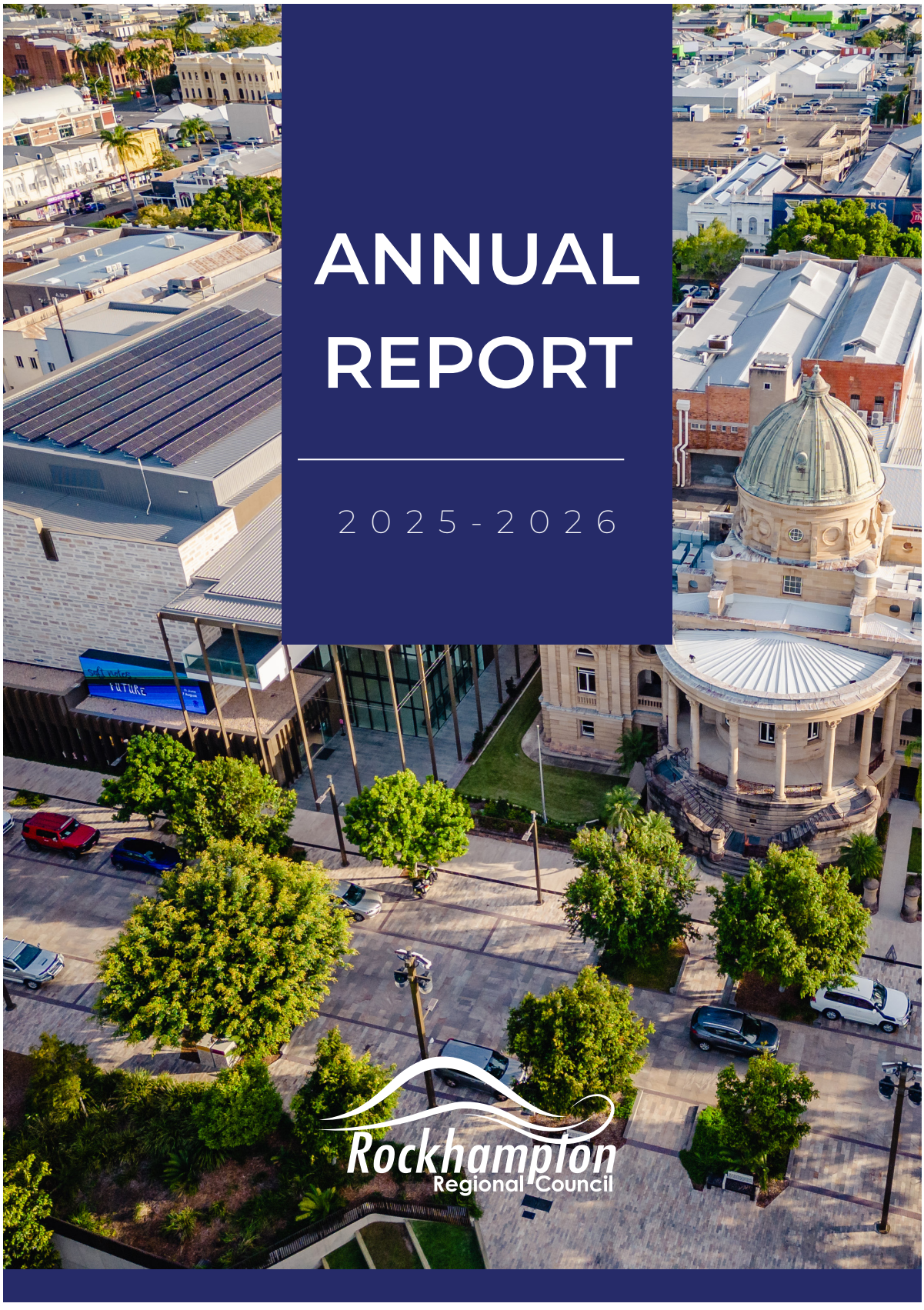
Accordingly, it is recommended that Council adopt the 2025/26 Annual Report as presented.

ADOPTION OF 2025/26 ANNUAL REPORT

RRC Annual Report 2025-26

Meeting Date: 10 November 2026

Attachment No: 1


ANNUAL
REPORT
2025-2026
Rockhampton
Regional Council

ABOUT THIS REPORT

Our Annual Report provides a snapshot of Rockhampton Regional Council's performance throughout the 2025-26 financial year, outlining our achievements, challenges and progress in delivering outcomes for the community.

Council measures its performance against the goals and priorities identified in the Rockhampton Regional Council Corporate Plan 2022-2027.

As one of our key accountability documents, the Annual Report provides a transparent overview of Council's operations, governance and financial performance.

ACKNOWLEDGMENT OF COUNTRY

Rockhampton Regional Council would like to acknowledge the Traditional Custodians within our Region, the Darumbal People, the Gaangalu Nation People and the Barada Kabalbara Yetimarala People, and pay our respects to their Elders past, present and emerging.

We also acknowledge the Torres Strait Islander people whose land is in the Torres Strait but who live and work on Aboriginal land.


The Rocky Baby Saltwater Crocodile, Masher Designs (Martin Schlick)

Visitor Hub, Rockhampton Zoo - official opening ceremony July 2025.

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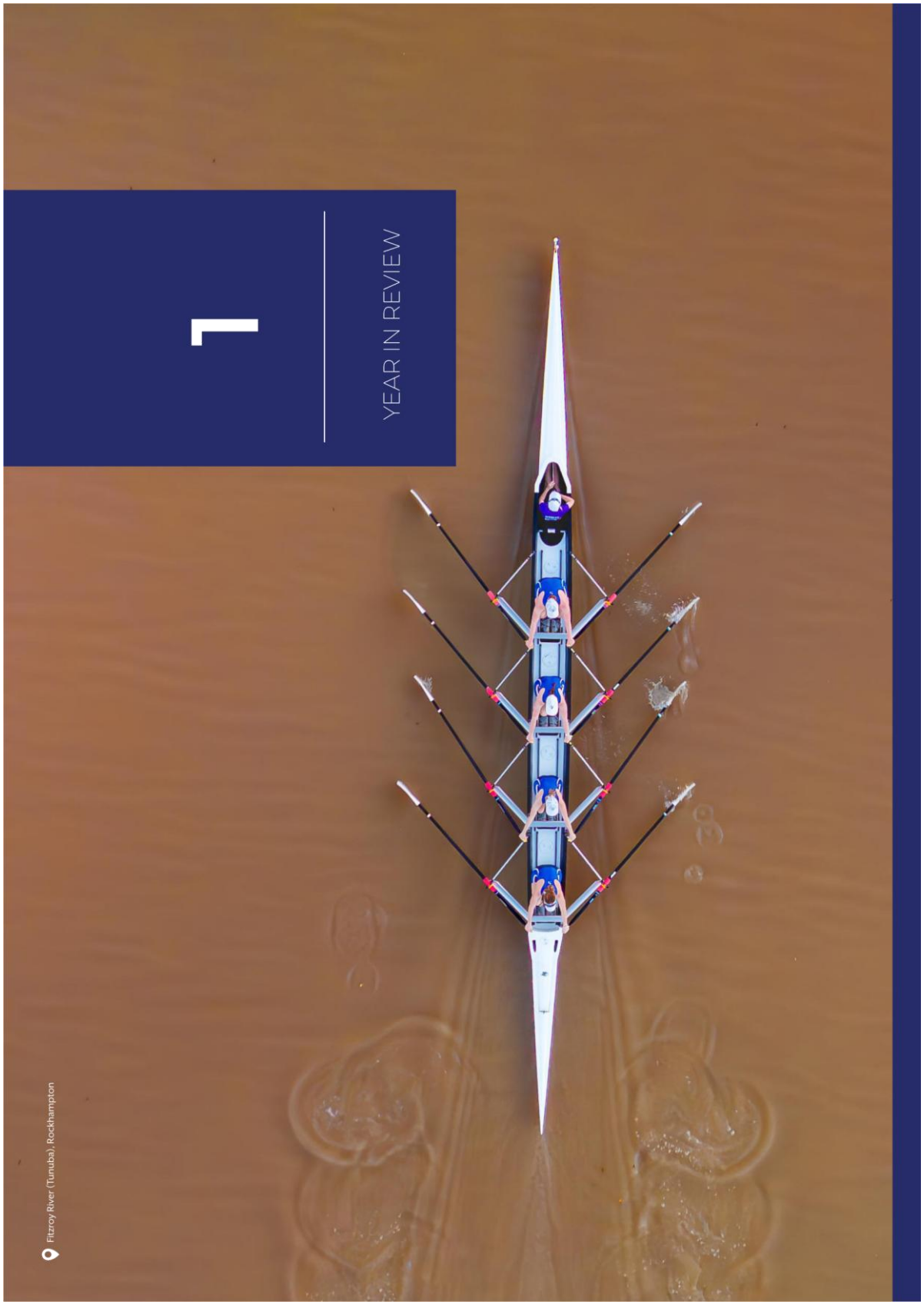
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YEAR IN REVIEW
Fitzroy River (Turuuba), Rockhampton

MAYOR'S MESSAGE

As I look back on the last 12 months, I am really proud of what we have achieved.

It has been a year defined by delivery, investment and progress, with Council continuing to focus on the projects and priorities that matter most to our communities.

Importantly, it's also been a year where many residents, families and businesses have faced challenges. Cost-of-living pressures are a reality for many households, while housing affordability and availability continue to impact communities across the country, including right here in the Rockhampton Region.

These are complex challenges that no single organisation can solve alone. But Council has stayed focused on playing our part by investing in the infrastructure that supports growth, driving practical housing solutions and ensuring our region remains an affordable, attractive and desirable place to live, work and invest.

While Council continues to work on major projects like the Mount Morgan Water Pipeline and the Rockhampton Regional Sports Precinct, two pieces of infrastructure that will help shape the future of our region, we're also committed to delivering the essential services and local projects our communities rely on every day.

It's this balance of planning for the future while meeting today's needs that continues to guide Council's work.

While major projects often attract the most attention, I'd like to take this moment to acknowledge that a lot of Council's work happens every day, often behind the scenes, to ensure our region remains a great place to call home.

From maintaining and upgrading our roads, parks, playgrounds and community facilities, through to delivering reliable water, waste and environmental services, these are the foundations that support our quality of life. Council also continues to invest in the infrastructure needed to support our growing communities and create opportunities for future generations.

A big part of that work is ensuring our planning and development systems support investment and growth.

Over the past year we have continued to focus on creating a planning environment that is efficient, practical and responsive to the needs of our community and industry. I am particularly encouraged to see a 62 per cent increase in building approvals across the region.

That result shows growing confidence in the Rockhampton Region. It is a sign our region continues to offer opportunity, affordability and strong prospects for growth.

While there is still more work to do to address housing supply challenges, it is encouraging to see tangible evidence that new homes, businesses and developments are progressing.

We have also continued to work closely with government, developers, industry and community stakeholders to advance housing initiatives and advocate for the infrastructure needed to support future residential growth. This includes working with local housing advocates to secure a Youth Foyer for Rockhampton.

Council remains committed to ensuring that housing solutions are a priority and that our region is well positioned to accommodate future demand.

Council remains committed to ensuring that housing solutions are a priority and that our region is well positioned to accommodate future demand.

With these efforts, we have seen continued progress on key projects and initiatives. These investments are helping build stronger communities, attract new opportunities and ensure the Rockhampton Region remains well placed for future growth.

None of this would have been possible without the dedication and professionalism of Council staff, the commitment of my fellow Councillors and the contribution of our residents, businesses, volunteers and community organisations.



The Rockhampton Region is a place of resilience, opportunity and ambition.

While challenges remain, there is a lot to be excited about.

Looking to the future, we have also now had the official endorsement we've been waiting for with the Fitzroy River confirmed as the host venue for the rowing and canoeing for the 2032 Olympic and Paralympic Games.

This is a significant vote of confidence in our region and provides the certainty needed to begin planning for this once-in-a-generation event. The Games will create opportunities to showcase our region on the world stage while delivering lasting benefits for our community.

As we look ahead, I am confident about our future and grateful to everyone who continues to contribute to the success of our region.

Mayor Tony Williams



COUNCILLORS

MAYOR TONY WILLIAMS
Economic Development and Airport Portfolio

COUNCILLOR SHANE LATCHAM
Division 1
Waste and Recycling Portfolio

COUNCILLOR ELLIOT HILSE
Division 2
Environmental Sustainability Portfolio

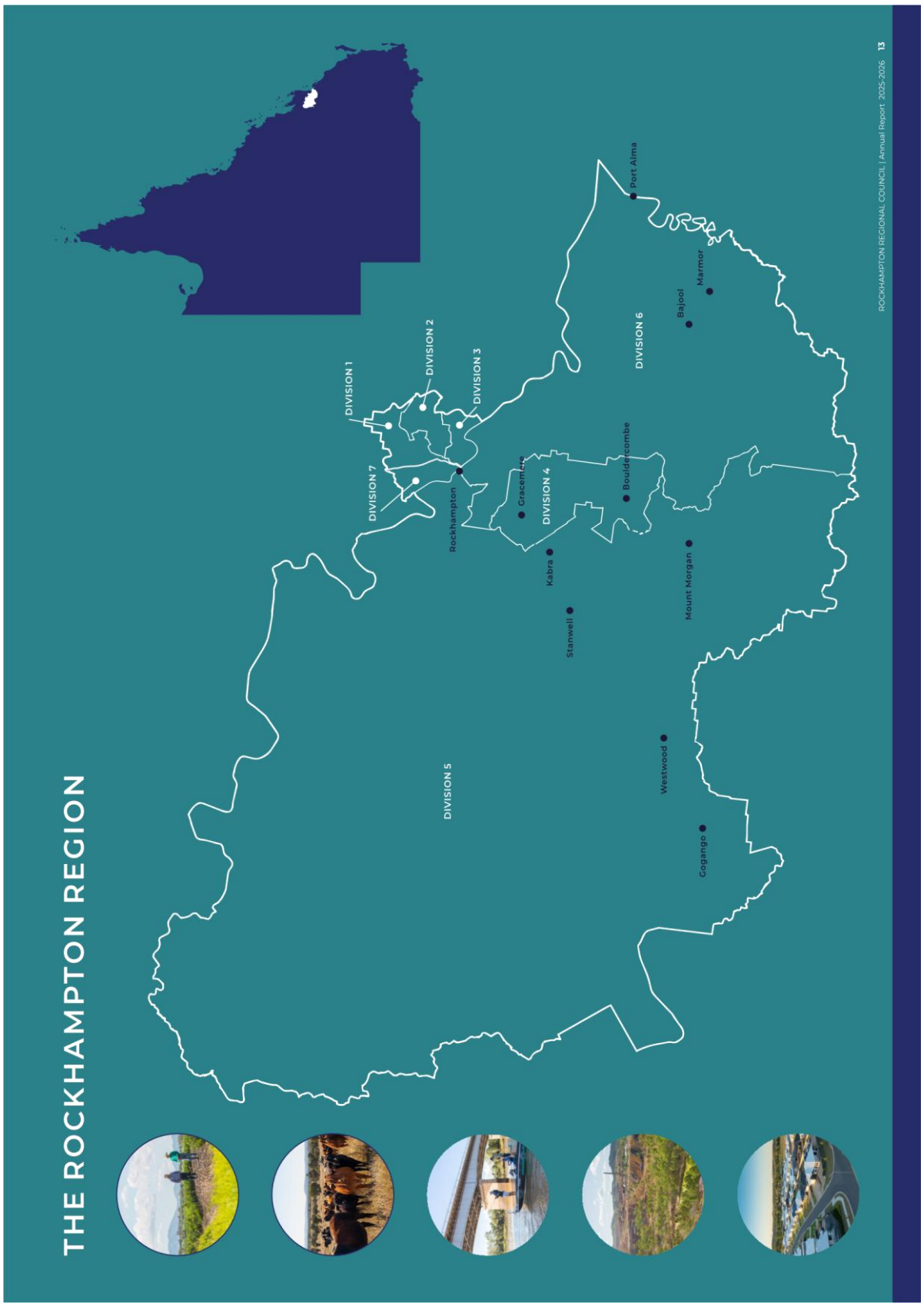
COUNCILLOR GRANT MATHERS
Division 3
Planning and Regulation Portfolio

COUNCILLOR EDWARD ORAM
Division 4
Water Portfolio

COUNCILLOR CHERIE RUTHERFORD
Division 5
Parks, Sport and Public Spaces Portfolio

DEPUTY MAYOR DREW WICKERSON
Division 6
Communities, Culture and Heritage Portfolio

COUNCILLOR MARIKA TAYLOR
Division 7
Infrastructure Portfolio


THE ROCKHAMPTON REGION
DIVISION 1
DIVISION 2
DIVISION 3
DIVISION 4
DIVISION 5
DIVISION 6
DIVISION 7
Rockhampton
Gracemere
Port Alma
Marmor
Bajool
Boulder Combe
Kabra
Stanwell
Mount Morgan
Westwood
Cogango
ROCKHAMPTON REGIONAL COUNCIL | Annual Report 2025-2026 13

OUR REGION SNAPSHOT

Rockhampton is the economic heart of Central Queensland, home to more than 85,000 residents and enjoying over 300 days of sunshine each year.

With the Fitzroy River, Berserker Ranges and strong road, rail, air and sea connections, the region is strategically positioned as a key hub for industry, investment and growth.

$7.57B
GROSS REGIONAL PRODUCT
(as of June 2025)

6,473
GST REGISTERED BUSINESSES
(as of June 2026)

LOCAL EMPLOYMENT BY INDUSTRY

HEALTHCARE & SOCIAL ASSISTANCE	20.8%
EDUCATION & TRAINING	10.4%
CONSTRUCTION	7.4%

47,211
LOCAL JOBS
(as of June 2025)

37
MEDIAN AGE

329
BUILDING APPROVALS
(for 2025/26 FY)

RESIDENTS BY POPULATION

ROCKHAMPTON	63784
GRACEMERE	12918
MOUNT MORGAN	3090
RURAL AREAS	6092

LOCAL TOURISM

DOMESTIC OVERNIGHT TRIPS	542,000
DOMESTIC DAY TRIPS	893,000

27,000
INTERNATIONAL VISITORS OVER 2-YEAR AVERAGE

FUTURE GROWTH

2026		2032		2041	
85,143	36,782	90,023	38,861	98,102	42,144

OUR COUNCIL SNAPSHOT

1,079 Rockhampton Regional Council employees

1 commercial airport

1 public zoo

4 public libraries

8 major cultural venues*

4 aquatic centres

995kms of sealed roads and **1,067 kms** of unsealed roads

258kms of footpaths

Over **150** parks, gardens and recreation facilities

1,028 hectares of public land, including **44ha** for cemeteries

2 water treatment plants, **22** reservoirs

50 million litres of water treated each day on average

4 sewage treatment plants, **57** sewage pump stations

7 waste facilities, **1** landfill

Over **33,000** residences that receive a waste removal service

*RMOA, Pilbeam Theatre, Heritage Village, Walter Reid Cultural Centre, Mount Morgan Rail Museum, Archer Park Rail Museum, Mount Morgan Showgrounds, Rockhampton Showgrounds

2

COMMUNITY FINANCIAL REPORT

Simplified Statement of Comprehensive Income
Simplified Statement of Financial Position
Income
Expenses
Assets
Financial Sustainability Ratios
Looking to the Future

For the year ended 30 June 2026.

The Community Financial Report provides a simplified summary and analysis of Council's general purpose financial statements for the 2025-26 financial year.

Simplified Statement of Financial Position (Balance Sheet) as at 30 June 2026

	$M
How much Council has in the bank	136.3
How much Council owns	3,932.7
How much Council is owed	31.5
Total Assets	***4,100.5***
How much Council owes suppliers and employees	122.2
How much Council has set aside for the rehabilitation of quarries and landfills	29.7
How much Council has borrowed	100.1
Total Liabilities	***252.0***
Net Community Assets (Wealth)	***3,848.5***

The simplified balance sheet shows the value of the community's assets as at 30 June 2026.
It details the total of Council assets and how much Council owes to suppliers and to Queensland Treasury Corporation.

Simplified Statement of Comprehensive Income for the year ended 30 June 2026

Council recorded an operating deficit of $2.3 million for 2025-26.
The bottom line on the Statement of Comprehensive Income was a net gain of $217.2 million. This gain includes an increase of $160.1 million in the revaluation of Council's non-current assets as well as $72.3 million of capital grants, subsidies, and contributions received for the year.

	$M
Operational Results:	
Total operating revenue	297.6
Less operating expenses:	
Employee benefits	(111.3)
Materials and services	(96.2)
Finance costs	(4.0)
Depreciation and amortisation	(88.4)
Net Operational Result	***(2.3)***
Other Results:	
Capital grants, subsidies, contributed assets and other capital income	72.3
Less write-off of assets and other capital expenses	(12.9)
Plus increase in non-current asset values on revaluation	160.1
Net Other Results	***219.5***
Comprehensive Income for the Year – Increase in Community Equity (Wealth)	***217.2***

INCOME

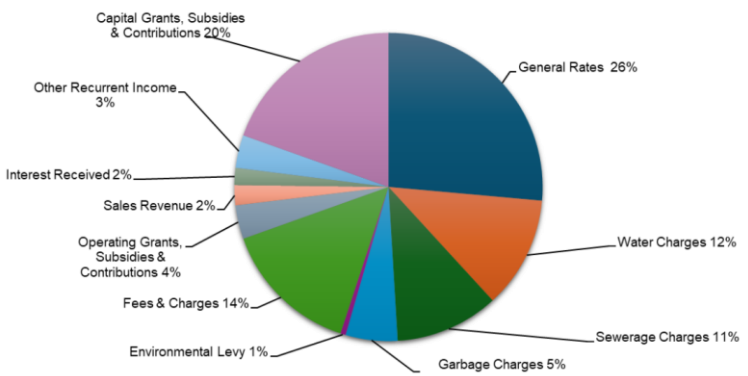
Where our money comes from

To provide services to the community, Council must collect income. Council's total income in 2025/26 was $369.9 million. Rates, levies, and utility charges are Council's principal source of revenue and represent approximately 55% of Council's revenue in 2025/26.

Council also generates income from fees and charges, undertakes recoverable works, and receives funding in the form of grants and subsidies from both the State and Federal Government, to help construct and maintain the extensive infrastructure assets and provide community development programs to the region.

For the 2025/26 financial year, 20% of Council's total income was comprised of capital revenue (capital grants, subsidies and contributions).

Income by Category 2025-26



EXPENSES

Where our money is spent

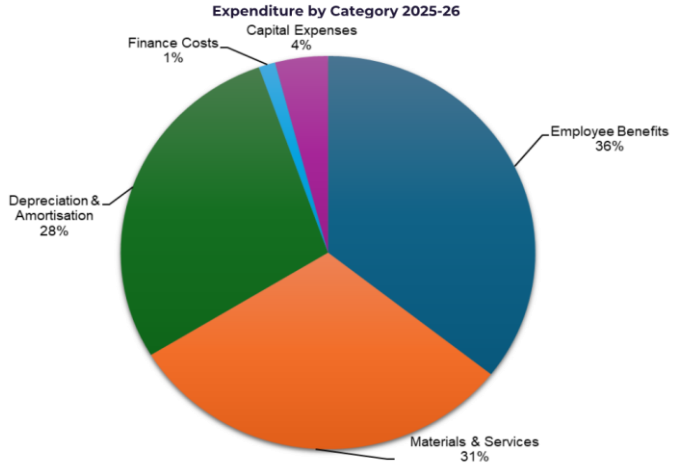
Council's operational and capital expenses as per the Statement of Comprehensive Income totalled $312.8 million for the 2025/26 financial year. The three largest items of Council's expenditure are employee benefits (36%), materials and services (31%), and depreciation and amortisation (28%). Council's expenditure is constantly monitored via a rigorous budget process. Detailed estimates are prepared prior to the start of the financial year and reviewed throughout the year to ensure that funds are utilised efficiently.

Council is a key employer in the region with a large workforce (990 full time equivalent employees) to deliver a diverse range of services to our community. Council's workforce is crucial in planning and monitoring for the future of the Rockhampton Region in respect of developments, so that our lifestyle is maintained and improved.

Council spends considerable funds on materials and services to operate effectively. In accordance with Council's Purchasing Policy, we give preference to local businesses when work is tendered to external suppliers. As well as being a large employer in the community, it makes sound economic sense to keep our money circulating in the region for the benefit of all who live here.

Depreciation and amortisation are the method of allocating the cost of an asset over the asset's estimated useful life. Through the accurate calculation and allocation of depreciation and amortisation, we are confident that we will have the necessary funds to renew our existing assets.

Expenditure by Category 2025-26

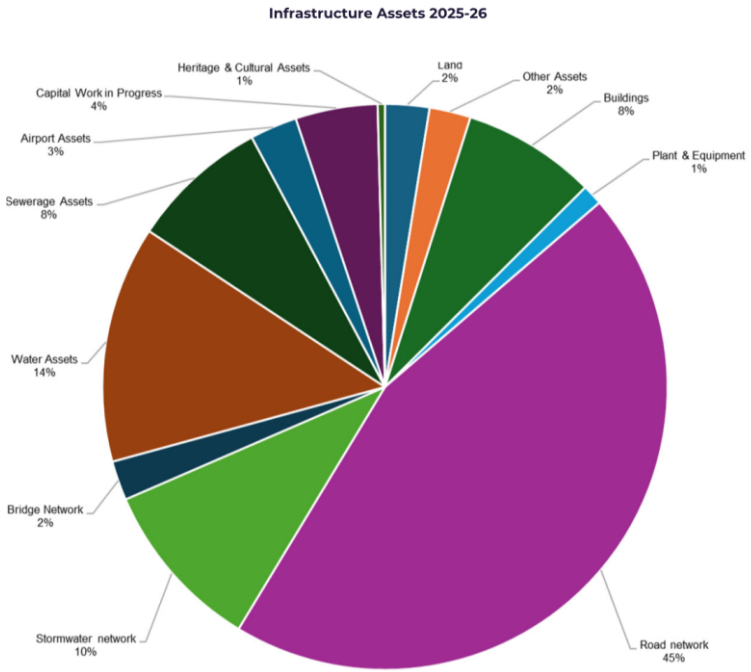


ASSETS

What are our assets?

The total value of Council's assets at the end of 2025/26 was $4,100 million. Infrastructure assets such as roads and drainage, water and sewerage, buildings and land comprise 96% of total assets, with the remaining 4% being mainly comprised of cash held in bank accounts and money owed to Council from its customers. A key goal of Council is solid long-term asset management planning to ensure that the community's assets are maintained now and for future generations.

The following graph details the $3,929 million of community infrastructure owned and managed by Council.



Investment in Infrastructure Assets - Capital Works

Capital works expenditure for the 2025/26 year totalled $114.1 million. Council spent $16.3 million on the North Rockhampton Sewer Treatment Plant, $11.3 million on Alexandra Street upgrades, $9.4 million on Mount Morgan Water Security, and $4.8 million on Gracemere Sewer Treatment Plant to South Rockhampton Sewer Treatment Plant Diversion Pipeline during 2025/26.

The total investment in assets for the year is 1.30 times the level of depreciation expense which demonstrates Council's commitment to improving the region's facilities. The asset sustainability ratio of 55.3% for the 2025/26 year shows the level of investment in spending on the renewal of existing assets.

What do we owe?

Liabilities are the amount that Council owes to others. As of 30 June 2026, Council owed $252.0 million made up of loan borrowings, amounts owing to suppliers for goods and services, amounts owing to employees for leave entitlements, and obligations to rehabilitate quarries and landfills.

Council's borrowings at the end of 2025/26 totalled $100.1 million, a decrease of $21.0 million from the previous financial year. The level of Council's debt is regularly reviewed as a component of our Long-Term Financial Forecast, which projects loan balances for 10 years into the future. Interest expense on loans totalled 1.1% of total operating income.

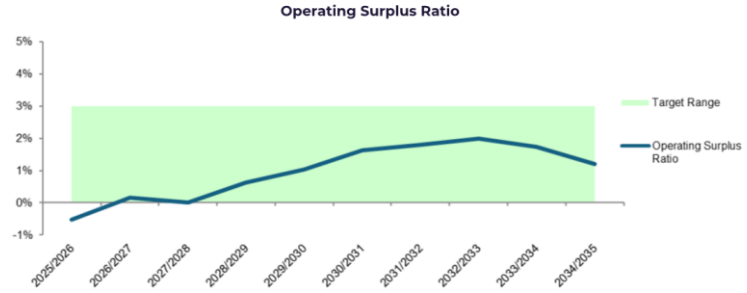
FINANCIAL SUSTAINABILITY RATIOS

The following ratios further assist in understanding the financial performance and position of Council, without reviewing all of the details contained within the Financial Statements.
There are nine measures of financial sustainability specified in the Financial Management (Sustainability) Guideline 2024. These have been calculated for the 2025/26 year and are shown below together with projected ratios as per Council's adopted Long Term Financial Forecast.

Operating Surplus Ratio – Target Benchmark greater than 0%

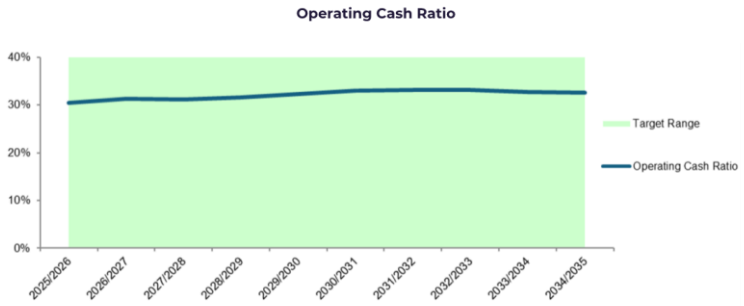
This ratio indicates the relationship between Council's net operational result and total operating income, expressed as a percentage. It is an indication of Council's ability to fund its day-to-day operations.

A result greater than 0% means that surplus income is available after Council has paid for the cost of delivering all services to the community. Council's Operating Surplus Ratio for 2025/26 was -0.6%.
Council's long-term financial forecast shows the operating surplus ratio at 0.2% in 2026/27 and continuing to be within the target range over the remainder of the forecast period.



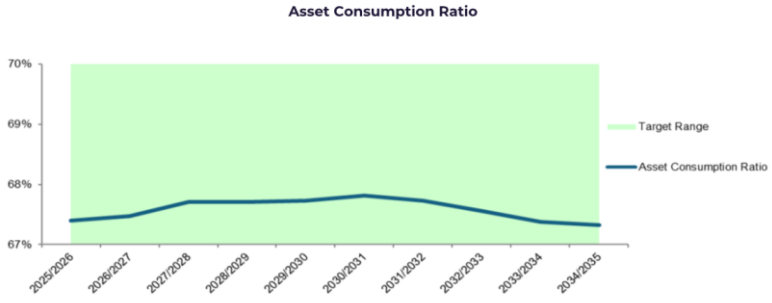
Operating Cash Ratio – Target Benchmark greater than 0%

The operating cash ratio is a measure of a Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs. A positive operating cash ratio indicates that the Council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its capital expenditure requirements. Council's Operating Cash Ratio for 2025/26 was 30.3%. Council's long-term forward projections show an average ratio of 32.1% over the forecast period.



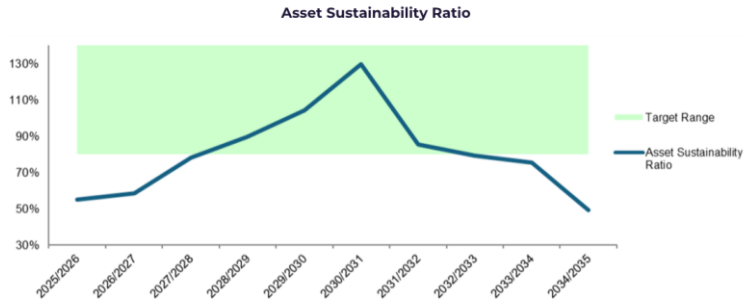
Asset Consumption Ratio – Target Benchmark greater than 60%

The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. The minimum target of 60% indicates that the Council's assets are being broadly consumed in line with their estimated useful lives. Council's ratio is 67.4% for the 2025/26 year and the forward projections show an average ratio of 67.6% over the forecast period.



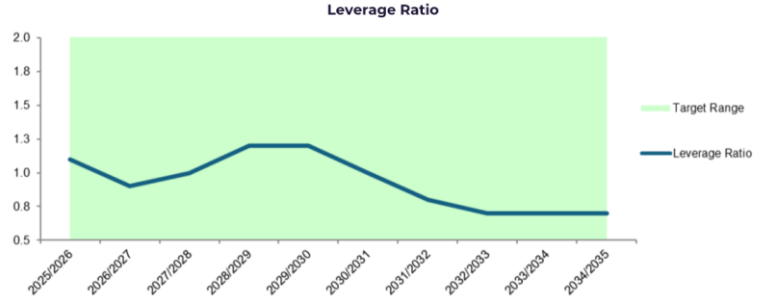
Asset Sustainability Ratio – Target Benchmark greater than 80%

This ratio indicates the rate at which the Council is renewing or replacing its existing infrastructure assets. Council's ratio is 55.3% for the 2025/26 year and the forward projections show an average ratio of 80.6% over the forecast period. The forward Capital program has conservative levels of external funding such as capital grants. Where additional funds can be sourced, renewal works will be increased. Importantly, Council is continually reviewing its asset condition information to ensure that service levels are maintained and renewals for assets are optimised.



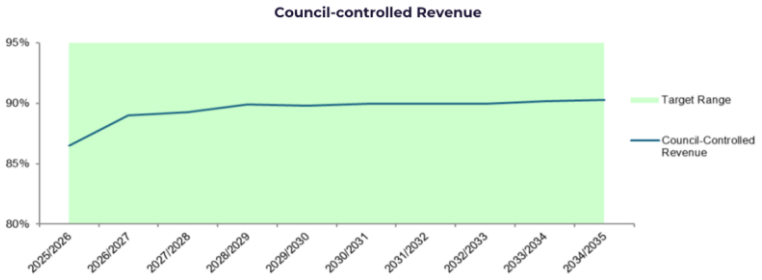
Leverage Ratio – Target Benchmark between 0 to 3 times

The leverage ratio is an indicator of Council's ability to repay its existing debt. It measures the relative size of Council's debt to its operating performance. A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite. Council's ratio is 1.1 times for the 2025/26 year and the forward projections show an average ratio of 0.9 times over the forecast period.



Council-Controlled Revenue

The Council-controlled revenue ratio is an indicator of Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks. A higher council-controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. Council's ratio is 86.5% for the 2025/26 year and the forward projections show an average ratio of 89.5% over the forecast period.



Population Growth

Population growth is a key driver of Council's operating income, service needs, and infrastructure requirements into the future. A growing council population indicates a greater capacity to generate its own source revenue through rates as well as statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs. Council's ratio is 1.2% for the 2025/26 year and the forward projections show an average population growth of 1.0% over the forecast period.

Unrestricted Cash Expense Cover Ratio – greater than 3 months

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to Council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months the Council can continue operating based on current monthly expenses. A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. Council's ratio is 6.2 months for the 2025/26 year

Asset Renewal Funding Ratio

The asset renewal funding ratio indicates Council's capacity to fund its projected infrastructure asset replacement program for the future. A ratio close to 100% demonstrates Council's commitment to appropriately funding its required asset renewal program as outlined in Council's Asset Management Plans. Council's ratio is 127% for the 2025/26 year.

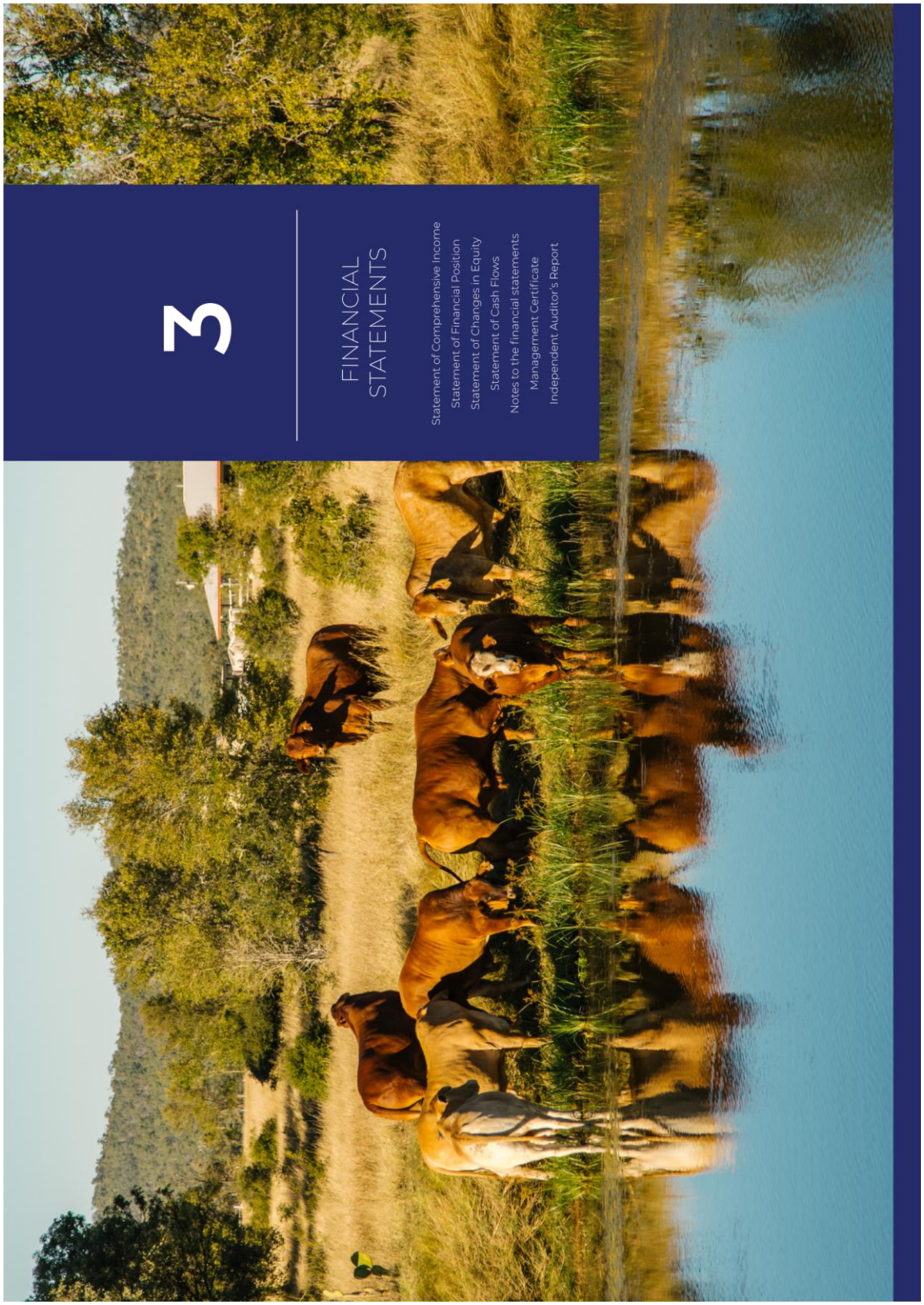
LOOKING TO THE FUTURE

The 2026/27 budget has been focused on maintaining existing services while managing the impacts of escalating infrastructure costs and balancing cost-of-living pressures that continue to affect the community. Council remains committed to the delivery of regionally significant infrastructure projects and essential services that support the long-term growth and sustainability of the region.

Council's continued investment in essential services, particularly in major, inter-generational water and wastewater infrastructure assets will require increased reliance on loan borrowings in future years, as other funding sources such as government grants continue to decline.

Council's ongoing investment in roads, parks, gardens, community facilities, regional events, and economic development continues to support a growing economy and attract new jobs, industries, and businesses. This commitment to future-focused investment underpins the region's forecast economic improvement. Forward financial planning remains integral to Council's approach, ensuring flexibility to respond to community needs. Long-term cash flow planning, sound budgeting, and strategic financial management continue to feature prominently in Council's annual calendar.

Strong fiscal responsibility will remain at the core of decision-making as Council navigates the challenges and opportunities ahead.


3
FINANCIAL STATEMENTS
Statement of Comprehensive Income
Statement of Financial Position
Statement of Changes in Equity
Statement of Cash Flows
Notes to the financial statements
Management Certificate
Independent Auditor's Report

ROCKHAMPTON REGIONAL COUNCIL

Statement of Comprehensive Income
For the year ended 30 June 2026

	Note	2026 $	2025 $
Income			
Recurrent revenue			
Rates, levies and charges	3(a)	203,779,142	191,656,173
Fees and charges	3(b)	53,608,315	47,206,756
Sales revenue		7,776,641	8,650,575
Grants, subsidies and contributions	3(d)(i)	13,086,792	11,951,036
Total recurrent revenue		278,250,890	259,464,540
Interest income		6,639,126	5,771,903
Other recurrent income	3(c)	12,757,696	11,579,098
Total operating revenue		297,647,712	276,815,541
Capital income			
Grants, subsidies and contributions	3(d)(ii)	63,193,250	68,121,241
Capital income	4	9,080,959	201,750
Total capital income		72,274,209	68,322,991
Total income		369,921,921	345,138,532
Expenses			
Recurrent expenses			
Employee benefits	5	(111,259,068)	(107,112,740)
Materials and services	6	(96,199,056)	(78,771,754)
Finance costs	7	(4,039,212)	(5,620,358)
Depreciation and amortisation		(88,381,574)	(83,538,760)
Total recurrent expenses		(299,878,910)	(275,043,612)
Capital expenses	8	(12,871,697)	(11,676,371)
Total expenses		(312,750,607)	(286,719,983)
Net result		57,171,314	58,418,549
Other comprehensive income			
Items that will not be reclassified to net result			
Increase in asset revaluation surplus		160,067,748	244,734,363
Total other comprehensive income for the year		160,067,748	244,734,363
Total comprehensive income for the year		217,239,062	303,152,912

The above statement should be read in conjunction with the accompanying notes and accounting policies.

ROCKHAMPTON REGIONAL COUNCIL

Statement of Financial Position
As at 30 June 2026

	Note	2026 $	2025 $
Current assets			
Cash and cash equivalents	9	51,304,182	72,926,200
Investments	10	85,000,000	40,000,000
Receivables	11	18,164,997	14,006,367
Inventories	12	2,678,254	3,235,845
Other assets	13	7,107,948	4,780,735
Contract assets	15(a)	6,229,927	4,758,317
Total current assets		170,485,308	139,707,464
Non-current assets			
Property, plant and equipment	14	3,928,912,333	3,736,094,562
Right-of-use assets		855,481	1,126,761
Intangible assets		255,881	391,647
Total non-current assets		3,930,023,695	3,737,612,970
TOTAL ASSETS		4,100,509,003	3,877,320,434
Current liabilities			
Contract liabilities	15(b)	49,948,899	30,548,896
Lease liabilities		331,817	309,075
Payables	16	38,161,706	33,744,440
Provisions	17	30,318,679	25,942,291
Borrowings	18	9,884,452	10,300,124
Other liabilities	19	2,830,316	2,717,283
Total current liabilities		131,475,869	103,562,109
Non-current liabilities			
Lease liabilities		578,307	870,123
Provisions	17	27,627,616	28,463,652
Borrowings	18	90,259,349	110,818,201
Other liabilities	19	2,021,296	2,298,845
Total non-current liabilities		120,486,568	142,450,821
TOTAL LIABILITIES		251,962,437	246,012,930
NET COMMUNITY ASSETS		3,848,546,566	3,631,307,504
Community equity			
Retained surplus		1,767,870,207	1,710,698,893
Asset revaluation surplus		2,080,676,359	1,920,608,611
TOTAL COMMUNITY EQUITY		3,848,546,566	3,631,307,504

The above statement should be read in conjunction with the accompanying notes and accounting policies.

ROCKHAMPTON REGIONAL COUNCIL

Statement of Changes in Equity
For the year ended 30 June 2026

	Total		Retained surplus		Asset revaluation surplus	
	2026	**2025**	**2026**	**2025**	**2026**	**2025**
	$	**$**	**$**	**$**	**$**	**$**
Balance at beginning of year	3,631,307,504	3,328,154,592	1,710,698,893	1,652,280,344	1,920,608,611	1,675,874,248
Net result	57,171,314	58,418,549	57,171,314	58,418,549	-	-
Other comprehensive income for the year						
Increase to asset revaluation surplus:						
Property, plant & equipment	160,067,748	244,734,363	-	-	160,067,748	244,734,363
Total comprehensive income for year	217,239,062	303,152,912	57,171,314	58,418,549	160,067,748	244,734,363
Balance at end of year	3,848,546,566	3,631,307,504	1,767,870,207	1,710,698,893	2,080,676,359	1,920,608,611

The above statement should be read in conjunction with the accompanying notes and accounting policies.

ROCKHAMPTON REGIONAL COUNCIL

Statement of Cash Flows
For the year ended 30 June 2026

	Note	2026 $	2025 $
Cash flows from operating activities			
Rates, levies and charges received		202,094,018	192,147,874
Fees and charges received		53,608,315	47,206,756
Grants, subsidies and contributions received		9,360,340	13,254,911
Interest received		5,228,757	5,865,440
Other income received		19,834,403	17,412,534
Payments to suppliers		(91,047,768)	(76,100,130)
Payments to employees		(109,585,012)	(104,806,072)
Borrowing costs paid		(3,313,068)	(3,702,229)
Net cash inflows / (outflows) from operating activities	25	86,179,985	91,279,084
Cash flows from investing activities			
Government subsidies and grants received		52,121,069	69,455,853
Capital cash contributions received		6,517,514	3,388,696
Payments for property, plant and equipment		(113,222,016)	(132,080,372)
Payments for intangible assets		(7,800)	(127,705)
Net (payments for) / redemption of investments	10	(45,000,000)	(20,000,000)
Proceeds from sale of property plant and equipment		13,081,945	2,328,563
Net cash inflows / (outflows) from investing activities		(86,509,288)	(77,034,965)
Cash flows from financing activities			
Proceeds from borrowings	18	-	11,428,016
Repayment of borrowings	18	(20,974,524)	(21,286,720)
Repayments made on leases (principal only)		(318,191)	(297,778)
Net cash inflows / (outflows) from financing activities	26	(21,292,715)	(10,156,482)
Net increase / (decrease) in cash and cash equivalents held		(21,622,018)	4,087,637
Cash and cash equivalents at beginning of the financial year		72,926,200	68,838,563
Cash and cash equivalents at end of the financial year	9	51,304,182	72,926,200

The above statement should be read in conjunction with the accompanying notes and accounting policies.

1 Information about these financial statements

1.A Basis of preparation

The Rockhampton Regional Council is constituted under the *Queensland Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2025 to 30 June 2026 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention, except for the following:
• some financial assets and liabilities, which are measured at fair value,
• revaluation of certain classes of property, plant and equipment.

1.B New and revised Accounting Standards adopted during the year

There were no relevant new accounting standards mandatorily effective for the year ended 30 June 2026.

1.C Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2026. These standards have not been adopted by Council and will be included in the financial statements on their effective date. The new standards are not expected to have a material impact on Council's future financial statements.

1.D Estimates and Judgements

Council makes a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

Valuation of property, plant and equipment - Note 14
Depreciation - Note 14
Provisions - Note 17
Contingencies - Note 23
Revenue recognition - Note 3

1.E Rounding and Comparatives

The financial statements are in Australian dollars and have been rounded to the nearest $1.

Comparative information is generally restated for reclassification, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

1.F Volunteer services

Council has elected not to recognise volunteer services in the Financial Statements. After a review of Council's current volunteer services across various departments, it is confirmed that Council would not have purchased these services if they had not been donated. To purchase these services the impact would either be an increase in rates and / or a cut to other services.

1.G Taxation

Council is exempt from Income Tax, however Council is subject to Fringe Benefits Tax ('FBT'), Goods and Services Tax ('GST') and Payroll Tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

2 Analysis of results by function

(a) Components of Council functions

The activities relating to the Council's components reported on in Note 2(b) are as follows:

Resourcing

The objective of Resourcing is to provide a function for the recognition and allocation of general rate and grant revenue as well as interest revenue and expense not allocated to commercial business units.

Office of the CEO

The goals of the Office of the CEO are to provide leadership, corporate oversight and strategic direction. The Office of CEO incorporates the offices of the Mayor and Economic Development, Councillors and the Chief Executive Officer. Workforce and Governance has been made a standalone department, while Advance Rockhampton was dissolved and incorporated into several departments. Strategic Planning has been reallocated to the Communities and Lifestyle function. Note 2(b) comparatives have been adjusted to reflect this change.

Workforce & Governance

Workforce and Governance's role is to provide support and management over how the Organisation oversees, manages and trains its people. It incorporates the sections of Safety, Training and Wellbeing, People and Capability, Legal and Governance and Communications and Engagement. The Workforce and Governance section has been removed from the Office of the CEO to be a standalone Department. Note 2(b) comparatives have been adjusted to reflect this change.

Regional Services

Regional Services' goals are to achieve safe, secure and reliable road and drainage infrastructure and plan for liveable and distinctive communities that we are proud to be part of. Regional Services provides roadworks, street lighting, stormwater drainage, engineering planning and administration. Regional Services also maintains disaster management response capability to meet community needs when required.

Organisational Services

Organisational Services provides corporate and operational support services across all of Council. This function includes information technology, administration services, financial services, fleet and facility services. The goal of Organisational Services is to provide accurate, timely and appropriate information and services to all areas of Council to support sound decision making and to meet statutory requirements. The Facilities section has been reallocated here from the Communities & Lifestyle function. Note 2(b) comparatives have been adjusted to reflect this change.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

Communities & Lifestyle

The goals of Communities & Lifestyle are to achieve a healthy and liveable environment for everyone to enjoy and a safe, caring and healthy community. Communities & Lifestyle provides well managed and maintained community assets and ensures the effective delivery of cultural, environmental and recreational services. Services provided include libraries, art services, theatre and venue management, heritage preservation, child care, aged services and community assistance. Communities & Lifestyle also provides compliance and regulatory services in line with legislation and community standards; these include the operations of public health, environmental health, health planning, development assessment and development compliance. The Facilities section has been reallocated to Organisational Services, and Strategic Planning and Events have been reallocated from the Office of the CEO function. Note 2(b) comparatives have been adjusted to reflect this change.

Airport

The key objectives of Rockhampton Airport are to safely deliver aeronautical and related non-aeronautical services that are ancillary to the operation of a modern Airport. As a commercialised business unit, Rockhampton Airport works with Council to conduct operations in accordance with commercial principles and provides the strategic direction and operations of the Airport's service delivery for Council.

Waste & Recycling

The key objectives of Waste and Recycling are to deliver commercially viable waste and recycling services that satisfy adopted customer service standards. Waste and Recycling is a commercial business unit of Rockhampton Regional Council and is responsible for the operation and maintenance of waste management facilities and waste and recycling collection services throughout the Rockhampton region.

Fitzroy River Water

Fitzroy River Water's aim is to enhance the community's quality of life by providing sustainable water, sewerage and environmental services, through innovation, technical expertise, business efficiency, excellence in customer service and commitment to the environment. Fitzroy River Water is a commercial business unit of Rockhampton Regional Council and is responsible for operating and maintaining water and sewerage assets throughout the region.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

(b) Revenue, expenses and assets have been attributed to the following functions:

Functions	Gross Program Income				Total Income	Gross Program Expenses		Total Expenses	Net Result from Recurrent Operations	Net Result	Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $	2026 $
Resourcing	3,564,073	96,263,761	9,068,302	7,000	108,903,136	(45,928,836)	-	(45,928,836)	145,756,670	154,831,972	244,271,672
Office of the CEO	5,745	1,706,099	-	-	1,711,844	7,837,043	-	7,837,043	(6,125,199)	(6,125,199)	476,513
Workforce & Governance	102,046	476	-	-	102,522	7,731,679	-	7,731,679	(7,629,157)	(7,629,157)	30
Regional Services	1,818,079	2,593,039	14,385,171	22,158,287	40,954,576	65,713,720	7,093,879	72,807,599	(61,302,602)	(31,853,023)	2,213,514,464
Organisational Services	672,035	1,795,862	233,477	9,085,128	11,786,502	51,745,521	1,042,395	52,787,916	(49,277,624)	(41,001,414)	338,209,473
Communities & Lifestyle	5,085,567	16,028,209	248,160	1,024,468	22,364,402	65,462,064	301,031	65,763,095	(44,368,288)	(43,398,693)	39,119,799
Airport	23,939	31,785,988	531,116	-	32,341,043	31,809,927	324,981	32,134,908	-	206,135	198,742,738
Waste & Recycling	356,836	34,534,348	-	268,865	35,160,049	27,312,340	280,849	27,593,189	7,580,844	7,568,860	67,397,837
Fitzroy River Water	120,411	101,209,199	6,001,996	9,264,241	116,595,847	88,195,452	3,828,562	92,024,014	13,134,158	24,571,833	998,776,477
Total	**11,730,731**	**285,916,981**	**30,466,222**	**41,807,987**	**369,921,921**	**299,878,910**	**12,871,697**	**312,750,607**	**(2,231,198)**	**57,171,314**	**4,100,509,003**

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

Prior Year ended 30 June 2025 (restated)

Functions	Gross Program Income				Total Income	Gross Program Expenses		Total Expenses	Net Result from Recurrent Operations	Net Result	Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $	2025 $
Resourcing	3,919,017	91,303,352	3,501,198	-	98,723,567	(51,733,423)	-	(51,733,423)	146,955,792	150,456,990	201,919,319
Office of the CEO *	-	721,624	-	-	721,624	7,859,028	-	7,859,028	(7,137,404)	(7,137,404)	506,369
Workforce & Governance *	219,326	101	-	-	219,427	6,842,621	-	6,842,621	(6,623,194)	(6,623,194)	45
Regional Services	1,155,119	3,571,201	12,642,308	8,423,354	25,791,982	59,220,339	4,542,203	63,762,542	(54,494,019)	(37,970,561)	2,157,508,225
Organisational Services *	594,973	1,866,233	368,442	624,205	3,455,852	48,805,254	1,040,935	49,846,189	(46,342,048)	(46,390,336)	324,161,556
Communities & Lifestyle *	4,337,480	13,553,862	1,914,270	944,936	20,750,548	61,544,944	62,843	61,607,787	(43,653,602)	(40,857,239)	37,770,337
Airport	14,795	29,609,985	121,669	225,220	29,971,669	29,644,423	262,422	29,906,845	(19,643)	65,024	166,739,776
Waste & Recycling	387,529	31,574,866	-	180,663	32,143,058	26,653,396	1,388,111	28,041,509	5,308,997	4,101,549	61,001,440
Fitzroy River Water	43,315	93,940,763	36,398,982	2,977,544	133,360,604	86,207,026	4,379,857	90,586,885	7,777,050	42,773,722	927,713,367
Total	**10,671,554**	**266,143,987**	**54,947,069**	**13,375,922**	**345,138,532**	**275,043,612**	**11,676,371**	**286,719,983**	**1,771,928**	**58,418,551**	**3,877,320,434**

** Amounts have been restated to reflect a change in Council's functions during the year.*

	2026 $	2025 $

3 Revenue

(a) Rates, levies and charges

Rates, levies and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

General rates	91,476,217	86,295,765
Separate rates	18,889,884	18,804,533
Special rates	67,752	75,796
Water	46,063,739	41,944,877
Sewerage	44,613,980	42,676,130
Garbage charges	22,826,441	21,098,732
Total rates and utility charge revenue	223,938,013	210,895,833
Less: Discounts	(18,188,885)	(17,242,189)
Less: Remissions	(1,969,986)	(1,997,471)
Net rates and utility charges	203,779,142	191,656,173

(b) Fees and charges

Revenue arising from fees and charges are recognised at the point in time when the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on receipt of the service. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low-value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Airport fees	23,873,727	22,002,878
Waste and recycling fees	11,759,329	10,519,657
Venues, events, tourism and cultural fees	6,527,438	5,458,807
Building, plumbing and development fees	4,336,575	3,279,514
Local laws and health licencing fees	2,160,516	1,990,047
Irrigator and commercial water fees	3,452,828	2,542,692
Other fees	1,497,902	1,413,161
	53,608,315	47,206,756

(c) Other recurrent income

Other revenue is recognised when it is received or when the right to receive payment is established. Rental revenue is recognised as income on a periodic straight line basis over the lease term.

Rental / lease income	4,089,867	3,979,164
Commission and collection fees	4,543,272	4,102,598
Other income	4,124,557	3,497,336
	12,757,696	11,579,098

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

	Note	2026 $	2025 $

(d) Grants, subsidies and contributions

Grant income under AASB 15 *Revenue from Contracts with Customers*

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

Performance obligations vary in each agreement but include disaster resilience projects, aged care assistance and community events. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, revenue is recognised using either costs or time incurred.

Grant income under AASB 1058 *Income of Not-for-Profit Entities*

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income is then recognised for any residual amount at the time that the asset is received.

Capital grants

Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by Council.

Contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

Physical assets contributed to Council by developers in the form of road works, stormwater, water and sewerage infrastructure and park assets are recognised as revenue when Council obtains control of the asset and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised as non-current assets. Those below the thresholds are recorded as expenses.

(i) Operating

General purpose grants	3,564,073	3,919,017
State government subsidies and grants	6,335,486	5,205,291
Commonwealth government subsidies and grants	1,831,172	1,547,247
Contributions	1,356,061	1,279,481
	13,086,792	11,951,036

	Note	2026 $	2025 $
(ii) Capital			
Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and / or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.			
(i) Monetary revenue designated for capital funding purposes:			
Government subsidies and grants		30,466,222	54,947,069
Contributions		6,517,514	3,291,735
		36,983,736	58,238,804
(ii) Non-monetary revenue received is analysed as follows:			
Developer assets contributed by developers at fair value		23,778,004	8,293,428
Other physical assets contributed at fair value		2,431,510	1,589,009
		26,209,514	9,882,437
		63,193,250	68,121,241
(iii) Timing of revenue recognition for grants, subsidies and contributions			
Revenue recognised at a point in time			
Operational Grants and subsidies	3(d)(i)	9,563,910	9,863,363
Operational Contributions	3(d)(i)	1,356,061	1,272,426
Capital Grants and subsidies	3(d)(ii)	2,084,148	42,012,391
Capital Contributions	3(d)(ii)	6,517,514	3,291,735
Non-monetary revenue received	3(d)(ii)	26,209,514	9,882,437
		45,731,147	66,322,352
Revenue recognised over time			
Operational Grants and subsidies	3(d)(i)	2,166,821	815,247
Capital Grants and subsidies	3(d)(ii)	28,382,075	12,934,678
		30,548,896	13,749,925
		76,280,043	80,072,277
4 Capital income			
Gain on the disposal of non-current assets			
Proceeds from sale of property, plant and equipment		13,081,945	-
Less: Carrying value of disposed property, plant and equipment		(4,292,756)	-
		8,789,189	-
Quarry rehabilitation - change from revision of future restoration expenditure	17	1,854	21,087
Quarry rehabilitation - reduction in rehabilitation provision for future costs, due to a change in discount rate	17	20,391	-
Landfill restoration - change from revision of future restoration expenditure	17	103,358	180,663
Landfill restoration - reduction in restoration provision for future costs, due to a change in discount rate	17	166,167	-
Total capital income		9,080,959	201,750

	Note	2026 $	2025 $
5 Employee benefits			
Staff wages and salaries		104,793,214	99,835,354
Councillors' remuneration		1,144,904	1,127,271
Termination benefits		-	38,396
Superannuation	24	11,842,730	11,235,894
		117,780,848	112,236,915
Other employee related expenses		8,324,993	8,392,516
		126,105,841	120,629,431
Less: Capitalised employee expenses		(14,846,773)	(13,516,691)
		111,259,068	107,112,740

Councillor remuneration represents salary and other allowances paid in respect of carrying out their duties.

Total employees at year end:	No.	No.
Elected members	8	8
Administration staff	584	595
Depot and outdoors staff	398	400
Total full time equivalent employees	990	1,003

6 Materials and services	$	$
Audit of annual financial statements by the Auditor-General of Queensland	207,000	213,500
Advertising and marketing	1,567,717	1,735,457
Administration supplies and consumables	947,110	908,896
Communications and IT	6,394,350	5,979,585
Consultants	6,448,162	4,846,479
Contractors	19,954,483	17,542,948
Donations paid	1,098,363	933,639
Insurance	5,832,031	5,929,843
Electricity	6,558,423	5,946,475
Repairs and maintenance	33,890,676	24,365,938
Waste levy	3,952,933	3,005,002
Other materials and services	9,347,808	7,363,992
	96,199,056	78,771,754

Total audit fees quoted by the Queensland Audit Office relating to the 2025-26 financials statements are $207,000 (2025: $202,500).

7 Finance costs			
Finance costs charged by the Queensland Treasury Corporation		3,313,068	3,702,229
Bank charges		325,960	367,308
Impairment of receivables		(529,248)	520,981
Interest on leases		44,011	55,085
Quarry rehabilitation - change in present value over time	17	17,990	19,049
Landfill sites restoration - change in present value over time	17	867,431	955,706
		4,039,212	5,620,358

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

	Note	2026 $	2025 $
8 Capital expenses			
Loss on the disposal of non-current assets			
Proceeds from sale of property, plant and equipment		-	(2,328,563)
Less: Carrying value of disposed property, plant and equipment		-	2,875,613
		-	547,050
Write off of non-current assets		12,871,697	11,065,392
Rehabilitation			
Quarry rehabilitation - increase in rehabilitation provision for future costs, due to a change in discount rate	17	-	6,824
Landfill restoration - increase in restoration provision for future costs, due to a change in discount rate	17	-	57,105
Total capital expenses		12,871,697	11,676,371

9 Cash and cash equivalents

Cash and cash equivalents in the statement of cash flows includes cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash at bank and on hand	37,791,792	27,319,300
Deposits at call	13,512,390	45,606,900
Balance as per Statement of Cash Flows	51,304,182	72,926,200

Council is exposed to credit risk through its investments in the QTC Cash Fund. The QTC Cash Fund is an asset management portfolio investing in a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed.

QTC working capital facility			
Used		-	-
Unused		30,000,000	30,000,000
Facility Limit		30,000,000	30,000,000
Unrestricted cash			
Cash and cash equivalents		51,304,182	72,926,200
Investments	10	85,000,000	40,000,000
Less: Externally imposed restrictions on cash	9(a)	(58,601,288)	(38,370,660)
Unrestricted cash		77,702,894	74,555,540

Council's cash, cash equivalents and investments (Note 10) are subject to a number of externally imposed expenditure restrictions that limit the amount available for discretionary or future use at the reporting date. These restrictions relate to the following cash assets:

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

	2026 $	2025 $
(a) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:		
Unspent government grants and subsidies	49,948,899	30,548,896
Unspent infrastructure charges	5,624,502	4,316,489
Waste levy refund received in advance	3,027,887	3,505,275
Total externally imposed restrictions on cash assets	58,601,288	38,370,660

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account on behalf of outside parties include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages) paid into the trust account by the Council. The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

Trust funds held for outside parties		
Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	7,643,241	2,422,373

10 Investments

Term deposits with a term in excess of three months are reported as investments, with deposits of less than three months being reported as cash equivalents.

Opening balance	40,000,000	20,000,000
Transfers (to) / from operating bank account	45,000,000	20,000,000
	85,000,000	40,000,000

11 Receivables

Settlement of receivables is required within 30 days after the invoice is issued.

Receivables are measured at amortised cost which approximates fair value at reporting date.

Current		
Rateable revenue and utility charges	5,460,320	6,022,543
Less: loss allowance	(60,674)	(629,096)
	5,399,646	5,393,447
Other debtors	11,359,807	6,898,618
Less: loss allowance	(442,831)	(442,862)
	10,916,976	6,455,756
State and Commonwealth government debtors	1,848,375	2,157,164
	18,164,997	14,006,367

Interest is charged on outstanding rates (12.12% per annum from 1 July 2025. Previously 12.35% per annum from 1 July 2024). No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

Council applies normal business credit protection procedures prior to providing goods or services to minimise credit risk.

The Council does not require collateral in respect of trade and other receivables.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

Accounting policies - Grouping

When Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Council has identified three distinctive groupings of its receivables: Rates and Charges, State and Commonwealth government, and Other Debtors and relevant judgements in relation to expected credit loss has been made for each group.

Rates and Utility Charges: Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

State and Commonwealth government: amounts payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth governments have high credit ratings. Accordingly Council determines the level of credit risk exposure to be immaterial and therefore Council does not calculate ECL for State and Commonwealth government debtors.

Other Debtors: Council identifies other debtors as receivables which are not rates and charges or State and Commonwealth government debtors.

The exposure to credit risk for receivables by type of counterparty was as follows:

	2026 $	2025 $
Rates and utility charges	5,460,320	6,022,543
State and Commonwealth government debtors	1,848,375	2,157,164
Other debtors	11,359,807	6,898,618
Total	18,668,502	15,078,325

Movement in accumulated impairment losses (trade and other receivables) is as follows:

Opening balance	1,071,958	552,063
Impairment adjustment in the year	(584,935)	-
Impairment debts written off during the year	(38,755)	(1,087)
Impairments recognised	55,237	520,982
Closing balance	503,505	1,071,958

12 Inventories

Costs are assigned on the basis of weighted average cost.

Inventories held for sale		
Other trading stocks	300,053	291,586
	300,053	291,586
Inventories held for distribution		
Quarry and road materials	1,054,330	1,516,021
Stores and materials	1,323,871	1,428,238
	2,378,201	2,944,259
Total inventories	2,678,254	3,235,845

13 Other assets

Water charges yet to be levied	1,876,026	197,101
GST recoverable	1,633,788	1,591,836
Prepayments	3,598,134	2,991,798
	7,107,948	4,780,735

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

14 (a) Property, plant and equipment

	Land	Other Assets	Buildings	Plant and equipment	Road network	Stormwater network	Bridge network	Water	Sewerage	Airport	Heritage and cultural assets	Work in Progress	Total
Basis of measurement	Fair value	Cost	Fair value	Cost	Fair value	Fair value	Fair value	Fair value	Fair value	Fair value	Fair value	Cost	
Fair value category	Level 2 & 3		Level 2 & 3		Level 3	Level 3	Level 3	Level 3	Level 3	Level 3	Level 2 & 3		
Asset values	$	$	$	$	$	$	$	$	$	$	$	$	$
Opening gross value as at 1 July 2025	84,021,492	140,222,371	473,816,850	90,364,618	2,136,855,176	584,419,134	100,114,926	933,668,580	520,762,264	111,284,343	15,846,988	166,822,448	5,358,199,190
Additions:													
- Renewals	-	973,927	1,361,676	5,269,251	10,880,831	351,536	8,633	2,901,742	2,015,004	172,970	-	25,656,338	49,591,908
- Other additions	-	433,633	2,288,482	1,330,595	2,774,767	371,097	32,420	311,627	758,918	385,901	115,840	55,686,866	64,490,146
Contributed assets at valuation	8,000	256,954	38,324	-	13,331,902	6,417,096	-	3,280,128	2,559,272	-	317,838	-	26,209,514
Reassessment of landfill restoration cost	-	4,406,694	-	-	-	-	-	-	-	-	-	-	4,406,694
Transfers	-	1,830,136	7,044,283	1,902,228	25,512,329	3,407,667	501,330	2,852,303	11,810,581	1,887,147	15,000	(63,629,182)	(6,866,178)
Disposals	(2,473,406)	(1,651,493)	(4,404,101)	(5,187,843)	(13,742,095)	(266,810)	(231,877)	(4,221,778)	(5,435,498)	(484,508)	-	-	(38,099,409)
Revaluation adjustment to other comprehensive income (asset revaluation surplus)	17,860,782	-	30,598,958	-	36,245,201	-	57,332,837	53,792,816	30,510,563	29,115,819	-	-	255,456,976
Closing gross value as at 30 June 2026	99,416,868	146,472,222	510,744,472	93,678,849	2,211,858,111	594,699,720	157,758,269	992,585,418	562,981,104	142,361,672	16,295,666	184,536,470	5,713,388,841
Accumulated depreciation and impairment													
Opening balance as at 1 July 2025	-	49,668,354	190,327,157	44,426,442	406,670,719	202,682,840	35,515,959	424,372,962	233,285,647	35,154,548	-	-	1,622,104,628
Depreciation expense	-	5,201,212	10,689,979	6,775,040	31,294,206	6,034,586	1,935,914	14,173,267	8,502,130	3,311,276	-	-	87,917,610
Transfers	-	(44,800)	6,058	-	44,800	(6,058)	-	-	-	-	-	-	-
Depreciation on disposals	-	(1,125,489)	(2,853,915)	(3,687,088)	(6,723,403)	(113,215)	(134,010)	(2,948,732)	(3,013,416)	(335,690)	-	-	(20,934,958)
Revaluation adjustment to other comprehensive income (asset revaluation surplus)	-	-	12,246,589	-	14,201,447	-	32,070,837	24,959,737	13,681,770	(1,771,152)	-	-	95,389,228
Accumulated depreciation as at 30 June 2026	-	53,699,277	210,415,868	47,514,394	445,487,769	208,598,153	69,388,700	460,557,234	252,456,131	36,358,982	-	-	1,784,476,508
Carrying amount as at 30 June 2026	99,416,868	92,772,945	300,328,604	46,164,455	1,766,370,342	386,101,567	88,369,569	532,028,184	310,524,973	106,002,690	16,295,666	184,536,470	3,928,912,333
Residual value	-	-	-	13,372,099	-	-	-	-	-	-	-	-	13,372,099
Range of estimated useful life in years	Not depreciated	10 - 1000	10 - 150	5 - 40	10 - 1000	25 - 120	20 - 100	15 - 100	25 - 180	15 - 1000	Not depreciated		

14 (b) Property, plant and equipment - prior year

	Land	Other Assets	Buildings	Plant and equipment	Road network	Stormwater network	Bridge network	Water	Sewerage	Airport	Heritage and cultural assets	Work in Progress	Total
Basis of measurement	Fair value	Cost	Fair value	Cost	Fair value	Fair value	Fair value	Fair value	Fair value	Fair value	Fair value	Cost	
Fair value category	Level 2 & 3		Level 2 & 3		Level 3	Level 3	Level 3	Level 3	Level 3	Level 3	Level 2 & 3		
Asset values	$	$	$	$	$	$	$	$	$	$	$	$	$
Opening gross value as at 1 July 2024	81,425,074	133,784,565	441,925,277	83,921,057	1,942,650,681	539,541,020	93,446,346	929,950,459	481,075,932	103,529,951	15,053,091	156,934,512	5,003,237,965
Additions													
- Renewals	-	432,595	1,354,552	7,515,239	6,355,275	547,782	20,515	1,021,328	114,539	-	-	27,750,443	45,112,268
- Other additions	184,493	1,148,041	6,444,953	1,096,403	5,602,397	776,548	24,222	394,566	525,993	-	166,982	73,563,882	89,928,480
Contributed assets at valuation	-	619,737	246,528	109,932	3,788,364	2,838,047	-	675,544	1,050,485	-	553,800	-	9,882,437
Reassessment of landfill restoration cost	-	(222,102)	-	-	-	-	-	-	-	-	-	-	(222,102)
Transfers	95,638	7,017,405	5,380,731	4,640,479	17,355,455	3,226,774	126,764	7,661,304	44,249,089	-	73,115	(91,426,389)	(1,599,635)
Disposals	(170,521)	(2,557,870)	(2,639,218)	(6,918,492)	(10,604,673)	(386,517)	-	(6,034,821)	(6,253,774)	-	-	-	(35,565,686)
Revaluation adjustment to other comprehensive income (asset revaluation surplus)	2,486,808	-	21,104,027	-	171,707,677	37,875,480	6,497,079	-	-	7,754,392	-	-	247,425,463
Closing gross value as at 30 June 2025	84,021,492	140,222,371	473,816,850	90,364,618	2,136,855,176	584,419,134	100,114,926	933,668,580	520,762,264	111,284,343	15,846,988	166,822,448	5,358,199,190
Accumulated depreciation and impairment													
Opening gross value as at 1 July 2024	-	45,324,616	174,093,108	42,298,718	407,197,583	184,181,606	31,718,207	415,436,308	228,172,238	29,648,959	-	-	1,558,071,342
Depreciation expense	-	5,441,998	9,719,172	6,648,634	29,017,385	5,572,291	1,492,901	13,970,358	8,134,420	3,055,987	-	-	83,053,146
Transfers	-	9	(2,735)	(9)	(43)	43	-	-	2,735	-	-	-	-
Depreciation on disposals	-	(1,098,269)	(1,826,913)	(4,520,901)	(6,200,707)	(206,721)	-	(5,033,704)	(3,023,746)	-	-	-	(21,710,961)
Revaluation adjustment to other comprehensive income (asset revaluation surplus)	-	-	8,144,525	-	(23,343,499)	13,135,621	2,304,851	-	-	2,449,602	-	-	2,691,100
Accumulated depreciation as at 30 June 2025	-	49,668,354	190,327,157	44,426,442	406,670,719	202,682,840	35,515,959	424,372,962	233,285,647	35,154,548	-	-	1,622,104,628
Carrying amount as at 30 June 2025	84,021,492	90,554,017	283,489,693	45,938,176	1,730,184,457	381,736,294	64,598,967	509,295,618	287,476,617	76,129,795	15,846,988	166,822,448	3,736,094,562
Residual value	-	-	-	12,956,756	-	-	-	-	-	-	-	-	12,956,756
Range of estimated useful life in years	Not depreciated	10 - 1000	10 - 150	4 - 40	10 - 1000	25 - 120	10 - 80	15 - 100	25 - 180	15 - 1000	Not depreciated	Not depreciated	

14 Property, plant and equipment

(c) Recognition

The asset capitalisation threshold for Council is $10,000 except for plant and equipment which is $5,000; unless the asset forms part of an integrated function.

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by Queensland State Government and not recognised in the Council financial statements.

(d) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

When Council raises a provision for the restoration of a Council-controlled site, such as a landfill site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimated amount or timing of restoration costs are recognised as a change in the corresponding capitalised cost.

(e) Depreciation

Land, Heritage and Cultural assets and work in progress are not depreciated.

Depreciation, where applicable, is calculated on a straight-line basis. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Key judgements and estimates:

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical or physical obsolescence that may change the utility of infrastructure assets.

(f) Impairment

Property, plant and equipment held at cost is assessed for indicators of impairment annually. If an indicator of possible impairment exists, Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

(g) Valuation

Key judgements and estimates:

Some of the Council's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or a liability, the Council uses market-observable data to the extent it is available and other inputs as necessary.

Valuation Processes

Council compares the carrying amount of its property, plant and equipment on an annual basis to current fair value and makes adjustment where these are materially different. Every five years Council performs a full comprehensive revaluation by engaging an external professionally qualified valuer or suitably qualified internal staff.

In the intervening years, Council utilises a combination of internal and external sources of information, as appropriate, in a structured manner in order to determine if there has been any potential material movement in the fair value of assets. Where this is indicated the relevant assets will be revalued by indexation or a desktop valuation as appropriate. A "desktop" valuation may involve management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Fair values are classified into three levels as follows:
• Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities
• Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability
• Level 3 - Fair value based on unobservable inputs for the asset and liability

There were no transfers between levels during the year.

Valuation techniques used to derive fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land (Level 2) 2026: $40,093,564 2025: $35,303,964	Market value	31 December 2023	Australis Asset Advisory Group	Sales prices (database of recent sales) of comparable properties are adjusted for differences in key attributes such as property size.	Indices assessment provided by Australis Asset Advisory Group	Nil
Land (level 3) 2026: $59,323,304 2025: $48,717,528	Market value	31 December 2023	Australis Asset Advisory Group	Sales prices (database of recent sales) of comparable properties are adjusted for differences in key attributes such as property size and other factors including restrictive use for special purposes.	Indices assessment provided by Australis Asset Advisory Group	Nil
Buildings (level 2) 2026: $6,897,514 2025: $5,157,933	Market value	31 December 2022	Australis Asset Advisory Group	Sales prices of comparable properties are adjusted for differences in key attributes of the property.	Indices assessment provided by Australis Asset Advisory Group	Nil
Buildings (level 3) 2026: $293,431,090 2025: $278,331,760	Current replacement cost	31 December 2022	Australis Asset Advisory Group	Current replacement unit costs (rate per square metre) are based on cost guides, unit rate databases and available market and construction data of modern equivalent assets. Remaining useful life incorporates condition, age, recent works, functionality, capability, utilisation and obsolescence.	Indices assessment provided by Australis Asset Advisory Group	Nil
Road network (level 3)	Current replacement cost	Rolling revaluation: 31 December 2024 31 December 2025	Qualified Council Staff / Lemmah Pty Ltd	Current replacement cost unit rates are sourced from Lemmah Pty Ltd (market prices of plant, labour and materials along with actual costs from reference projects), cost guides and recently completed capital works for modern equivalent assets. Unit rates and useful life information is based on Road stereotypes taking account of ground conditions and customised to local design conditions. Remaining useful life incorporates condition determined by a number of factors including distress weightings within a replacement acceptability level, age, physical obsolescence and other factors.	Nil	Nil
Stormwater network (level 3)	Current replacement cost	31 December 2021	Qualified Council Staff / AssetVal Pty Ltd	Current replacement cost unit rates are based on similar recent project costs, direct quotations from suppliers, unit rate databases, indices and cost guides for modern equivalent assets. Remaining useful life incorporates age and condition assumptions.	Nil	Nil
Bridge network (level 3)	Current replacement cost	31 December 2025	Australis Asset Advisory Group	Current replacement cost unit rates are based on local construction projects where available, project intangibles and a combination of sources including, cost guides, historical costs, contractor rates, future works and regional information. Remaining useful life incorporates asset type considerations, construction materials, locational factors and knowledge of material lives.	Nil	Nil

Valuation techniques used to derive fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Water (level 3) Sewerage (level 3)	Current replacement cost	31 December 2023	Marsh Pty Ltd	Current replacement cost unit rates (modern equivalent) are based on information collated from similar recent project costs, direct quotations from suppliers, Council contract rates, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Active assets utilised indexed New South Wales reference rates with appropriate adjustments for local Council factors. Remaining useful life incorporates age and evidence of recent works.	Indices assessment provided by Australis Asset Advisory Group	Nil
Airport (level 3)	Current replacement cost	31 December 2025	Australis Asset Advisory Group	Current replacement cost unit rates are based on local construction projects where available, project intangibles and a combination of sources including, cost guides, historical costs, contractor rates, future works and regional information for modern equivalent assets. Remaining useful life incorporates age, inspection and condition assumptions.	Nil	Nil
Heritage and cultural assets (level 2) 2026: $14,814,696 2025: $14,593,291	Market value	31 December 2022	Australis Asset Advisory Group	Sales prices from various databases of recent sales and general market information and Valuer knowledge.	Nil	Nil
Heritage and cultural assets (level 3) 2026: $1,480,970 2025: $1,253,697	Cost approach	31 December 2022	Australis Asset Advisory Group	Sales prices from various databases of recent sales and general market information and Valuer knowledge to assess the amount required to replace the service capacity of the asset.	Nil	Nil

	2026 $	2025 $
15 Contract balances		
(a) Contract assets	6,229,927	4,758,317
(b) Contract liabilities		
Non-capital performance obligations not yet satisfied	595,200	2,166,821
Funds received upfront to construct Council controlled assets	49,353,699	28,382,075
	49,948,899	30,548,896

Deposits received in advance mostly relate to State and Federal Government grants.

Revenue recognised that was included in the contract liability balance at the beginning of the year:

Non-capital performance obligations (including deposits received in advance)	2,166,821	815,247
Funds to construct Council controlled assets	28,382,075	12,934,678
	30,548,896	13,749,925

Satisfaction of Contract Liabilities
The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next financial year.

(c) Significant changes in contract balances

The increase in the contract liabilities balance is due to the receipt of grants by Council during the financial year including the Rockhampton Sporting Precinct, Residential Activation Fund for Alexandra Street Extended and Rahima Court Sewerage Pump Station and the prepayment of Works 4 Queensland funding prior to the associated works being completed.

	Note	2026 $	2025 $

16 Payables

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms. The liability for salaries and wages is measured at the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Current		
Accrued expenses	16,314,086	15,459,174
Prepaid rates	14,762,321	13,084,925
Accrued wages and salaries	5,739,311	4,987,239
Creditors	1,345,988	213,102
	38,161,706	33,744,440

17 Provisions

Liabilities are recognised for employee benefits such as annual leave and long service leave in respect of services provided by the employees up to the reporting date.

Long Service Leave
The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates.

Landfill restoration and quarry rehabilitation
Council recognises provisions for the estimated cost of restoration in respect of refuse dumps (landfills) and rehabilitation of quarries where it is probable the Council will be liable, or required, to incur such a cost on the cessation of use of these facilities. The calculation of the provisions use assumptions including application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. The provisions are reviewed at least annually and updated based on the facts and circumstances available at the time. Changes to the provisions resulting from the passing of time (the unwinding of the discount) are treated as a finance cost.

Management estimates the amount of expected restoration work based on current known restoration costs inflated using relevant cost inflation indices and then discounted to current day values, and the timing of the work based on estimated landfill or quarry volumes.

Current		
Annual leave	10,330,945	9,853,735
Other leave entitlements	1,043,650	1,029,485
Quarry rehabilitation	49,757	48,388
Landfill restoration	3,664,893	149,276
Long service leave	15,229,434	14,861,407
	30,318,679	25,942,291
Non-current		
Quarry rehabilitation	416,122	421,746
Landfill restoration	25,539,975	26,444,426
Long service leave	1,671,519	1,597,480
	27,627,616	28,463,652

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

	Note	2026 $	2025 $
Details of movements in non-employee benefit provisions:			
Quarry rehabilitation			
Balance at beginning of financial year		470,134	465,348
Increase in provision due to change in time	7	17,990	19,049
(Decrease) / increase in provision due to change in discount rate	4 / 8	(20,391)	6,824
(Decrease) / increase in estimate of future cost	4	(1,854)	(21,087)
Balance at end of financial year		465,879	470,134

This is the present value of the estimated future costs of restoring the quarry sites to a usable state at the end of their useful life. The projected future cost is $695,326 and this cost is expected to be incurred over the years 2027 to 2046.

Landfill restoration			
Balance at beginning of financial year		26,593,703	26,379,107
(Decrease) / increase in provision for rehabilitation performed		(2,393,435)	(395,450)
(Decrease) / increase in provision due to change in time	7	867,431	955,706
(Decrease) / increase in provision due to change in discount rate	4 / 8	(166,167)	57,105
(Decrease) / increase in provision due to change in discount rate - transfer to rehabilitation asset	14	(1,107,550)	(166,476)
(Decrease) / increase in estimate of future cost	4	(103,358)	(180,663)
(Decrease) / increase in estimate of future cost - transfer to rehabilitation asset	14	5,514,244	(55,626)
Balance at end of financial year		29,204,868	26,593,703

This is the present value of the estimated future costs associated with restoring the refuse disposal sites in accordance with Queensland State Government Environmental Regulations at the end of their useful lives. The projected future cost is $59,044,329 and this cost is expected to be incurred over the period 2027 to 2074.

18 Borrowings

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Thereafter, they are measured at amortised cost. Principal and interest repayments are made quarterly in arrears.

All borrowings are in Australian dollar denominated amounts and carried at amortised cost, interest being expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary between 15 June 2031 to 15 June 2037. There have been no defaults or breaches of the loan agreement during the period.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next ten years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

Current		
Queensland Treasury Corporation	9,884,452	10,300,124
	9,884,452	10,300,124
Non-current		
Queensland Treasury Corporation	90,259,349	110,818,201
	90,259,349	110,818,201

	Note	2026 $	2025 $
Queensland Treasury Corporation			
Opening balance		121,118,325	130,977,029
Loans raised		-	11,428,016
Principal repayments		(20,974,524)	(21,286,720)
Book value at year end		100,143,801	121,118,325

The QTC loan market value for all loans at the reporting date was $90,340,475. This represents the value of the debt if Council repaid it at 30 June 2026. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

The Council has a fixed-term Working Capital Facility (WCF) of $30,000,000 with the Queensland Treasury Corporation (QTC), available until 30 June 2027. The WCF is intended to be used as an overdraft facility to support any short-term cash flow requirements of the Council.
Covenants include -
Limit: Facility capped at $30 million, including all drawdowns, interest, and charges.
Holding requirements: Must remain with QTC for the full term.
Expiry: Facility ends 30 June 2027 with a zero balance required at expiry.

19 Other liabilities

Current liabilities		
Unearned revenue	1,177,598	864,726
Waste levy refund received in advance	1,652,718	1,852,557
	2,830,316	2,717,283
Non-current liabilities		
Infrastructure charges	646,127	646,127
Waste levy refund received in advance	1,375,169	1,652,718
	2,021,296	2,298,845
	4,851,612	5,016,128

20 Asset revaluation surplus

The asset revaluation surplus comprises revaluation movements on property, plant and equipment.

When an asset is disposed of, the amount reported in surplus in respect of that asset is retained in the asset revaluation surplus and not transferred to retained surplus.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

	Note	2026 $	2025 $

21 Commitments for expenditure

Contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements by functions are as follows:

Kerbside recycling collections	3,501,254	4,956,192
Management and operation of swimming pools	5,539,061	7,232,327
Airport security services	-	2,938,991
Sewerage & Waste	4,839,386	207,328
Water	785,505	34,873
Other	3,437,544	5,933,133
	18,102,750	21,302,844

Capital commitments

Commitments for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:

Airport Facilities	3,224,207	1,344,966
Buildings	460,121	1,661,139
Sewerage & Waste	19,685,609	9,293,592
Roads	5,956,131	1,025,801
Water	10,182,391	14,671,528
Other	596,463	-
	40,104,922	27,997,026

These expenditures are payable as follows:

Within one year	48,196,876	36,308,871
One to five years	10,010,796	12,950,999
Later than five years	-	40,000
	58,207,672	49,299,870

22 Events after the reporting period

There has not been any event that occurred after the end of the reporting period that has significantly affected, or may significantly affect, the current or future financial results of the Council.

23 Contingencies

Assets

Council has an agreement with RLX Investment Company Pty Ltd for a lease over Council controlled reserves, known as the Gracemere Saleyards. The lease commenced 1 January 2010 for a period of thirty years. The lessee has agreed as part of the agreement to construct fixtures upon the land for their own purpose. It has been agreed that a sum of approximately $14 million will be expended in additions and refurbishments over the term of the lease. Council obtaining control of this asset is contingent upon the expiration / surrender of the lease agreement. Until such time that the fixtures revert back to Council control they will not be included in Council's non-current assets.

	Note	2026 $	2025 $

Liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

(i) Local Government Workcare

The Rockhampton Regional Council is a member of the Queensland local government workers compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise.

The Council's maximum exposure to the bank guarantee is:		4,309,362	3,091,642

(ii) Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2025 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

24 Superannuation

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009* . The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the Council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the Brighter Super trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date". The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2027.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

		2026 $	2025 $

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

Superannuation contributions made to the Regional Defined Benefits Fund		354,049	378,671
Other superannuation contributions for employees		11,488,681	10,857,223
Total superannuation contributions paid by Council	5	11,842,730	11,235,894

25 Reconciliation of net result for the year to net cash inflow from operating activities

Net result	57,171,314	58,418,549
Non-cash operating items:		
Depreciation and amortisation	88,381,574	83,538,760
Opening work in progress write off	6,858,409	1,472,073
Change in restoration provisions expensed to finance costs	885,421	974,755
	96,125,404	85,985,588
Investing and development activities:		
Capital grants, subsidies and contributions	(63,193,250)	(68,121,241)
Capital income	(9,080,959)	(201,750)
Capital expenses	12,871,697	11,676,371
	(59,402,512)	(56,646,620)
Changes in operating assets and liabilities:		
(Increase) / decrease in receivables	(4,158,630)	(179,185)
(Increase) / decrease in other assets	(4,482,044)	560,954
(Increase) / decrease in inventories (excluding land)	557,591	(765,162)
Increase / (decrease) in payables	1,212,250	3,453,712
Increase / (decrease) in contract liabilities	(1,571,621)	1,351,574
Increase / (decrease) in other liabilities	(164,516)	(2,433,362)
Increase / (decrease) in provisions	892,749	1,533,036
	(7,714,221)	3,521,567
Net cash inflow from operating activities	86,179,985	91,279,084

26 Reconciliation of liabilities arising from financing activities

	As at 30 June 2025	Cashflows	Non-cash changes (new leases)	As at 30 June 2026
	$	$	$	$
Borrowings	121,118,325	(20,974,524)	-	100,143,801
Lease Liabilities	1,179,198	(318,191)	49,117	910,124
	122,297,523	(21,292,715)	49,117	101,053,925

	As at 30 June 2024	Cashflows	Non-cash changes (new leases)	As at 30 June 2025
	$	$	$	$
Borrowings	130,977,029	(9,858,704)	-	121,118,325
Lease Liabilities	1,146,221	(297,778)	330,755	1,179,198
	132,123,250	(10,156,482)	330,755	122,297,523

27 Financial instruments and financial risk management

Risk management framework

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's Audit and Business Improvement Committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk managements framework in relation to the risks faced by the Council. The Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Committee.

The Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar state / commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982* .

No collateral is held as security relating to the financial assets held by Council.

The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

Exposure to liquidity risk
The Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in Notes 9 and 18. There are no additional facilities or lines of credit available.

The following table sets out the liquidity risk in relation to financial liabilities (excluding lease liabilities) held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year	1 to 5 years	Over 5 years	Total contractual cash flows	Carrying amount
	$	$	$	$	$
2026					
Trade and other payables	23,399,385	-	-	23,399,385	23,399,385
Borrowings - QTC	12,457,418	49,829,672	52,571,068	114,858,158	100,143,801
	35,856,803	49,829,672	52,571,068	138,257,543	123,543,186
2025					
Trade and other payables	20,659,515	-	-	20,659,515	20,659,515
Borrowings - QTC	13,499,801	54,401,975	75,319,566	143,221,342	121,118,325
	34,159,316	54,401,975	75,319,566	163,880,857	141,777,840

The outflows in the above table are not expected to occur significantly earlier or for significantly different amounts than indicated in the table.

Market Risk

Market risk is the risk that changes in market indices, such as interest rate, will affect the Council's income or the value of its holdings of financial instruments.

Interest rate risk
The Council is exposed to interest rate risk through investments and borrowings with QTC and investments held with other financial institutions.

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity
Sensitivity to interest rate movements is shown for variable financial assets based on the carrying amount at reporting date.

The Council does not account for any fixed-rate financial assets or financial liabilities at Fair Value through Profit or Loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

	Net carrying amount		Effect on Net Result		Effect on Equity	
	2026	2025	2026	2025	2026	2025
	$	$	$	$	$	$
Cash and cash equivalents	51,304,182	72,926,200	513,042	729,262	513,042	729,262
Investments	85,000,000	40,000,000	850,000	400,000	850,000	400,000
Total	136,304,182	112,926,200	1,363,042	1,129,262	1,363,042	1,129,262

In relation to the QTC loans held by the Council, the following has been applied:

QTC Fixed Rate Loans - financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

Fair Value

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The fair value of borrowings with QTC is based on the market value of debt outstanding. The market value of a debt obligation is the discounted value of future cash flows based on prevailing market rates and represents the amount required to be repaid if this was to occur at balance date. The market value of debt is provided by QTC and is disclosed in Note 18.

QTC applies a book rate approach in the management of debt and interest rate risk, to limit the impact of market value movements to clients' cost of funding. The book value represents the carrying value based on amortised cost using the effective interest method.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

28 National competition policy

Business activities to which the code of competitive conduct is applied
The Council has resolved to commercialise the following activities:
- Waste and Recycling
- Fitzroy River Water
- Rockhampton Airport

Council also applies the Code of Competitive Conduct (CCC) to the following activity:
- Building Certification

This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity.

The CSO value is determined by Council, and represents an activity's cost(s) which would not be incurred if the primary objective of the activity was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

The following activity statements are for activities subject to the Code of Competitive Conduct:

	Building Certification	Fitzroy River Water	Rockhampton Airport	Waste & Recycling
	2026	2026	2026	2026
	$	$	$	$
Revenue for services provided to Council	6,900	12,374	-	648,314
Revenue for services provided to external clients	115,823	101,329,610	31,809,927	34,893,184
Community service obligations	-	1,103,370	474,567	2,325,956
	122,723	102,445,354	32,284,494	37,867,454
Less expenditure	(193,947)	(89,311,196)	(32,284,494)	(30,286,610)
Surplus / (deficit)	(71,224)	13,134,158	-	7,580,844

Community Service Obligations were paid during the reporting period to the following activities:

Activities	CSO description	Net cost
		$
Fitzroy River Water	Remissions to community & sporting bodies - water	80,784
	Undetected Leak Rebates - water	110,000
	Combined line charges (operating)	250,997
	Remissions to community & sporting bodies - sewerage	114,052
	Combined line charges (capital)	237,673
	Raising manholes (capital)	309,864
		1,103,370
Rockhampton Airport	Capricorn Rescue Helicopter Service	166,424
	Royal Flying Doctor Service	193,206
	Patient Travelling Subsidy Scheme	114,937
		474,567
Waste and Recycling	Old Landfill Maintenance Works	107,300
	Regulated Waste Disposal	144,090
	Green Waste	443,072
	Regional Waste Transfer Stations	1,309,655
	Waste Education	52,011
	Assisted Service Cost - Waste Collections	179,374
	Assisted Service Cost - Recyclables Collections	90,454
		2,325,956

29 Transactions with related parties

(a) Remuneration for Key Management Personnel (KMP)

KMP include the Mayor, Councillors, Council's Chief Executive Officer and some executive management. The compensation paid to KMP comprises:

Details of benefits	2026 $	2025 $
Short-term employee benefits	3,106,379	3,062,872
Post-employment benefits	345,429	319,167
Long-term benefits	72,792	27,429
Total	3,524,600	3,409,468

Detailed remuneration disclosures are provided in the annual report.

(b) Transactions with KMP and other related parties

Other related parties include the close family members of KMP and any entities under significant influence by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council, KMP and other related parties are disclosed below:

Details of transactions	Note	2026 $	2025 $
Fees and charges charged to KMP and other related parties	29(b)(i)	379	24,971
Development and infrastructure contributions charged to KMP and other related parties	29(b)(ii)	13,928	91
Employee expenses for close family members of KMP	29(b)(iii)	206,790	116,270
Purchase of materials and services from other related parties	29(b)(iv)	28,088	14,645

(i) The fees and charges charged to KMP and related parties of KMP were on an arm's length basis in accordance with the schedule of fees and charges adopted by Council.

(ii) The development and infrastructure contributions charged to KMP and related parties of KMP were in accordance with Council's development approvals.

(iii) All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award (or contract if applicable) for the job they perform. Council employs 990 staff of which 2 are a close family member of KMP.

ROCKHAMPTON REGIONAL COUNCIL

Notes to the financial statements
For the year ended 30 June 2026

(iv) Council purchased the following materials and services from entities that are controlled by KMP or close family members of KMP. All purchases were at arm's length and were in the normal course of Council operations:

Details of materials and services purchased	2026 $	2025 $
Trade services and materials	28,088	14,645
Total	28,088	14,645

(c) Outstanding balances

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(d) Loans and guarantees to / from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(e) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Rockhampton Regional Council area. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Use of regional swimming pools
- Dog registration
- Borrowing books from a Council library

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.

ROCKHAMPTON REGIONAL COUNCIL

Financial statements
For the year ended 30 June 2026

Management Certificate
For the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

(i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and

(ii) the general purpose financial statements, as set out on pages 1 to 37, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.

A.P. Williams
Mayor

Date: 12 October 2026

E.A. Pardon
Chief Executive Officer

Date: 12 October 2026

Queensland Audit Office
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INDEPENDENT AUDITOR'S REPORT

To the Councillors of Rockhampton Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Rockhampton Regional Council (the council).

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

c) In my opinion, the financial report:

i. gives a true and fair view of the council's financial position as at 30 June 2026, and of its financial performance for the year then ended

ii. complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The council is responsible for the other information.

The other information comprises the information included in the council's annual report for the year ended 30 June 2026, but does not include the financial report and my auditor's report thereon.

At the date of this auditor's report, the available other information in the council's annual report for the year ended 30 June 2026 was the current year financial sustainability statement, current year financial sustainability statement – contextual ratios (unaudited), unaudited long-term financial sustainability statement and annual report.

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My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the financial report

The council is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009* and the Local Government Regulation 2012, and other prescribed requirements and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
www.auasb.gov.au/auditors_responsibilities/ar4.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:
www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

M Manuel

14 October 2026

Megan Manuel
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

ROCKHAMPTON REGIONAL COUNCIL

Current-year Financial Sustainability Statement
For the year ended 30 June 2026

Audited ratios

Type	Measure	Target (Tier 3)	Actual Current Year	5-Year Average	Council Narrative
Operating Performance	Operating Surplus Ratio	Greater than 0%	-0.6%	-0.1%	Council has a small operating deficit for the current year. Rapidly increasing costs, reductions to the Financial Assistance Grant and keeping rates as close to CPI as possible has resulted in small operating deficit for the 5-year average.
	Operating Cash Ratio	Greater than 0%	30.3%	29.6%	Council consistently maintains a positive operating cash ratio.
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 3 months	6.2 months	N/A	Council maintains sufficient unrestricted cash holdings to meet ongoing and emergent financial demands.
Asset Management	Asset Sustainability Ratio	Greater than 80%	55.3%	62.1%	The current year and 5-year average is below the benchmark as Council has prioritised the expansion of major water and sewerage infrastructure assets in recent years. The reduction in the assets sustainability ratio reflects a strategic decision to invest in the development of new assets. While this temporarily lowers the ratio, it is indicative of forward-looking capital expenditure including current work in progress balances aimed at supporting long term operational capacity and growth.
	Asset Consumption Ratio	Greater than 60%	67.4%	68.32%	Council consistently maintains a ratio above the benchmark demonstrating Council's ongoing commitment to the renewal of its assets.
Debt Servicing Capacity	Leverage Ratio	0 - 3 Times	1.1 times	1.7 times	The ratio is monitored and maintained within the benchmark range.

Note 1 - Basis of Preparation

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2024*. The amounts used to calculate the six reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2026.

Certificate of Accuracy
For the year ended 30 June 2026

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.

A.P. Williams
Mayor

Date: 12 October 2026

E.A. Pardon
Chief Executive Officer

Date: 12 October 2026

Queensland Audit Office
Better public services

NDEPENDENT AUDITOR'S REPORT

To the Councillors of Rockhampton Regional Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Rockhampton Regional Council (the council).

The current year financial sustainability statement for the year ended 30 June 2026, comprises the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s. 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement is accurately calculated in accordance with the Financial Management (Sustainability) Guideline 2024.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to the footnote accompanying the current year financial sustainability statement, which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The council is responsible for the other information.

The other information comprises the information included in the council's annual report for the year ended 30 June 2026, but does not include the current year financial sustainability statement and my auditor's report thereon.

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At the date of this auditor's report, the available other information in the council's annual report for the year ended 30 June 2026 was the general purpose financial statements, current-year financial sustainability statement – contextual ratios (unaudited), unaudited long-term financial sustainability statement and annual report.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the current year financial sustainability statement

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Financial Management (Sustainability) Guideline 2024 and the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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- obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

M Manuel

14 October 2026

Megan Manuel
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

ROCKHAMPTON REGIONAL COUNCIL

Current-year Financial Sustainability Statement - Contextual Ratios
For the year ended 30 June 2026

Contextual ratios (unaudited)

Type	Measure	Target (Tier 3)	Actual Current Year	5-Year Average	Council Narrative
Financial Capacity	Council-Controlled Revenue	N/A	86.5%	85.1%	Rates and Utility Charges are Council's main source of operating income - approximately 70% in the current year. Fees and Charges provided a further 18% of operating revenue in the current year.
	Population Growth	N/A	1.2%	0.9%	The population for the Rockhampton region has been increasing steadily.
Asset Management	Asset Renewal Funding Ratio	N/A	127%	N/A	Forecast capital expenditure is above the forecast asset renewal requirements.

Note 1 - Basis of Preparation

The current year financial sustainability statement - contextual ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2024*. The amounts used to calculate the Council-Controlled Revenue ratio is prepared on an accrual basis and is drawn from the council's audited general purpose financial statements for the year ended 30 June 2026.

Certificate of Accuracy
For the year ended 30 June 2026

This current-year financial sustainability statement - contextual ratios has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement - contextual ratios has been accurately calculated.

A.P. Williams
Mayor

Date: 12 October 2026

E.A. Pardon
Chief Executive Officer

Date: 12 October 2026

ROCKHAMPTON REGIONAL COUNCIL

Unaudited Long-Term Financial Sustainability Statement
For the year ended 30 June 2026

Type	Measure	Target (Tier 3)	Actuals as at 30 June 2026	30-Jun-27	30-Jun-28	30-Jun-29	30-Jun-30	30-Jun-31	30-Jun-32	30-Jun-33	30-Jun-34	30-Jun-35
Financial Capacity	Council-Controlled Revenue	N/A	86.5%	86.0%	89.2%	89.9%	89.8%	89.9%	89.9%	90.0%	90.2%	90.3%
	Population Growth	N/A	1.2%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Asset Management	Asset Renewal Funding Ratio	N/A	127.0%	N/A for long-term sustainability statement								
Operating Performance	Operating Surplus Ratio	Greater than 0%	-0.6%	0.2%	0.0%	0.6%	1.0%	1.6%	1.8%	2.0%	1.7%	1.2%
	Operating Cash Ratio	Greater than 0%	30.3%	31.4%	31.2%	31.6%	32.2%	33.0%	33.1%	33.1%	32.8%	32.5%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 3 months	6.2 months	N/A for long-term sustainability statement								
Asset Management	Asset Sustainability Ratio	Greater than 80%	55.3%	58.4%	78.3%	89.6%	104.5%	129.6%	85.6%	79.4%	75.7%	49.4%
	Asset Consumption Ratio	Greater than 60%	67.4%	67.5%	67.7%	67.7%	67.7%	67.8%	67.7%	67.6%	67.4%	67.3%
Debt Servicing Capacity	Leverage Ratio	0 - 3 Times	1.1 times	0.9 times	1 times	1.2 times	1.2 times	1 times	0.6 times	0.7 times	0.7 times	0.7 times

Council's Financial Management Strategy
Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Certificate of Accuracy
For the long-term financial sustainability statement as at 30 June 2026

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.

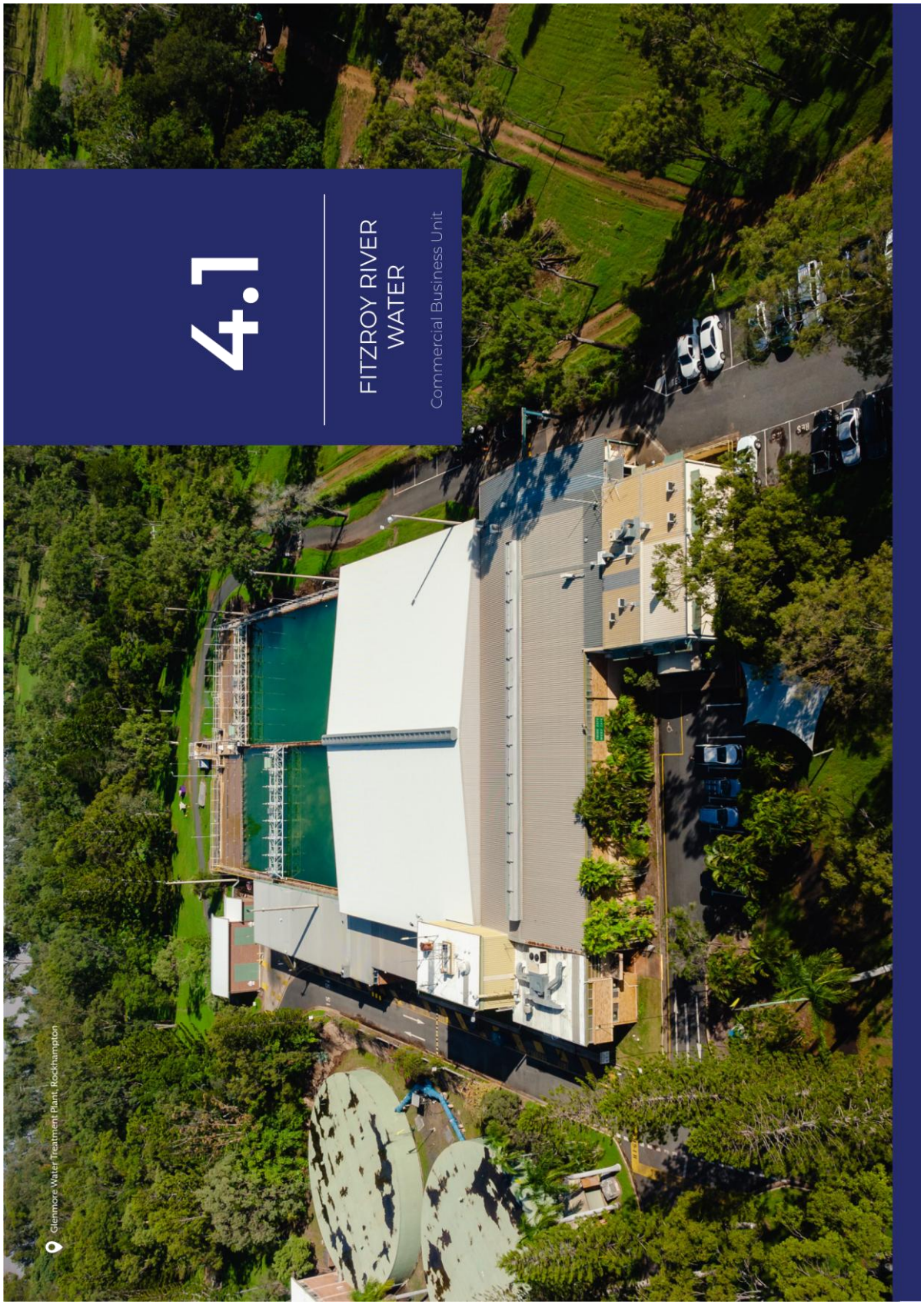
A.P. Williams
Mayor

Date: 12 October 2026

E.A. Pardon
Chief Executive Officer

Date: 12 October 2026


4
COMMERCIAL
BUSINESS UNITS
Rockhampton Zoo & Botanic Gardens Visitor Hub Entrance
Artwork 'Zoo Nuruthi' developed in collaboration with Darumbal
artist, LeLamie Hatfield


4.1
FITZROY RIVER WATER
Commercial Business Unit
Glenmore Water Treatment Plant, Rockhampton

NATURE AND SCOPE OF ACTIVITIES

Fitzroy River Water (FRW) is a commercialised business unit of Council operating and managing the storage and supply of raw water for urban, commercial and agricultural purposes, treating and distributing potable water for urban and industrial use, and the collection, treatment of sewage and discharge of treated effluent or supply of recycled water.

Extent of 2025-2026 water and sewerage services

Item	
Water Supplied	28,005ML
Properties Served - Water	34,076
Sewage Treated	7,176ML
Properties Served - Sewerage	31,021

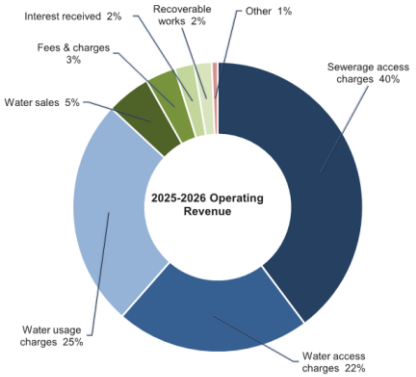
Services provided

Type	Scheme Name
Drinking Water Supply Schemes/Bulk Water Services	Rockhampton Water Supply Scheme (including Gracemere), Mount Morgan Water Supply Scheme, Bulk Water Supply to Livingstone Shire Council
Recycled Water Schemes	Gracemere Recycled Water Scheme, Mount Morgan Recycled Water Scheme,
Raw/Untreated Water Supply Schemes	Fitzroy Barrage Water Supply Scheme (Raw water scheme), No. 7 Dam Water Supply Scheme
Sewerage Schemes	North Rockhampton Sewerage Scheme, South Rockhampton Sewerage Scheme, Gracemere Sewerage Scheme, Mount Morgan Sewerage Scheme

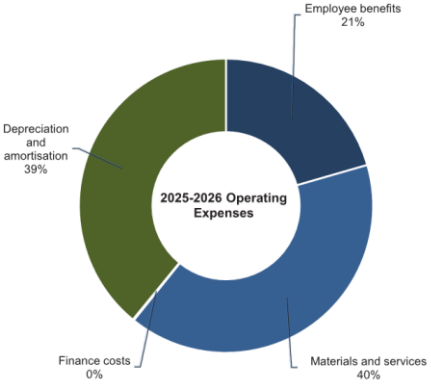
FINANCIAL PERFORMANCE

Operational

Operating revenue totalled $102.4 million with the majority (87%) raised through utility charges.



Operating expenditure totalled $58.9 million with the majority (79%) made up of depreciation & amortisation and materials & services.



Net Result

Net result before tax of $54.9 million, is the difference between total income and total expenditure. Included in total income and total expenditure are items of capital revenue and capital expenditure.

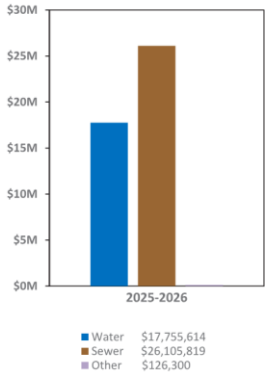
Capital investment

Council spent $43.9 million during the year on extensive refurbishment programs.

Delivery

- ✔ Completed annual water main replacement works.
- ✔ Completed Glenmore water treatment plant roof replacements.
- ✔ Advanced the Barrage refurbishment program.
- ✔ Advanced the Mt Morgan Water Supply Pipeline Security Project.
- ✔ Advanced the SCADA system upgrade works.
- ✔ Completed annual sewer main and access chamber renewal works.
- ✔ Completed sewer main relining program.
- ✔ Advanced the Gracemere to South Rockhampton Sewage Treatment Plant sewer diversion pipeline.
- ✔ Completed North Rockhampton Sewage Treatment Plant (NRSTP) trains 1 & 2 refurbishment.

Capital expenditure



Asset values

Asset	Replacement Value	Written Down Value
Water	$987,267,177	$528,621,590
Sewerage	$562,981,134	$310,525,008
Other	$27,395,140	$21,385,993

NON-COMMERCIAL DIRECTIVES GIVEN BY THE LOCAL GOVERNMENT

Community Service Obligations

Council provided $1,103,370 of non-commercial concessional benefits to the community through:

- Sporting Bodies Water Access and Consumption remissions under Council's Rates Concession Policy $80,784
- Undetected Leak Rebates for both residential and non-residential customers $110,000
- Combined Line Charges (expenses) by maintaining combined line house drains $250,997
- Combined Line Charges (capital) by replacing these assets $237,673
- Raising Access Chambers $309,864
- Sporting Bodies Sewerage Access charges remissions under Council's Rates Concession Policy $114,052

COMPARISON WITH ANNUAL PERFORMANCE PLAN

Financial Performance Targets

Financial indicators:

Performance Measure	2025-26 Target	2025-26 Achieved
Operating surplus ratio	44.7%	42.5%
Interest coverage ratio	1,386.2 times	1,415.9 times
Asset sustainability ratio	Greater than 90.0%	49.7%
Competitive neutrality ratio (% of gross revenue)	30.1%	28.8%
Depreciation ratio	24.9%	22.5%
Return on assets	5.8%	2.9%

Financial Reporting

Performance Measure	1st qtr date reported	2nd qtr date reported	3rd qtr date reported	4th qtr date reported	Target
RRC Operational Plan Reporting Frequency: quarterly	12/11/2025	10/02/2026	12/05/2026	11/08/2026	Initiatives successfully completed by year end
Operating Budget Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Conduct all activities in accordance with required timelines and budget
AnnualRevenue Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Timely reporting of any significant variations to budget revenue and collection timing
Capital Works Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Completion of capital program in accordance with adopted timeframe and budget (within 10%)

Non-Financial Performance

Number of access charges as at January 2026
Rockhampton and Gracemere: 38,041
Mount Morgan: 1,525

Potable Water Supply Schemes

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Day to Day Continuity													
CSS1	Extent of unplanned interruptions – connections based (number per 1,000 connections per year)													
	<80	17	43	13	16	89		**<80**	0	0	0	3	3	
	Comments: Quarter 2 - 1,194 (724 in October 2025) connections in Rockhampton and Gracemere experienced unplanned interruptions compared to an average of 500 per quarter. One interruption affected a total of 511 connections.													
CSS2	Extent of unplanned interruptions – incidents based (number per 100 km of main per year)													
	<30	3.9	4.8	4.7	5.3	18.7		**<30**	ND	ND	ND	1.4	1.4	
	Rockhampton and Gracemere total kms of main: 812.81km							Mount Morgan total kms of main: 72.46km						
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)													
	>95%	96%	98%	100%	100%	98.5%		**>95%**	ND	ND	ND	100%	100%	
CSS4	Customer interruption frequency – 1 interruption per year													
	12%	4.48%	2.23%	1.03%	1.39%	9.13%		**12%**	3.55%	ND	ND	0.26%	3.81%	
	Comments: Quarter 1 & 2 – Rockhampton and Gracemere figures were recorded incorrectly.													
	Customer interruption frequency – 2 interruptions per year													
	2%	0.41%	0.66%	0.10%	0.11%	1.28%		**2%**	ND	ND	ND	ND	ND	
	Customer interruption frequency – 3 interruptions per year													
	1%	0.05%	0.12%	0.04%	ND	0.21%		**1%**	ND	ND	ND	ND	ND	

Legend: *Not compliant* *Compliant*

***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)*

Non-Financial Performance

Number of access charges as at January 2026
Rockhampton and Gracemere: 38,041
Mount Morgan: 1,525

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Customer interruption frequency – 4 interruptions per year													
	0.50%	ND	ND	ND	ND	ND		**0.50%**	ND	ND	ND	ND	ND	
	Customer interruption frequency – 5 or more interruptions per year													
	0.25%	ND	ND	ND	ND	ND		**0.25%**	ND	ND	ND	ND	ND	
CSS5	Average interruption duration – planned and unplanned													
	<3 hours	2.2	2.0	2.5	2.3	2.25		**<3 hours**	0	0	0	0.05	0.01	
CSS6	Response time – Priority 1 – 1 hour response													
	>95%	100%	96%	92%	84%	93%		**>95%**	ND	ND	100%	0%	50%	
	Comments: Quarter 3 - Rockhampton and Gracemere: Total of 13 Priority 1 requests with 12 (92%) being responded to within 1 hour. Quarter 4 - Rockhampton and Gracemere: Total of 25 Priority 1 requests with 21 (84%) being responded to within 1 hour. Quarter 4 – Mount Morgan: Total of one Priority 1 request not being responded to within 1 hour (0%).													
	Response time – Priority 2 – 2 hours response													
	>95%	94%	91%	83%	93%	90%		**>95%**	100%	100%	100%	80%	95%	
	Comments: Quarter 1 - Rockhampton and Gracemere: Total of 47 Priority 2 requests with 44 (94%) being responded to within 2 hours. Quarter 2 - Rockhampton and Gracemere: Total of 117 Priority 2 requests with 107 (91%) being responded to within 2 hours. Quarter 3 - Rockhampton and Gracemere: Total of 101 Priority 2 requests with 84 (83%) being responded to within 2 hours. Quarter 4 - Rockhampton and Gracemere: Total of 73 Priority 2 requests with 68 (93%) being responded to within 2 hours. Non-compliance with response times is a consequence of high volume and resource constraints.													

Legend: Not compliant Compliant

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)

Non-Financial Performance

Number of access charges as at January 2026
Rockhampton and Gracemere: 38,041
Mount Morgan: 1,525

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Response time – Priority 3 – 24 hours response													
	>95%	99%	99%	98%	97%	98%		**>95%**	100%	100%	100%	100%	100%	
	Restoration time – Priority 1 – 5 hours restoration													
	>95%	100%	95%	100%	100%	99%		**>95%**	ND	ND	100%	100%	100%	
	Restoration time – Priority 2 – 24 hours restoration													
	>95%	100%	100%	100%	100%	100%		**>95%**	100%	100%	100%	100%	100%	
	Restoration time – Priority 3 – 5 days restoration													
	>95%	100%	100%	100%	100%	100%		**>95%**	100%	100%	100%	100%	100%	

Legend: Not compliant Compliant

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)

Non-Financial Performance

Number of access charges as at January 2026
Rockhampton and Gracemere: 38,041
Mount Morgan: 1,525

Adequacy and Quality of Normal Supply of Water Supply

CS57 Minimum pressure standard at the water meter

	220kPa	220kPa	220kPa	220kPa	220kPa	220kPa		**220kPa**	220kPa	220kPa	220kPa	220kPa	220kPa	

CS58 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	9L/min	9L/min	

CS59 Connections with deficient pressure and/or flow (% of total connections)

	<2.5%	0.3%	0.3%	0.3%	0.3%	0.3%		**<2.5%**	2%	2%	2%	2%	2%	

CS510 Drinking water quality (compliance with industry standard) [1]

	>98%	100%	100%	100%	100%	100%		**>98%**	100%	100%	100%	100%	100%	

CS511 Drinking water quality complaints (number per 1,000 connections)

	<3	0.1	0.5	0.2	0.4	1.2		These figures are combined with the Rockhampton and Gracemere figures to give a total across all water supply schemes.						

CS512 Drinking water quality incidents (number per 1,000 connections)

	<2	0	1	0	0	1		**<2**	0	0	0.65	0.65	1.3	

Comments:

Quarter 2 - Cyanobacteria break through in potable water supply samples at Glenmore Water Treatment Plant from 4 to 22 December 2025. The presence of cells in the treated water was for a very short period and follow up testing determined no presence of cells in the distribution network and no presence of toxins.

Quarter 3 – Mount Morgan: A coagulant dosing pump issue during startup at Mount Morgan Water Treatment Plant resulted in elevated filtered water turbidity; following repairs and system flushing, turbidity stabilised within drinking water guideline limits, with UV and chlorine disinfection remaining effective throughout the event.

Quarter 4 - One manganese and iron related discoloured water incident was reported in the Mt Morgan supply network during April to June 2026. Water treatment performance remained compliant throughout Quarter 4, with no consistent pattern identified in the timing or location of complaints across the network.

Legend: Not compliant Compliant

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 measure is not relevant to that scheme;*

Non-Financial Performance

Number of access charges as at January 2026
Rockhampton and Gracemere: 38,041
Mount Morgan: 1,525

Long Term Continuity of Water Services

CS513 Water main breaks (number per 100 km main)

	<20	1.0	3.3	2.5	3.3	10.1		**<20**	0	0	0	0	0	

Rockhampton and Gracemere total kms of main: 812.81km

Mount Morgan total kms of main:: 72.46km

Comments:

CS514 Water services breaks (number per 1,000 connections)

	<20	7.9	8.6	7.8	6.3	30.6		**<20**	5.3	5.5	7.9	4.6	23.3	

Comments: Quarter 2 & 3 - The number of service breaks is a symptom of the infrastructure age and condition with a high number of interruptions compared to a usual average of around 500 per quarter.

CS515 System water loss (litres per connection per day)

	<150L	177	173	217	193	190		**<150L**	165	147	146	211	167	

Comments: The fundamental problem Council has with this measurement for each discrete quarter is the timing for meter reads and how the total quantum of water recorded by meters for a quarter is compared to the water delivered into the network for the same period. The current process to determine the daily loss per connection on a quarterly basis involves a calculation that determines a time weighted consumption that is compared to a time weighted production of water. Whilst this method is inaccurate it is the best available and to overcome this issue to a certain extent the system loss each quarter is now calculated based on a rolling 12-month average which provides a less erratic quarterly result.

The twelve-month rolling average water losses for Rockhampton and Gracemere has come down from 217 to 193L/connection after recording Quarter 4 losses of 160L/connection. Mt Morgan recorded a significantly high increase in water losses over Quarter 4, increasing from 146 to 211L/connection. This is the highest recorded consumption for Quarter 4 since restrictions were removed and can be attributed to abnormal treatment losses caused by extra filter backwashing and wasting and network flushing when a temperature inversion in #7 Dam caused a deterioration in the raw water quality. Higher consumption/production historically results in higher losses however it is noted in the most recent Quarter 2, consumption/production was higher than the last Quarter 4, but losses were still only 147L/connection over that period.

Legend: Not compliant Compliant

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)*

Non-Financial Performance

Number of access connections as at August 2025
Rockhampton and Gracemere: 53,970
Mount Morgan: 598

Sewerage Schemes

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Effective Transportation of Sewage													
CSS16	Sewage overflows – total (number per 100km main)													
	<25	7.8	8.0	8.3	8.6	32.7		<10	0	0	0	0	0	
	Quarter 1 & 2 - Rockhampton and Gracemere total kms of main: 747.02km							Mount Morgan total kms of main: 14.97km						
	Quarter 3 & 4 - Rockhampton and Gracemere total kms of main: 747.77km							Mount Morgan total kms of main: 14.97km						
	Comments: YTD - Rockhampton and Gracemere: Total of 243 overflows for the year – 64 of these being in Quarter 4.													
CSS17	Sewage overflows to customer property (number per 1,000 connections)													
	<5	1.0	1.1	1.1	1.2	4.4		<5	0	0	0	0	0	
CSS18	Odour complaints (number per 1,000 connections)													
	<1	0.04	0.1	0.07	0.09	0.3		These figures are combined with the Rockhampton and Gracemere figures above to give a total across all sewage supply schemes.						
CSS19	Response time – Priority 1 – 1 hour response													
	>95%	100%	83%	100%	86%	92%		>95%	ND	ND	ND	ND	ND	
	Comments: Quarter 2 - Rockhampton and Gracemere: Total of six Priority 1 requests with five (83%) being responded to within 1 hour. Quarter 4 - Rockhampton and Gracemere: Total of seven Priority 1 requests with six (86%) being responded to within 1 hour. Non-compliance with response times is a consequence of high volume and resource constraints.													

Legend: Not compliant Compliant

Reference Codes – A blank field should contain one of the following:
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(b) ND (no data is available, although the indicator is relevant)
(c) NR (not relevant, the indicator is not relevant to that scheme)

Non-Financial Performance

Number of access connections as at August 2025
Rockhampton and Gracemere: 53,970
Mount Morgan: 598

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Response time – Priority 2 – 2 hours response													
	>95%	91%	97%	82%	97%	92%		>95%	ND	ND	ND	ND	ND	
	Comments: Quarter 1 - Rockhampton and Gracemere: Total of 58 Priority 2 requests with 53 (91%) being responded to within 2 hours. Quarter 3 - Rockhampton and Gracemere: Total of 45 Priority 2 requests with 37 (82%) being responded to within 2 hours. Non-compliance with response times is a consequence of high volume and resource constraints.													
	Response time – Priority 3 – 24 hours response													
	>95%	100%	100%	100%	100%	100%		>95%	ND	ND	ND	ND	ND	
	Restoration time – Priority 1 – 5 hours restoration													
	>95%	100%	100%	100%	100%	100%		>95%	ND	ND	ND	ND	ND	
	Restoration time – Priority 2 – 24 hours restoration													
	>95%	100%	100%	100%	100%	100%		>95%	ND	ND	ND	ND	ND	
	Restoration time – Priority 3 – 5 days restoration													
	>95%	100%	100%	100%	100%	100%		>95%	ND	ND	ND	ND	ND	

Legend: Not compliant Compliant

Reference Codes – A blank field should contain one of the following:
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(b) ND (no data is available, although the indicator is relevant)
(c) NR (not relevant, the indicator is not relevant to that scheme)

Non-Financial Performance

Number of access connections as at August 2025
Rockhampton and Gracemere: 53,970
Mount Morgan: 598

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Long Term Continuity of Sewerage Services													
CSS20	Sewer main breaks and chokes (number per 100km main)													
	<20	2.4	3.0	1.6	1.9	8.9		**<20**	0	0	0	0	0	
	Rockhampton and Gracemere total kms of main: 741.50km							Mount Morgan total kms of main: 15km						
CSS21	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)													
	<5	1.52	5.15	3.42	1.34	2.85		**<5**	1.42	2.3	1.88	1.33	1.73	

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.

Legend: Not compliant Compliant

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** (non-relevant, the indicator is not relevant to that scheme)

CUSTOMER SERVICE STANDARDS

Performance Indicator	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Installation of new water connections (within the water service area) – excluding private works new connections	**15 working days**	100%	100%	100%	100%	100%	
Installation of sewerage connections (within the sewered area) – excluding private works connections	**15 working days**	100%	100%	100%	100%	100%	
Complaints (excluding maintenance of water and sewerage services) – advise outcome	**20 working days**	100%	100%	100%	100%	100%	

Legend: Not Compliant Compliant

Conclusion
Quarter 4 indicates stable performance across most operational measures, with improvements recorded in several response time and service delivery indicators. Although the year-to-date non-compliance total increased to nine indicators, a number of these results were influenced by earlier reporting periods or isolated operational events. Overall, performance remains largely on track, with continued focus on improving service reliability and response outcomes across water and wastewater operations.

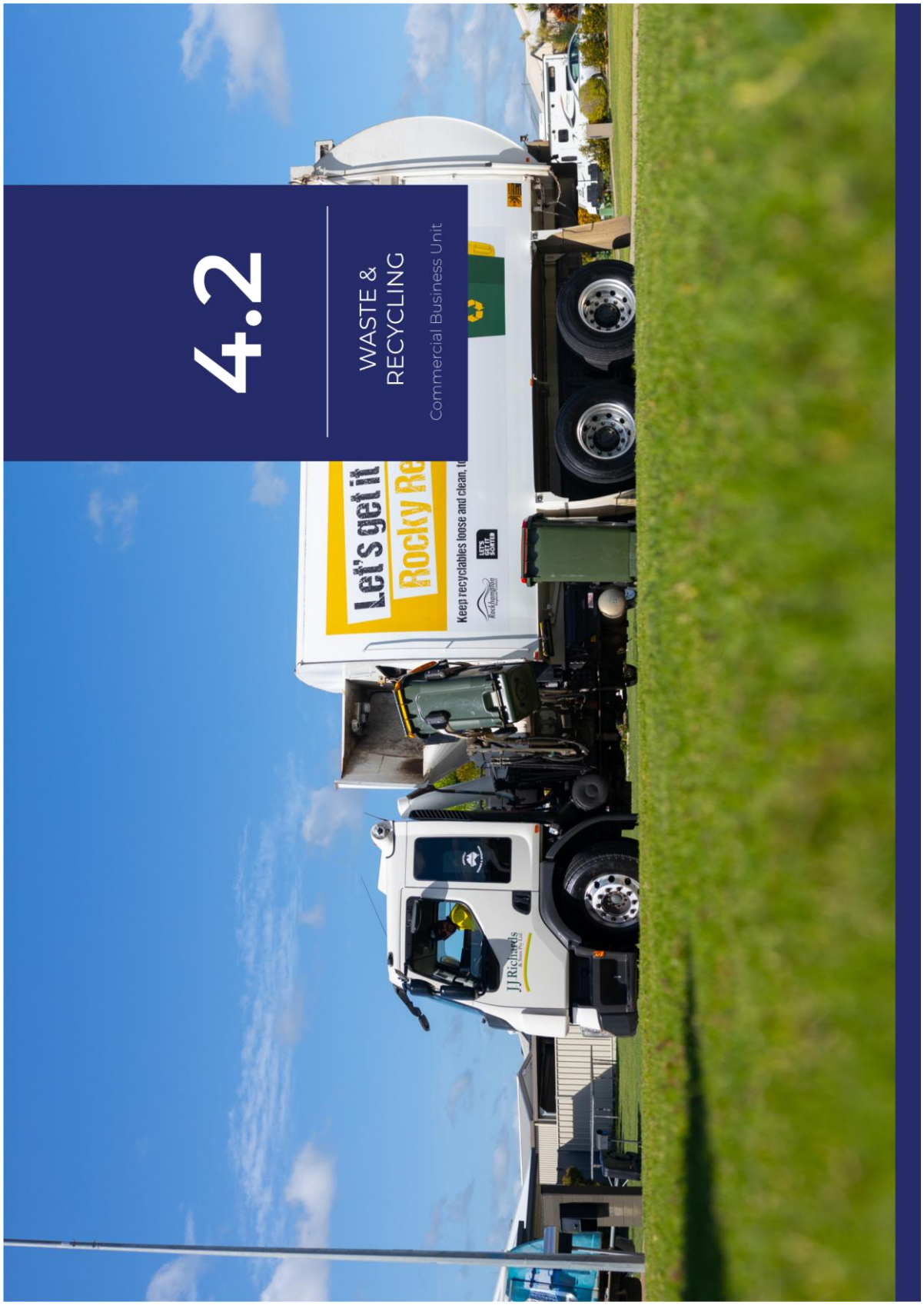
Review of Customer Service Standards
Legislation requires service providers to review the CSS every year. FRW's performance against financial and non-financial targets and key strategies are reported to Council on a quarterly basis in accordance with the adopted 2025-26 Performance Plan.

The CSS will be reviewed in the current period. The current CSS are available under the FRW section on Council's website.

Water Supply (Safety and Reliability) Act 2008
In accordance with the Water Supply (Safety and Reliability) Act 2008, FRW has an approved Drinking Water Quality Management Plan (DWQMP) to manage the ongoing safe and reliable supply of drinking water to the community.

Each year FRW reviews the DWQMP and completes and publishes an annual report that documents the performance of the drinking water schemes against national standards, state regulatory targets and the objectives outlined in the DWQMP. FRW continues to review and update important plan documents that describe the strategies associated with asset management, drought management, trade waste management and system leakage management. Together these activities help to ensure long term safe and reliable provision of water and sewerage services.

FRW also undertakes the various significant activities associated with the safe management of the Mount Morgan No. 7 Dam which is a referable dam that supplies water to the Mount Morgan community.


4.2
WASTE &
RECYCLING
Commercial Business Unit
Let's get it
Rocky Re
Keep recyclables loose and clean, t
J J Richards

NATURE AND SCOPE OF ACTIVITIES

Rockhampton Regional Waste and Recycling (RRWR) is a commercialised business unit of Rockhampton Regional Council responsible for delivering integrated waste management, resource recovery, and education services across the region. RRWR provides kerbside waste and recycling collection services, operates regional waste facilities for the acceptance and management of domestic waste and recyclable materials, supports recycling and resource recovery activities, and maintains landfill airspace through the environmentally sound operation of the region's landfill.

The business unit also provides strategic leadership in waste management and delivers education, engagement, and support programs that promote waste avoidance, resource recovery, and sustainable community outcomes.

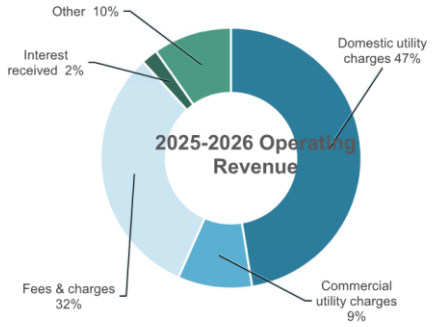
Extent of 2025-2026 waste services

Item	
Number of staff	38
Number of domestic and commercial collection services – General Waste (as at 30 June 2026)	38,983
Number of domestic and commercial collection services – Recycling (as at 30 June 2026)	36,052
Total waste to Landfill – including kerbside waste collection but not including cover and/or operational material (tonnes) (as at 30 June 2026)	60,642
Kerbside Waste Collected (tonnes) (as at 30 June 2026)	25,020
Kerbside Recycling Collected (tonnes) (as at 30 June 2026)	3,794
Operating Landfills	1
Waste Facilities (staffed), including Lakes Creek Road Waste Management Facility	7

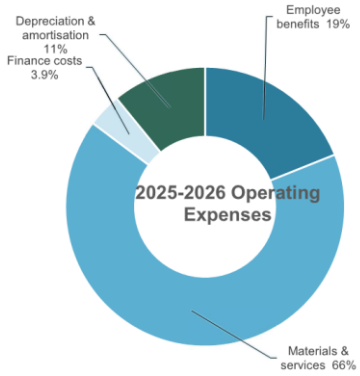
FINANCIAL PERFORMANCE

Operational

Operating revenue totalled $37.9 million with the majority (47%) raised through utiliy charges.



Operating expenditure totalled $25.4 million with the majority (85%) made up of materials and services and employee costs.



Net Result

Net result before tax of $12.2 million, is the difference between total income and total expenditure. Included in total income and total expenditure are items of capital revenue and capital expenditure.

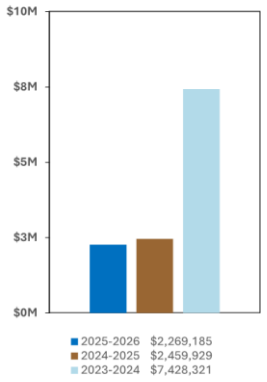
Capital investment

Council spent $2.3 million during the year on waste infrastructure. This included construction of another cell of the Lakes Creek Road piggyback extension project.

Delivery

- ✔ Completed LCR life extension project, construction of Cell D.
- ✔ Completed final capping system over the former Bales Disposal area.
- ✔ Completed Lakes Creek Road Concept Design and Management Plans.
- ✔ Advancing of the Mt Morgan Waste Facility site upgrades.
- ✔ Completed Lakes Creek Road site upgrades.
- ✔ Advancing of the Lakes Creek Road Waste Management Facility
- ✔ Re-Use Shop east carpark.

Capital expenditure



Asset values

Asset	Replacement Value	Written Down Value
Site & Rehab	$54,106,648	$38,311,620
Buildings	$11,723,379	$8,287,520
Road, Stormwater & Bridge	$16,186,523	$14,731,655
Other	$2,058,769	$1,224,008

NON-COMMERCIAL DIRECTIVES GIVEN BY THE LOCAL GOVERNMENT

Community Service Obligations

Council provided $2,325,956 of non-commercial concessional benefits to the community through:

- Green Waste Processing $443,072
- Assisted Bin Service Costs $269,828
- Regulated waste disposal $144,090
- Old Landfill Maintenance Works $107,300
- Regional Waste Transfer Stations $1,309,655
- Waste Education $52,011

In accordance with Council's Community Service Obligation Policy, the following requests have been approved:

Authorised Group	Date	Limit	Expiry
Anglicare Central Queensland Limited	01/07/2025	60 tonne	30/06/2026
Lifeline Central Queensland	01/07/2025	120 tonne	30/06/2026
St Vincent de Paul Society Queensland	01/07/2025	60 tonne	30/06/2026
The Salvation Army	01/07/2025	30 tonne	30/06/2026
Care & Share Rockhampton	01/07/2025	50 tonne	30/06/2026
Cancer Council – Relay for Life	01/07/2025	5 tonne	30/06/2026
Rockhampton Foodbank	01/07/2025	3 tonne	30/06/2026
The Shelter Collective	01/07/2025	5 tonne	30/06/2026
Ring Pull Association	01/07/2025	3 tonne	30/06/2026

COMPARISON WITH ANNUAL PERFORMANCE PLAN

Financial Performance Targets

Financial indicators:

Performance Measure	2025-26 Target	2025-26 Achieved
Operating surplus ratio	29.3%	31.7%
Interest coverage ratio	104.3 times	121.69 times
Asset sustainability ratio	Greater than 90.0%	36.3%
Competitive neutrality ratio (% of gross revenue)	5.9%	5.5%
Depreciation ratio	9.0%	7.4%
Return on assets	20.6%	17.0%

Performance Measure	1st qtr date reported	2nd qtr date reported	3rd qtr date reported	4th qtr date reported	Target
RRC Operational Plan Reporting Frequency: quarterly	12/11/2025	10/02/2025	12/05/2026	11/08/2026	Initiatives successfully completed by year end
Operating Budget Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Conduct all activities in accordance with required timelines and budget
Annual Revenue Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Timely reporting of any significant variations to budget revenue and collection timing
Capital Works Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Completion of capital program in accordance with adopted timeframe and budget (within 3%)

NON-FINANCIAL PERFORMANCE TARGETS

CSS Reference	Performance Indicator	Annual Target	Achieved
WCSS1	**Weekly collection of domestic waste on the same day every week**	**98%**	**99.96%**
WCSS2	**Weekly collection of commercial waste**	**95%**	**99.96%**
WCSS3	**Fortnightly collection of domestic recyclable waste**	**98%**	**99.92%**
WCSS4	**Fortnightly collection of commercial recyclable waste**	**95%**	**99.92%**
WCSS5	**Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection**	**95%**	**97.92%**
WCSS6	**Collection services will be made available within five working days upon application by the owner**	**95%**	**96.52%**
WCSS7	**Provision of assisted services within ten working days from application by the resident**	**98%**	**100.00%**
WCSS8	**Repair or replacement of stolen, removed, damaged, vandalised mobile bins with five working days from notification**	**95%**	**96.87%**

Notes:

1. All non-financial performance indicators were achieved for the 2025-26FY.

CUSTOMER SERVICE STANDARDS

Review of Customer Service Standards

Legislation requires service providers to review the CSS every year. RRWR's performance against financial and non-financial targets and key strategies are reported to Council on a quarterly basis in accordance with the adopted 2025-26 Performance Plan.


4.3
AIRPORT
COMMERCIAL BUSINESS UNIT
QANTAS
Spirit of Australia
04-22

NATURE AND SCOPE OF ACTIVITIES

Rockhampton Airport is a commercial business unit of Council and is a major Australian Regional Airport that services the City of Rockhampton and Central Queensland, with flights to Brisbane, Mackay, Townsville and Cairns.

The Airport is used by both domestic and international airlines using a mix of aircraft including wide-bodied aircraft such as the B747 to B777 and A340 types, as being an alternate for the A380.

Extent of 2025-2026 aviation services

Item	
Passenger movements	678,041
Number of staff	24
Number of paid parking car parks	987
Aircraft movements	29,374

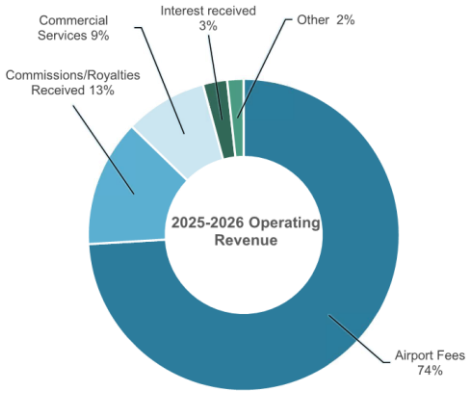
Services provided

- ✔ Domestic and international airlines averaging 625,000 passengers per annum over the last two years.
- ✔ Australian Defence Force military operations –Exercise Wallaby and Talisman Sabre.
- ✔ Domestic charter services, car rental agencies, car parking.
- ✔ General aviation services – Royal Flying Doctors, Capricorn Helicopter Rescue, Rockhampton Aero Club, Peace Aviation and others.

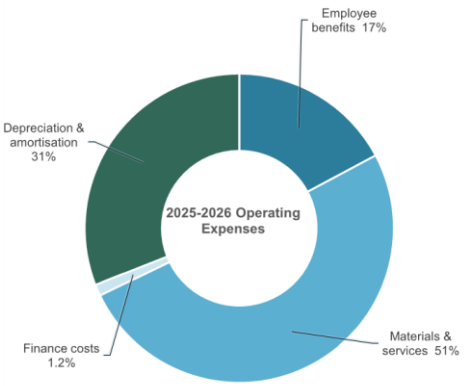
FINANCIAL PERFORMANCE

Operational

Operating revenue totalled $32.2 million with the majority (74%) raised through airport fees & charges.



Operating expenditure totalled $19.9 million with the majority (82%) made up of materials & services and depreciation & amortisation.



Net Result

Net result before tax of $14.8 million, is the difference between total income and total expenditure. I included in total income and total expenditure are items of capital revenue and capital expenditure.

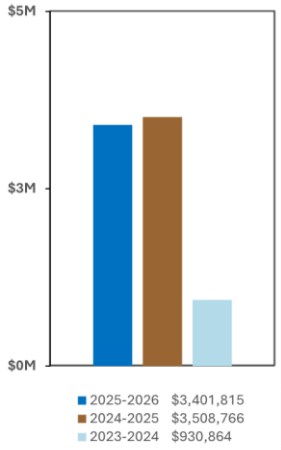
Capital investment

Council spent $3.4 million during the year on refurbishment and upgrade of vital infrastructure and acquisition of property assets.

Delivery

- ✔ Completion of solar installation on main terminal.
- ✔ Completion of land acquisition.
- ✔ Completion of Stage 3 of high voltage infrastructure upgrades.
- ✔ Advancing of commercial precinct hotel study..
- ✔ Completion of installation of closed circuit tv cameras.
- ✔ Completion of long-term car park resurface.
- ✔ Completion of terminal flight information display screens renewal.
- ✔ Completion of upgrade of Aviation Drive switchboards.
- ✔ Completion of construction of additional section of airside all weather perimeter road.
- ✔ Completion of section of general aviation apron surface renewal.
- ✔ Advancing of construction of the Heli Pads on western side of runway.

Capital expenditure



Asset values

Asset	Replacement Value	Written Down Value
Airport Infrastructure	$142,361,661	$106,002,671
Buildings	$76,819,605	$42,377,023
Road, Stormwater & Bridge	$49,761,690	$36,464,272
Other	$13,069,001	$8,395,566

NON-COMMERCIAL DIRECTIVES GIVEN BY THE LOCAL GOVERNMENT

Community Service Obligations

Council provided $474,567 of non-commercial concessional benefits to the community through:

- Royal Flying Doctors Service and Capricorn Helicopter Rescue Service $359,630
- Patient Travelling Subsidy Scheme $114,937

COMPARISON WITH ANNUAL PERFORMANCE PLAN

Financial Performance Targets

Financial Indicators

Performance Measure	2025-26 Target	2025-26 Achieved
Operating surplus ratio	38.8%	38.4%
Interest coverage ratio	72.2 times	77.2 times
Asset sustainability ratio	Greater than 90.0%	9.2%
Competitive neutrality ratio (% of gross revenue)	37.6%	37.0%
Depreciation ratio	19.6%	19.1%
Return on assets	5.9%	4.5%

Financial Reporting

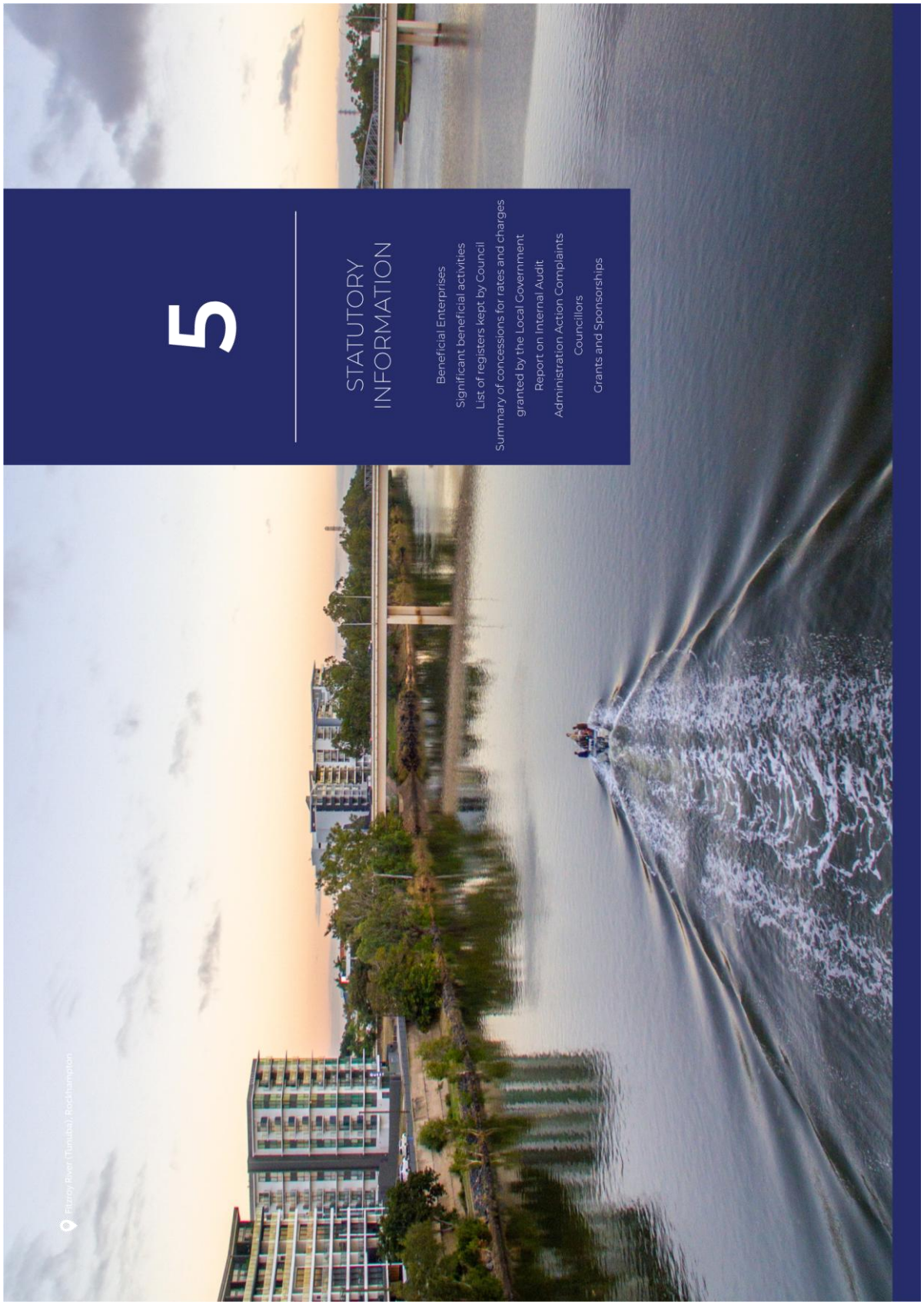
Performance Measure	1st qtr date reported	2nd qtr date reported	3rd qtr date reported	4th qtr date reported	Target
RRC Operational Plan Reporting Frequency: quarterly	12/11/2025	10/02/2026	12/05/2026	11/08/2026	Initiatives successfully completed by year end
Operating Budget Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Conduct all activities in accordance with required timelines and budget
AnnualRevenue Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Timely reporting of any significant variations to budget revenue and collection timing
Capital Works Reporting Frequency: quarterly or when variations arise	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Completion of capital program in accordance with adopted timeframe and budget (within 3%)

NON-FINANCIAL PERFORMANCE TARGETS

Performance Indicator	Annual Target	Achieved
Passenger Numbers	**650,000**	**678,041**
Bird Strikes	**≤10 per quarter**	**24**
Lost Time Days – workplace injuries	**≤2**	**0**
Reported Public Injuries on Airport Precinct	**≤3**	**4**
Hazard inspections completed on time	**100%**	**83.3%**
Rectification Action completed	**100%**	**100%**
Customer Requests Actioned within set timeframes	**100%**	**88%**
Third party reporting in CASA and AMS to be completed within the required timeframes	**100%**	**100%**

CUSTOMER SERVICE STANDARDS

Review of Customer Service Standards
Legislation requires service providers to review the CSS every year. Rockhampton Airport's performance against financial and non-financial targets and key strategies are reported to Council on a quarterly basis in accordance with the adopted 2025-26 Performance Plan.


5
STATUTORY INFORMATION
Beneficial Enterprises
Significant beneficial activities
List of registers kept by Council
Summary of concessions for rates and charges granted by the Local Government
Report on Internal Audit
Administration Action Complaints
Councillors
Grants and Sponsorships
Fitzroy River (Tiinlaba) Rockhampton

BENEFICIAL ENTERPRISES FOR 2025/2026 *(S41 LGA 2009)*

Identifying beneficial enterprises

- No Beneficial Enterprises for 2025/2026

SIGNIFICANT BENEFICIAL ACTIVITIES *(S45 LGA 2009)*

All Business Activities

- Fitzroy River Water (Water & Sewerage)
- Rockhampton Regional Waste & Recycling
- Rockhampton Airport
- Building Certification

Significant Business Activities

- Fitzroy River Water (Water & Sewerage)
- Rockhampton Regional Waste & Recycling
- Rockhampton Airport

The competitive neutrality principle was applied to all of the above significant business activities during 2025/2026.

There were no new significant business activities conducted during 2025/2026.

Assessment of Council Performance in implementing 5-year corporate plan *(s190(1)(a) LGR 2012)*
Performance against the Corporate Plan activities was measured on a quarterly basis and the majority of activities were achieved by all departments.

Assessment of Council performance in implementing the annual operational plan *(s190(1)(a) LGR 2012)*
Honest, transparent and accountable corporate governance in line with corporate values has resulted in the majority of key outcome targets being achieved with those results reported to Council via its Operational Plan on a quarterly basis. The detailed annual results for the 2025- 26 Operational Plan were reported to Council's meeting on the 11 August 2026 in accordance with s174(3) Local Government Regulation 2012.

Particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year *(s190(1)(b) LGR2012)*
No contingent issues impacted the assessment of Council's performance for the period under review.

Details of any action taken for, and expenditure on a service, facility or activity supplied by another local government under an agreement for conducting a joint government activity and for which the local government levied special rates or charges for the financial year *(s190(1)(d) LGR 2012)*
Service, Facility or Activity
Council has not been engaged in providing services to any other local government or joint local government.

Special Rates and Charges

The Rural Fire Services Levies are levied on all land which has specifically benefited , or will specifically benefit, from the implementation of the Overall Plan, comprising firefighting services, because rural fire brigades are charged with firefighting and fire prevention under the Fire Services Act 1990 and these services could not be provided or maintained without the imposition of the special charge.

Rural Fire Services Levies for 2025/2026

Rural Fire Brigade	Levy 2025/2026	Rural Fire Brigade	Levy 2025/2026
Alton Downs	$15.00	Garnant	-
Archer Ulam	-	Gogango	$50.00
Aricia	-	Gracemere	$10.00
Bajool	$25.00	Kalapa	$20.00
Bouldercombe	$20.00	Marmor	$20.00
Calioran	-	Morinish	-
Calliungal	$65.00	Stanwell	-
Dalma	$10.00	South Ulam	-
Faraday	-	Westwood	$50.00

Number of invitations to change tenders under section *228(8)* during the financial year *(s190(1)(e) LGR 2012)*

Two (2) Tenders were changed under section *228(8) of the LGR 2012* during the financial year.

Tender Number	Tender Name	Tender Closing Date	Date of Issue of Amendment	Comment
TEN16366	Security Fence for FRW	06/08/2025	25/08/2025	All offers were significantly over the planned budget for these works. A revised scope was issued to all **conforming** tenderers to revised pricing on reduced fencing scope (alternate height options).
TEN16578	Rockhampton Airport Terminal Cleaning Services	18/03/2026	05/03/2026	After the Site inspection, the Technical Specification was updated. This was as a result of significant additional/amended information being required to respond to Tenderer enquiries. The amended Technical Specification was released within Addendum No.2, prior to Tender Close.

LIST OF THE REGISTERS KEPT BY COUNCIL (S190(1)(F) LGR 2012)

- Register of Asbestos Register
- Register of Asset Register
- Register of Cemetery Register
- Register of Dog Registry
- Register of Infrastructure Charges Register
- Register of Local Laws Register
- Register of Activities for Competitive Neutrality
- Register of Administrative Action Complaints Received
- Register of Authorised Persons (Environmental Protection Act 1994)
- Register of Beneficial Enterprises
- Register of Biosecurity Orders
- Register of Building Development Application Register
- Register of Private Certifier Application Register
- Register of Complaints about the Conduct or Performance of Councillors
- Register of Contact with Lobbyists
- Register of Cost-Recovery Fees (Council Fees and Charges)
- Register of Delegations
- Register of Designated Natural Hazard Management Areas (Flood)
- Register of Development Applications
- Register of Direction Notices
- Register of Application Documents for an Application for an Environmental Authority or Amendment of Environmental Authority, Including Information Requests and Responses to Information Requests
- Register of Environmental Authorities
- Register of Environmental Evaluations
- Register of Environmental Protection Orders
- Register of Environmental Reports
- Register of Environmental Enforcement Orders
- Register of Impounded Animals
- Register of Greywater Use and On-Site Sewerage Facilities
- Register of Interests of Chief Executive Officer and Persons related to Chief Executive Officer
- Register of Interests of Councillors
- Register of Interests of Persons related to a Councillor
- Register of Interests of Senior Executive Employees and Persons related to a Senior Executive Employee
- Register of Monitoring Programs
- Register of Pre-qualified Suppliers
- Register of Permits and Inspection Certificates
- Register of Results of Monitoring Programs
- Register of Roads and Road Maps
- Register of Show Cause and Enforcement Notices
- Register of Surrendered Environmental Authorities
- Register of Suspended or Cancelled Environmental Authorities
- Register of Temporary Emissions Licences
- Register of Testable Backflow Prevention Devices
- Register of Transitional Environmental Programs

A SUMMARY OF ALL CONCESSIONS FOR RATES AND CHARGES GRANTED BY THE LOCAL GOVERNMENT

Approved Government Pensioners
The Queensland Government Pensioner Rate Subsidy Scheme is directed to the elderly, invalid or otherwise disadvantaged citizens of the community whose principal or sole source of income is a pension or allowance paid by Department of Human Services or the Department of Veterans' Affairs.

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

Eligibility
The following ratepayers are eligible for a concession/subsidy:

(a) A holder of a Queensland "Pensioner Concession Card" issued by Centrelink on behalf of the Department of Human Services or the Department of Veterans' Affairs, or
(b) A holder of a Queensland Queensland Veteran Gold Card issued by the Department of Veterans Affairs; and
(c) Is the owner or life tenant (either solely or jointly) of the property which is their principal place of residence; and
(d) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.

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

A completed Pensioner Concession for Rates Application Form must be submitted. A new application is required when a change of address occurs.
Amount of Rebate
Approved ratepayers whose property in which they reside is located within the Region, may be entitled to a rebate of 20% (to a maximum of $260 each year) on all rates levied in respect of each eligible property, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.
Should a ratepayer be entitled to only part of the State subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.
Not-For-Profit, or Charitable Community Organisations
Rate concessions are available to eligible not-for-profit or charitable community organisations.

Eligibility
To be eligible, the not-for-profit or charitable community organisation must:

(a) Not include making a profit as its objective.
(b) Provide services to their membership and the community.
(c) Have no profit or gain by individual members of the group;
(d) Have a constitution or governing documents preventing it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up;
(e) Whilst a surplus of revenue can be made, use all revenue to carry out the purpose and functions of the organisation;
(f) Be located within the Region and the majority of its members reside in the Region;
(g) Not have a gaming machine license and not receive income from gaming machines;
(h) Not have any type of a commercial liquor license or commercial permit;
(i) Be the owner of the land and is the main grounds/base/club house or residence;
(j) Either solely or jointly with a co-owner, have the legal responsibility for the payment of rates and charges which are levied in respect of the property; and
(k) Not be a religious body or entity or educational institution recognised under State or Federal statute or law.

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

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

All applications must be in writing and supported by a copy of the following documents:
(a) Copy of incorporation certificate, if incorporated; and
(b) Copy of rules/constitution.

Amount of rebate
The amount of rebate applied to eligible not-for-profit or charitable community organisations are as follows:

(a) Category One - Showground Related Organisations
Rebate Level General Rates – 100%
Rebate Level Separate Rates/Charges – 100%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – N/A

(b) Category Two – Kindergartens and Community Childcare Providers
Rebate Level General Rates – 50%
Rebate Level Separate Rates/Charge – 0%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 1,000.00

(c) Category Three (A) – Charitable Organisations Offering Residential Services Benefiting the Aged, Persons with a Disability and/or Persons Experiencing Domestic Violence
Rebate Level General Rates – 70%
Rebate Level Separate Rates/Charges – 0%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 1,000.00 for Service Charges only

(d) Category Three (B) – Charitable Organisations Offering Services Benefiting the Aged, Persons with a Disability and/or Persons Experiencing Domestic Violence, Excluding Residential Services Covered in (c) Category Three (A)
Rebate Level General Rates – 100%
Rebate Level Separate Rates/Charges – 0%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 1,000.00 for Service Charges only

(e) Category Four – Approved Not-for-Profit Sporting or Community Organisations Not Captured by Another Category
Rebate Level General Rates – 100%
Rebate Level Separate Rates/Charges – 100%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 4,000.00 for Service Charges only

(f) Category Five – Sporting Clubs and Associations situated on Highly Valued Leasehold Land –
Rebate Level General Rates – 85%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 2,000.00 for Service Charges only
Applies to Assessment Number 105813 – Rockhampton Bowls Club only.

(g) Category Six - Charitable Organisations Not Captured by Another Category
Rebate Level General Rates – 100%
Rebate Level Separate Rates/Charges – 100%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 50%
Rebate Level Water Consumption Charges – 0%
Rebate Level Sewerage Charges – 50%
Rebate Level Waste Charges – 50%
Cap – $ 1,000.00 for Service Charges only.

(h) Category Seven - Rural Fire Brigade
Rebate Level General Rates – 100%
Rebate Level Separate Rates/Charges – 100%
Rebate Level Special Rates/Charges – 0%
Rebate Level Water Access Charges – 100%
Rebate Level Water Consumption Charges – 100%
Rebate Level Sewerage Charges – 100%
Rebate Level Waste Charges – 100%
Cap – N/A

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

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

Permits to Occupy Pump Sites and Separate Pump Site Assessments
Council grants rebates on the following basis for those assessments that only contain pump sites and where the land area is 25 square metres or less, provided the ratepayer as shown on the assessment is the owner of another property in the Region on which the separate charges and general rates have been levied:

(a) Separate Charges – 100% rebate
(b) General Rates – Maximum rebate to be the equivalent of Rating Category 27.1 minimum general rates.

Water Consumption Charges
Council grants a water consumption charges rebate on the following basis for the following assessments:
(a) 237107 – Gracemere Lakes Golf Club; and
(b) 237109 – Gracemere Bowling Club
(c) Water Consumption Charges – 50% rebate.

Lot 1 South Ulam Rd, Bajool
Council grants a rebate on the following basis for the following assessment:
146963-2 – being Lot 1 South Ulam Rd, Bajool (L1 MLG80014 Parish of Ultimo)
(a) General Rate 100%;
(b) Road Network Charge 100%; and
(c) Environment Separate Charge 100%.

Limit in Increases in Rates and Charges
For the 2025/2026 financial year Council did resolve to limit the increase in rates levied for some rating categories to a maximum stated percentage for those differential rating categories adopted by Council resolution.

Rockhampton CBD Commercial Properties with Mixed Residential Use
The purpose of this concession is to encourage inner city residential living and reduce vacancies in the Rockhampton CBD by providing an incentive for commercial property owners within the defined CBD area (reference Rates Concession Policy for area) to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.
Council may consider granting a concession of up to $2,200 per annum or a maximum of 75% of the general rate, whichever is the lesser, for a CBD mixed use category one property. The concession is primarily intended to facilitate the adaptation of established vacant commercial spaces, particularly above ground floor, to residential use.

Conditions
The following conditions apply:

(a) The residential component should not be vacant longer than six months within the financial year;
(b) Verification of use may be provided by a registered real estate agent or through pre-arranged inspection by a Council officer; and
(c) Properties receiving the concession must advise Council if the residential use is discontinued; and
(d) The property is not receiving or eligible for other rates concessions under this policy, other than in accordance with paragraph 5.1 of policy

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

Applications for Concession
To apply, a completed CBD Commercial Property Rates Concession Application Form must be submitted and is subject to approval by Council.

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement date of the current rating period (concessions are not applied retrospectively).

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

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

Rates Relief (Hardship) – General Rating Category 6.1 and Residential Properties
Where the payment of rates and charges will cause hardship to a ratepayer Council may offer a deferment of the payment of rates and charges for general rate category 6.1 (agricultural, farming and other rural), and residential properties.

Applications are considered in accordance with the Rates Relief (Hardship) Policy.

Waste Rebates for Multi-Residential Unit Developments
The purpose of this concession is to waive the waste/recycling charge where it has been deemed by Council impractical for Council to provide waste and recycling collection services to a multi-residential unit development consisting of six or more individual attached or semi attached premises or units for which a community title scheme exists under the *Body Corporate and Community Management Act 1997.*

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

Applications for Rebate
To apply, a completed Waste Charges Rebate Form must be submitted and is subject to approval by Council.

Applications are considered during the rating period (that is, half year). The rebate may be applied retrospectively for the full current financial year where the service has not been provided in accordance with this policy and the Waste and Recycling Collection Services Policy and Procedure.

Rebate of Residential Water Consumption for Health Related Uses Policy
Rebates for residential water consumption are available to customers who are required to use large amounts of water for eligible heath related uses, for example kidney dialysis.

Applications are considered in accordance with the Rebate of Residential Water Consumption for Health Related Uses Policy.

Undetected Leak Rebate Policy – Non-Residential and Residential
Rebates for undetected water leaks are available to non-residential and residential customers when an undetected water leak or other exceptional water loss occurs on the customer's side of the water meter. Applications are considered in accordance with the Undetected Leak Rebate Policy – Non-Residential and the Undetected Leak Rebate Policy – Residential.

Report On Internal Audit *(s190 (1) (h) LGR 2012)*
The Internal Audit Function and Audit Committee (Audit and Business Improvement Committee) are mandatory compliance requirements of the Local Government Act 2009.
Audit and Business Improvement Committee
The Audit and Business Improvement Committee (the" Committee") operates under best practice governance guidelines with majority independent membership. As at 30 June 2026, the Committee comprised –

Independent External Members:
- Mr G Mathews (Committee Chair)
- Mr D Tanner (Financial Expert)
- Mr P Tegart

Elected Member representatives:
- Cr S Latcham
- Cr G Mathers

The Committee provides essential oversight of Council's financial reporting, internal control environment, risk management framework, and internal audit function.

Internal Audit

The Internal Audit function, encompassing enterprise risk management, provides independent and objective assurance and advice to Council to support effective governance and accountability.
The function operates in accordance with the International Standards for the Professional Practice of Internal Auditing, relevant legislation, and best practice principles. The Internal Audit function is empowered to report directly to the Chief Executive Officer and functionally reports to the Audit and Business Improvement Committee, ensuring independence and objectivity.

Internal Audit, operating as a co-sourced model, is comprised of one full-time staff member and a contracted internal audit firm team. Collectively the co-sourced team members hold appropriate professional qualifications, relevant experience, and maintain current memberships with professional bodies.
During the 2025-26 financial year, the Internal Audit function undertook the following audits, advisory activities and assurance reviews:

- Job Costing & Capital Project Cost Management
- Risk Management Framework Review
- Rostering & Overtime Management Practices
- External Quality Assessment of Internal Audit Activity
- Audit Issues Management, Monitoring & Register Improvement Projects

The enterprise risk management function is coordinated within the Internal Audit function, providing a consulting and reporting function to management and Council. In addition to independent audits, the Internal Audit function examines fraud, corruption, and compliance risks across Council operations.

Council benefits from complementary assurance activities conducted by external specialists in technical fields such as Information and Communication Technology (ICT) and cyber security. These assurance activities, which form the second and third lines of defence in Council's control environment, are overseen by the ICT team with governance oversight by the Audit and Business Improvement Committee. These activities operate independently of the Internal Audit function to provide objective expert assessment.

Council maintains a rolling three-year Internal Audit Plan that identifies and prioritises assurance activities based on risk significance, control maturity, and existing assurance coverage. Not all identified risks are addressed in a single planning cycle. Those internal audits deferred into future cycles are clearly documented with rationale based on risk prioritisation and timing. This dynamic approach ensures Council's assurance activities remain responsive to changing risk conditions and operational priorities.

Internal Audit operates within a quality assurance and improvement framework supporting conformance with International Standards for the Professional Practice of Internal Auditing and continuous improvement.

The following information provides details of financial contributions required under the Planning Act (s189A (1) LGR 2012)

a) the total amount of financial contributions made to the local government in the financial year under a community benefit agreement under the *Planning Act 2016 (Planning Act)*
NIL

b) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under the *Planning Act, section 65AA(3)*
NIL

c) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under a direction of the planning chief executive under the *Planning Act, section 106ZF(2)*
NIL

d) the total amount of financial contributions made to the local government in the financial year under an agreement mentioned in the *Planning Act, section 65AA(7)*
NIL

e) the total amount of financial contributions made to the local government under an instrument mentioned in paragraph s189A(1)(a) that were spent by the local government in the financial year and the purposes for which the contributions were spent.
NIL

Resolutions made under section 206(2) LG Regulation 2012 (Valuation of non-current physical assets) (s185(b) LGR 2012)
NIL

Summary of investigation notices given in the year under section 49 for competitive neutrality complaints (s190(1)(i) LGR 2012)
NIL

Responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under sections 52(3) and (s190(1)(j) LGR 2012)
NIL

Senior Employees *(s201 LGA 2009)*
The total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government.

The total remuneration packages that were payable to senior management for the financial year	$2,480,675.16

Number of employees in senior management who are being paid each band of remuneration.

Seven senior contract employees with a total remuneration package in the range of	Below $200,000
One senior contract employee with a total remuneration package in the range of	$200,000-$299,000.
Four senior contract employees with a total remuneration package in the range of	$300,000-$399,000.
One senior contract employee with a total remuneration package in the range	$400,000-$499,000

** The reported number of senior management staff reflects personnel movements and acting arrangements during the reporting period, resulting in a greater number of individuals serving in senior management roles throughout the year.*

Administrative Action Complaints *(s187 LGR 2012)*

Council takes all complaints about its services seriously and is committed to responding quickly and efficiently.

Council manages complaints through the Complaints Management Policy and the Administrative Action Complaint Procedure with a three-step internal escalation process. Complaints may be lodged by an affected person either in writing, by telephone or face to face. The department referred to in the complaint will be responsible for the initial investigation. If a customer is dissatisfied with the outcome of the investigation undertaken by the department, they may appeal to the CEO to have the complaint investigated.

Council employs seven complaint management principles, comprising of accessibility, client focus, confidentiality, communication, continuous improvement, fairness and objectivity, and responsiveness. Council has maintained a satisfactory performance in resolving complaints this financial year and continues to optimise processes when opportunities are identified.

The table below depicts Administrative Action Complaint statistics.

Number of administrative action complaints received in financial year	1554
Number of administrative action complaints resolved in financial year	1589
Number of administrative action complaints received and resolved in financial year	1538
Number of administrative action complaints that were not resolved in financial year	16
Number of administrative action complaints in previous financial year and not resolved in this financial year	1

Council has continued to implement its complaints management process in accordance with legislative requirements and best practice guidance. A significant increase in the total number of complaints received was observed this year, primarily due to the inclusion of missed recycling waste bin reports as performed by a Council contractor.

Despite the higher volume, Council maintained its commitment to timely and effective resolution of complaints as shown by a decrease in complaints that were not resolved within the financial year from 41 to 16. It is noted that the complaint received in FY 2024-25 that was not resolved in 2025-26, has since been resolved.

COUNCILLORS

Resolutions made under *s250 (1) LGR 2012* (Requirement to adopt Expenses Reimbursement Policy or Amendment) *(S185(A) LGR 2012)*
NIL

Expenditure on Grants to Community Organisations *(s189 LGR 2012)*
Summary of expenditure for the financial year on grants to community organisations
A total of $367,023.29 was granted to community organisations during the 2025-26 financial year.

Grant Program	Expenditure for 2025-26
Community Assistance Program	$254,438.78
Waste and Recycling Community Service	$ 59,175.01
Australia Day Community Events	$ 9,910.00
Exemptions of hire costs for public events	$ 7,820.00
Regional Arts Development Fund	$ 31,679.50
Community Hall Insurance	$ 4,000.00
	$367,023.29

Remuneration and superannuation contributions paid to each Councillor *(S186(a) LGR 2012)*

Div	*Councillor*	*Remuneration*	*Superannuation*
	Mayor, Councillor A P Williams	$175,253.96	$21,030.47
1	Councillor S Latcham	$101,462.13	$12,175.45
2	Councillor E Hilse	$101,462.13	$12,175.45
3	Councillor G D Mathers	$101,462.13	$12,175.45
4	Councillor E W Oram	$101,462.13	$12,175.45
5	Councillor C S Rutherford	$101,462.13	$12,175.45
6	Deputy Mayor Councillor M D Wickerson	$115,299.84	$13,835.91
7	Councillor M A Taylor	$101,462.13	$12,175.45

Overseas Travel *(s188 LGR 2012)* Overseas travel by Councillor or employee in an official capacity.
No overseas travel was undertaken in the 25/26 financial year.

Expenses incurred by and provided to each Councillor under the Expenses Reimbursement Policy *(s186(b) LGR 2012)*

Division	Name	Travel/Expenses & Conferences/Training	Transport	TOTAL	Cr Vehicle Contribution
Mayor	Mayor, Councillor Tony Williams	$14,661	$ 21,590	**$ 36,251**	Nil as per Expenses Reimbursement Policy
1	Councillor Shane Latcham	$ 7,527	$17,661	**$25,188**	$ 4,847
2	Councillor Elliot Hilse	$ 850	$16,929	**$17,779**	$ 4,847
3	Councillor Grant Mathers	$4,369	$16,406	**$20,775**	$ 4,847
4	Councillor Edward Oram	$8,397	$20,088	**$28,485**	$ 4,847
5	Councillor Cherie Rutherford	$ 828	$14,961	**$15,789**	$ 4,847
6	Deputy Mayor Councillor Drew Wickerson	$ 3,317	$15,645	**$18,963**	$ 4,847
7	Councillor Marika Taylor	$1,264	$22,614	**$23,879**	$ 4,847

****The variation in car expenses between Councillors is predominately due to the number of kilometres historically driven.*

Details of the number of meetings attended by each Councillor during the financial year (s186(c) LGR2012)

Meeting Attendance Figures: 1 July 2025 – 30 June 2026

COUNCILLOR	ORDINARY COUNCIL (22 Held)	SPECIAL COUNCIL (12 Held)	AUDIT & BUSINESS IMPROVEMENT COMMITTEE (5 Held)	COMMUNITIES COMMITTEE (9 Held)	INFRASTRUCTURE COMMITTEE (8 Held)	TOTAL
Mayor, Councillor Tony Williams	18	12	0	8	6	**44**
Deputy Mayor, Councillor Drew Wickerson	20	10	0	9	8	**47**
Councillor Shane Latcham	22	12	5	9	8	**56**
Councillor Cherie Rutherford	20	10	0	8	7	**45**
Councillor Elliot Hilse	21	12	0	8	7	**48**
Councillor Grant Mathers	21	12	5	9	8	**55**
Councillor Marika Taylor	21	11	0	9	8	**49**
Councillor Edward Oram	19	11	0	7	6	**43**

Number of Councillor Conduct orders and disciplinary actions

Subsection of the Local Government Act	Description	Number
150I (2)	Chairperson makes an order for unsuitable meeting conduct	0
150IA(2)(b)	If the conduct is unsuitable meeting conduct—make an order reprimanding the chairperson for the conduct.	0
150AH(1)	Disciplinary action against a Councillor in inappropriate conduct	0
150AR(1)	Disciplinary action against a Councillor for misconduct	0

Number of Councillor conduct complaints, notices and referrals

Subsection of the Local Government Act	Description	Number
150P(2)(a)	Complaints referred to the assessor by the local government, a Councillor or Chief Executive Officer	6
150P(3)	Matters referred to the Crime and Corruption Commission by the local government	0
150R(2)	Notices given to the CEO or a Councillor to the assessor about a Councillor's conduct	0
150S(2)(a)	Notices of misconduct given to the assessor by the local government	0
150AF(3)(a)	Occasions where information about misconduct is obtained by the local government during Investigation that is given to the assessor	
Chapter 5A, part 3 division 5	Occasions where the local government asked another entity to investigate suspected inappropriate Conduct of a councillor	
Chapter 5A, part 3 division 6	Applications heard by the conduct tribunal about whether a councillor engaged in misconduct or a conduct breach	
150AC(1)	The total number of referral notices given to the local government.	
150AEA	For suspected conduct breaches the subject of a referral notice mentioned in paragraph (g) above • the total number of suspected conduct breaches; and • the total number of suspected conduct breaches for which an investigation was not started or was discontinued.	0
150AG(1)	The number of decisions made by the local government during the financial year The number of matters not decided by the end of the financial year The average time taken by the local government in making a decision	0

GRANTS AND SPONSORSHIPS

Mayor and Councillors Discretionary Fund

Grants are available to organisations that are a not-for-profit incorporated association (or sponsored by one).

The Local Government Regulation *s201B(5)* prescribes that the maximum amount for Discretionary Funds is 0.1% of revenue from general rates for the previous financial year, being $92, 888.

Funding provides financial assistance to organisations with items such as equipment or incidental costs.

During the 2025-26 financial year, a total of $40,000 was available for distribution to various organisations for community purposes through the Mayor and Councillors Discretionary Fund as per the local government discretionary fund *LGRs189(2)(a)*.

Division	Councillor	Amount Spent
Mayor	Tony Williams	$5,000.00
Division 1	Cr Shane Latcham	$5,000.00
Division 2	Cr Elliot Hilse	$5,000.00
Division 3	Cr Grant Mathers	$4,875.00
Division 4	Cr Edward Oram	$5,000.00
Division 5	Cr Cherie Rutherford	$2,800.00
Division 6	Deputy Mayor Cr Drew Wickerson	$5,000.00
Division 7	Cr Marika Taylor	$5,000.00
	Totals include all requests submitted and approved by 30 June 2026.	

Summary of expenditure from each Councillor's discretionary fund detailing organisation, amount and purpose

2025-2026 Councillors Discretionary Fund

Mayor Councillor Tony Williams

Organisation	Purpose of Donation	Amount
Rockhampton 60 & Better Program Inc	Financial Support for the Great Gatsby themed fancy-dress ball to celebrate Seniors Month	$300.00
Life Education Central Queensland	Financial support towards visits to Depot Hill State School and Park Avenue State School to deliver Healthy Harold educational program	$500.00
Meals on Wheels	Financial support towards Volunteer Christmas Luncheon	$500.00
Nihon Shotokan Karate Rockhampton	Financial support towards fundraising for Athletes representing Australia	$300.00
Central Queensland Family History Association	Financial support towards 40th anniversary event	$500.00
Capricorn Animal Aid	Financial support towards the chair hire fee for Cent Sale Fundraiser	$200.00
Suncare Community Services Inc	Financial support towards the purchase of lucky door prizes from Seniors Lunch	$100.00
Central QLD Military Museum	Financial support towards insurance costs for fundraiser	$1,000.00
Salvation Army Red Shield Appeal	Financial Support towards the Red Shield Appeal	$1,000.00
Hands of Compassion World Aid Inc	Financial support towards the Rockhampton Food Bank	$600.00
	Total:	**$5,000.00**

Councillor Shane Latcham – Division 1

Organisation	Purpose of Donation	Amount
St Anthony's Catholic Primary School - P&F Association	St Anthony's Family Fun Day 16 August 2025 - Fundraising Event - Major Raffle Donation - Rockhampton Zoo Animal Encounter value	$300.00
Central Queensland Nepalese Association	To support the TEEJ Festival 2025	$500.00
Rockhampton 60 & Better Program Inc	Financial Support for the Great Gatsby themed fancy dress ball to celebrate Seniors Month	$200.00
Neighbourhood Watch North Rockhampton 4	Financial support for Drink Rite Night program	$500.00
Parkhurst State School P&C Association	Financial support towards junior swimming program and bus costs	$1,000.00
The Rockhampton Men's Shed	Financial support towards upgrades to hardware and software	$750.00
Rockhampton Mountain Bike Club	Financial assistance to purchase maintenance consumables	$500.00
Meals on Wheels Rockhampton	Financial support for volunteers fuel vouchers	$750.00
Full Draw Field Archer	Financial assistance to purchase protective lock covers	$500.00
	Total:	**$5,000.00**

Councillor Elliot Hilse – Division 2

Organisation	Purpose of Donation	Amount
Diggers Memorial Bowls Club	Financial assistance towards the upcoming one-day Bowls Carnival - mens, ladies and mixed competitions	$500.00
QCWA Frenchville Branch	Funds for ingredients and materials to promote the QLD health & wellbeing QCWA Country Kitchen Program Activities within the community	$500.00
Rockhampton Horticultural Society	Financial support towards prize money for the 2026 Agricultural Show plant and flower show hosted by the Rockhampton Horticulture Society	$500.00
Rockhampton Mountain Bike Club Inc	Financial support towards bike repair stands for First Turkey Mountain Bike Reserve	$500.00
Mount Archer State School Community Hub	Financial support for Community Hub events such as playgroup, parent connect programs and social groups	$500.00
Tu Te Awaroa Rockhampton	Financial support for the Annual Community Day on 6 February 2026	$300.00
Mount Archer State School Community Hub	Financial Support to fund Community Hub Baby Essentials	$500.00
QCWA Frenchville Branch	Financial support to fund a free country kitchens "cooking on a budget" workshop	$500.00
Nihon Shotokan Karate Rockhampton	Financial support towards fundraising for Athletes representing Australia	$300.00
Meals on Wheels Rockhampton	Financial support towards July 2026 seniors event	$900.00
	Total:	**$5,000.00**

Councillor Grant Mathers – Division 3

Organisation	Purpose of Donation	Amount
ChaplainWatch Inc	Financial support towards Rockhampton Night 4 NightWatch fundraising event - 14 October 2024	$1,000.00
Rockhampton and District Historical Society Inc	Financial support towards book scanner to assist with preserving historical records	$1,000.00
Multicultural Australia	Provision of lunch for the 2026 Hands of Support (Homeless Connect) event for approx 300 people	$590.00
Capricorn Animal Aid	Financial assistance towards the hire of Bauhinia House for cent sale fundraiser	$500.00
Nihon Shotokan Karate Rockhampton	Financial support towards fundraising for Athletes representing Australia	$300.00
Kingsley College P&F Inc	Financial support for the Girls STEM Team	$500.00
North Rockhampton Senior Citizens Club Inc	Financial support toward 2026 lunch event	$985.00
	Total:	**$4,875.00**

Councillor Edward Oram – Division 4

Organisation	Purpose of Donation	Amount
Mount Morgan Agricultural Show Society Inc	Annual sponsorship of Lucky Exhibitor prizes at Mount Morgan Show	$300.00
Bouldercombe Progress Association Inc	Community Christmas Fair annual ham wheel	$500.00
Bouldercombe State School P&C Association	Financial assistance towards essential safety equipment to use during school-wide events	$500.00
Gracemere Progress Association	Halloween Event Funding - supply of materials for construction of maze.	$900.00
The Salvation Army - Kabra	Financial support towards the community Christmas carols at Kabra	$400.00
Bouldy Buddy's Playgroup	Financial assistance towards end of year celebrations for community group	$500.00
One Another Church	Financial support towards glow stick give-away for Gracemere Community Christmas Carols	$100.00
Gracemere RSL Ladies Auxiliary	Financial assistance for purchase of new chairs for the RSL Club House	$500.00
Gracemere Bowl Club	Financial assistance for the Ladies Four Carnival - 2 March 2026	$400.00
Gracemere Lake Golf Club	Financial support for the Junior Golf program and purchase of junior equipment	$200.00
One Another Church	Financial assistance to purchase a table tennis table for Fun Friday Kids Club	$160.00
Bouldercombe Strate School P&C Association	Financial assistance towards the purchase of an interactive fundraising goal tracker sign	$140.00
The Gracemere Youth Support Circle	Financial support towards the purchase of a coffee machine for youth group	$315.00
Bouldercombe Progress Association Inc	Financial assistance towards the purchase of a new hose and sprinkler	$85.00
		Total: $5,000.00

Councillor Cherie Rutherford – Division 5

Organisation	Purpose of Donation	Amount
Central QLD Military Museum	Financial Support towards insurance costs	$300.00
Meals on Wheels Mount Morgan	Financial support for volunteers fuel vouchers	$500.00
Queensland Country Women's Association	Financial support for QCWA Ridgelands branch for hall maintenance	$500.00
Meals on Wheels Rockhampton	Financial support towards volunteers essentials	$1,000.00
Rockhampton Special School P and C Association	Financial assistance towards the purchase of movement-based playground equipment	$500.00
		Total: $2,800.00

Deputy Mayor Councillor Drew Wickerson – Division 6

Organisation	Purpose of Donation	Amount
Multicultural Australia	Provision of lunch for the 2025 Hands of Support (Homeless Connect) event for approx 300 people	$800.00
Rockhampton Golf Club	Financial assistance for the 2025 Rockhampton Golf Club's ladies closed open championship	$500.00
St Vincent de Paul (Vinnes - Support Centre)	Financial assistance for the 2025 Hands of Support Event - joint donation between Foodbank and Vinnes to provide food donations	$120.00
Lively Knitters	Financial assistance to purchase wool, material and labels for items made for Hands of Support and other charitable organisations in Rockhampton	$500.00
Rockhampton 60 & Better Program Inc	Financial Support for the Great Gatsby themed fancy dress ball to celebrate Seniors Month	$500.00
Life Education Central Queensland	Financial support towards visits to Depot Hill State School and Park Avenue State School to deliver Healthy Harold educational program	$500.00
Bajool School of Arts Hall Committee	Support for the 110 Year Bajool School of Arts Hall celebration	$700.00
Meals on Wheels	Financial support towards Volunteer Christmas Luncheon	$500.00
Central QLD Military Museum	Financial Support towards insurance costs	$880.00
	Total:	**$5,000.00**

Councillor Marika Taylor – Division 7

Organisation	Purpose of Donation	Amount
Central QLD Family History Association	Financial support for software licenses for genealogy research for the benefit of members and community visitors	$475.00
Southern Suburbs Hockey Club	Financial assistance for the Southern Suburbs Hockey Club 60 Year Anniversary event on Saturday, 20 September 2025.	$250.00
Life Education Central Queensland	Financial support towards visits to Depot Hill State School and Park Avenue State School to deliver Healthy Harold educational program	$500.00
Park Avenue State School Parents & Citizens Association	Financial assistance for sustainability projects	$500.00
Hands of Compassion World Aid Inc	Financial support for Rockhampton Food Bank Shirts	$500.00
Tayla Black and Murphy Margaret Inc	Financial Support for Rocky River Run refreshment stall	$500.00
Rockhampton BMX Club	Financial assistance towards purchasing club shirts for officials	$250.00
Central Queensland Family History Association	Financial Assistance to purchase maintenance equipment	$600.00
Glenmore Bulls Australian Football Club Inc	Financial Support towards sports trainer appliances and equipment	$1,000.00
Colts Rugby Union Club Rockhampton	Financial assistance towards to the purchase of equipment for clubhouse canteen	$425.00
	Total:	**$5,000.00**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11.5 DRAFT 2027-2032 CORPORATE PLAN

File No:	**2200**
Attachments:	**1. Draft 2027-2032 Corporate Plan - Commitments, Goals and Efforts⇩** **2. Draft 2027-2032 Corporate Plan - Commercial Business Units - Activities and Objectives⇩**
Authorising Officer:	**Evan Pardon - Chief Executive Officer**
Author:	**Shannon Jennings - Manager of Legal & Governance**

SUMMARY

The following draft documents are presented to Council for endorsement to undertake community consultation:

(a) Draft 2027-2032 Corporate Plan – Commitments, Goals and Efforts; and

(b) Draft 2027-2032 Corporate Plan – Commercial Business Units - Activities and Objectives.

OFFICER'S RECOMMENDATION

THAT Council:

1. receive the report and provide endorsement of the following documents attached to the report:
   (a) Draft 2027-2032 Corporate Plan – Commitments, Goals and Efforts;
   (b) Draft 2027-2032 Corporate Plan – Commercial Business Units - Activities and Objectives; and
2. undertake community consultation and engagement on the proposed draft Commitments, Goals and Efforts.

COMMENTARY

The *Local Government Act 2009* and *Local Government Regulation 2012* require Council to prepare and adopt a five-year Corporate Plan. Council's current Corporate Plan covers the 2022-2027 period and ends on 30 June 2027.

The proposed Corporate Plan for the 2027-2032 period is scheduled to be presented to Council for adoption in February 2027.

This report seeks Council's endorsement of the following draft documents as the basis for community consultation and engagement before the proposed 2027-2032 Corporate Plan is presented for adoption:

(a) Draft 2027-2032 Corporate Plan – Commitments, Goals and Efforts **(Attachment 1)**; and

(b) Draft 2027-2032 Corporate Plan – Commercial Business Units - Activities and Objectives **(Attachment 2)**.

The draft Corporate Plan consists of five themes: Our Council, Our Community, Our Economy, Our Environment and Our Infrastructure. Each theme contains a commitment statement, goals and efforts.

Subject to Council's endorsement of the attached drafts, digital community consultation and engagement on the draft Commitments, Goals and Efforts will commence through Council's Engage Rockhampton website by the end of November 2026.

In accordance with the *Local Government Regulation 2012***,** Council must adopt its five-year Corporate Plan in sufficient time to allow a budget and annual operational plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Plan. Council must discharge its responsibilities in a way that is consistent with its five-year Corporate Plan.

Council's Corporate Plan must include an outline of the objectives for each commercial business unit along with the nature and extent of the significant business activity the commercial business unit will conduct.

PREVIOUS DECISIONS

A Councillor workshop was conducted on 4 September 2026 to discuss preparation of a new Corporate Plan for 2027-2032. A further briefing session was held on 14 October 2026 to consider the proposed draft Corporate Plan commitments, goals and efforts.

BUDGET IMPLICATIONS

Council must adopt its five-year Corporate Plan in sufficient time to allow its annual budget and annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Plan.

LEGISLATIVE CONTEXT

Council has legislative requirements under the *Local Government Act 2009* and *Local Government Regulation 2012* to prepare a five-year Corporate Plan and an annual Operational Plan.

Section 165 of the *Local Government Regulation 2012* requires local governments to:

(a) Prepare a five-year Corporate Plan for each period of five financial years;

(b) Adopt its five-year Corporate Plan in sufficient time to allow a budget and annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Plan; and

(c) Discharge its responsibilities in a way that is consistent with its five-year corporate plan.

Under section 166 of the *Local Government Regulation 2012,* Council's five-year Corporate Plan must:

(a) Outline the strategic direction of the local government;

(b) State the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area; and

(c) Include the following information for each commercial business unit:

  (i) An outline of the objectives of the commercial business unit; and

  (ii) An outline of the nature and extent of the significant business activity the commercial business unit will conduct.

Consideration has been given to the human rights protections under the *Human Rights Act 2019* and the application of these rights to this matter. The assessment has determined that no human rights are impacted by the proposed decision.

LEGAL AND RISK IMPLICATIONS

Failure to adopt a Corporate Plan will result in legislative non-compliance.

CORPORATE/OPERATIONAL PLAN

The Corporate Plan will provide strategic direction for Council officers and the community. Each annual Operational Plan will align with the Corporate Plan's goals and efforts and advise how Council intends to address the 2027-2032 Corporate Plan goals over the relevant financial year.

CONCLUSION

Council endorsement is sought for the draft 2027-2032 Corporate Plan – Commitments, Goals and Efforts and the draft Commercial Business Units - Activities and Objectives. Council approval is also sought to commence digital community consultation and engagement on the draft 2027-2032 Corporate Plan.

DRAFT 2027-2032 CORPORATE PLAN

Draft 2027-2032 Corporate Plan - Commitments, Goals and Efforts

Meeting Date: 10 November 2026

Attachment No: 1

Commitments, Goals and Efforts

1. OUR COUNCIL

Our commitment: We will prioritise projects, programs and services through rigorous planning, sound financial management and transparent decision-making. We will engage with the community and advocate on their behalf.

We will value the contributions of our staff and ensure that their wellbeing and safety is a priority.

Goal		Efforts	
1.1	**We are financially responsible and deliver value for money through disciplined prioritisation, transparent governance and measurable budget savings**	1.1.1	We prioritise our projects, programs and operational activities effectively to achieve our long term goals
		1.1.2	Our budgets are financially sustainable, support informed decision-making and provide value and accountability to the community
		1.1.3	We apply effective governance, transparent reporting and accountable decision-making practices
		1.1.4	We pursue and advocate for funding that enables us to deliver our planned priorities and supports our financial sustainability
1.2	**We are trusted and recognised for meaningful engagement, effective advocacy and measurable contributions to the Region**	1.2.1	We have a strong relationship with the community, built on trust, communication and shared goals for the Region
		1.2.2	We build strong and respectful working relationships with stakeholders in all levels of government to support shared priorities for the Region
		1.2.3	We advocate for decisions, investments and partnerships that deliver benefits for our community and the Region
		1.2.4	We maintain productive and respectful relationships with neighbouring regions to strengthen collaboration, shared advocacy and regional outcomes
1.3	**We provide excellent service and have a strong organisational culture**	1.3.1	We foster a safe, engaged, responsive, professional and accountable workplace culture that supports performance, wellbeing and service excellence
		1.3.2	We value the contributions of staff and volunteers and recognise their service to the workplace and the Region

2. OUR COMMUNITY

Our Commitment: We will engage with the community to understand their needs and priorities, and plan, deliver and maintain facilities, services and programs that meet their needs.

Goal	Effort
2.1 Our places and spaces are planned and maintained to support the liveability and diversity of our communities	2.1.1 We plan, maintain and optimise community assets so they are fit for purpose, well utilised and aligned to demonstrated community needs 2.1.2 We invest in sport, recreation and cultural facilities that encourage community participation, support community wellbeing and attract regional events 2.1.3 We maintain our public places and spaces through planned, prioritised and cost-effective practices that support service standards
2.2 We support our communities through our activities and programs	2.2.1 We engage with our communities to understand their needs, priorities and expectations 2.2.2 We provide opportunities for people to contribute to their communities 2.2.3 We support our people and community groups through our programs and resources 2.2.4 We are trusted advocates and facilitators who engage with communities, government and stakeholders to achieve shared outcomes for the Region
2.3 Our Region's heritage and culture are preserved and celebrated	2.3.1 Our facilities, services and programs support creative expression, cultural participation and preservation of the Region's heritage 2.3.2 We acknowledge and celebrate the Region's cultural diversity

3. OUR ECONOMY

Our commitment: We will support sustainable economic growth through strategic planning, investment attraction and the delivery of projects that create long-term value for the Region.

Goal		Effort	
3.1	**We plan for sustainable growth that supports the future needs of the community, business and industry**	3.1.1	We maintain an understanding of the Region's economic strengths, opportunities, risks and challenges
		3.1.2	Our strategic planning supports population growth, investment attraction and sustainable economic development
		3.1.3	We support businesses and industries to adapt and capitalise on emerging economic opportunities
3.2	**Our Region is an attractive and competitive place to invest, operate and grow a business**	3.2.1	We support projects that deliver sustainable economic growth, employment opportunities and regional investment
		3.2.2	We advocate for the Region with all levels of government and support non-Council projects that benefit the Region
		3.2.3	We work collaboratively with business, industry partners and stakeholders to achieve economic outcomes
3.3	**Our Region is recognised as a destination to live, visit and invest**	3.3.1	We promote our Region's unique strengths, experiences and opportunities to attract visitors, residents and investment
		3.3.2	We invest in places, facilities and events that enhance liveability, increase visitation and economic activity
3.4	**We support our Region's economy through our projects and activities**	3.4.1	We plan and deliver significant projects that provide ongoing, sustainable economic benefits, demonstrate value for money and support the Region's long-term priorities
		3.4.2	Our infrastructure and community assets are planned, prioritised and managed to support economic growth, productivity and investment attraction

4. OUR ENVIRONMENT

Our commitment: We will demonstrate environmental leadership through responsible resource management, sustainable practices and informed decision-making.

Goal		Effort	
4.1	**Our Region is resilient and prepared to respond to climate-related risks and opportunities**	4.1.1	We identify, assess and manage climate-related risks and opportunities, to support informed decision-making, asset resilience and long-term regional sustainability
4.2	**We pursue innovative, sustainable and responsible environmental practices**	4.2.1	We continually improve environmental performance while meeting or exceeding legislative, regulatory and industry requirements
		4.2.2	We invest in initiatives and opportunities that contribute to the long-term environmental sustainability of the Region
		4.2.3	Our waste management practices support resource recovery, waste reduction and efficient use of resources
		4.2.4	We protect, conserve and enhance natural assets to support environmental, community and economic outcomes

5. OUR INFRASTRUCTURE

Our commitment: We will plan for, invest in, deliver and maintain infrastructure through planning and asset management to meet current and future community needs.

Goal		Effort	
5.1	**Our Region has well-planned, sustainable and resilient infrastructure that meets current and future needs**	5.1.1	Our Council assets are managed and maintained through planned asset management and prioritised investment
		5.1.2	Our future projects are planned and prioritised through capital planning processes that consider community need, risk, affordability and deliverability
		5.1.3	Our significant projects are delivered to support the Region's economy, community and environment

DRAFT 2027-2032 CORPORATE PLAN

Draft 2027-2032 Corporate Plan - Commercial Business Units – Activities and Objectives

Meeting Date: 10 November 2026

Attachment No: 2

Our Commercial Business Units

Fitzroy River Water

Nature and extent of activities

Fitzroy River Water (FRW) is a commercial business unit of Council and is responsible for operating and maintaining water and sewer assets totaling approximately $1.577 billion (replacement value). General functions of these assets include the storage and supply of raw water for agricultural purposes, treatment and distribution of potable water for urban, industrial and commercial uses, collection and treatment of wastewater and discharge of treated effluent.

Objectives

FRW will deliver safe and reliable sewerage and water supply services through innovation, technical expertise, business efficiency, excellence in customer service and commitment to the community and environment.

The key objectives of FRW are to deliver commercially viable water and sewerage services that satisfy adopted and statutory customer service standards whilst also complying with all relevant statutory obligations. 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;
- Manage, improve and augment the assets required to supply the water and sewerage services;
- Be responsive to customer needs;
- Strive to achieve performance targets;
- Optimise operating costs;
- Protect the environment, encourage water conservation and water recycling; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

Rockhampton Regional Waste and Recycling

Nature and extent of activities

Rockhampton Regional Waste and Recycling (RRWR) is a commercialised business unit of Council responsible for delivering integrated waste management, resource recovery and education services across the Region. RRWR provides kerbside waste and recycling collection services, operates regional waste facilities for the acceptance and management of domestic waste and recyclable materials, supports recycling and resource recovery activities and maintains landfill airspace through the environmentally sound operation of the Region's landfill. The business unit also provides strategic leadership in waste management and delivers education, engagement and support programs that promote waste avoidance, resource recovery and sustainable community outcomes.

RRWR will enhance the community by embracing the principles of Council's Waste and Recycling Strategy.

Objectives

RRWR will deliver all services relating to waste management and collection on behalf of Council.

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 avoidance and re-use and support improved recycling behaviours and outcomes; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

Rockhampton Airport

Nature and extent of activities

Rockhampton Airport is a commercial business unit of Council and is a major Australian Regional Airport that services the City of Rockhampton. The Airport is used by both domestic and international airlines using a mix of aircraft including wide-bodied aircraft such as the B747 to B777 and A340 types, as being an alternate for the A380. The Airport is also used during Australian and International military training operations, as well as being an important hub for regional disaster relief efforts.

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

Objectives

Rockhampton Airport will strive to safely deliver aeronautical and non-aeronautical services.

Rockhampton Airport aims to deliver an airport experience that stimulates industry, tourism and economic growth.

The Airport will conduct its activities in line with these objectives:

- 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.

11.6 2026-27 OPERATIONAL PLAN REPORT - QUARTER 1 AND PROPOSED AMENDMENTS TO THE 2026-2027 OPERATIONAL PLAN

File No:	**8320**
Attachments:	**1. 2026-27 Operational Plan Report - Quarter 1⇩** **2. 2026-27 Operational Plan (Proposed Amendments)⇩**
Authorising Officer:	**Evan Pardon - Chief Executive Officer**
Author:	**Shannon Jennings - Manager of Legal & Governance**

SUMMARY

The 2026-27 Operational Plan Quarterly Report for Quarter 1 as at 30 September 2026, pursuant to section 174(3) of the Local Government Regulation 2012 is presented to Council together with proposed amendments to the 2026-27 Operational Plan for Council's adoption.

OFFICER'S RECOMMENDATION

THAT Council:

(a) Receive the 2026-27 Operational Plan Quarterly Report for Quarter 1 as at 30 September 2026; and

(b) Adopt the proposed amendments to the 2026-27 Operational Plan detailed within this report and outlined in Attachment 2 of the report.

COMMENTARY

2026-27 Operational Plan Quarterly Report – Quarter 1

The 2026-27 Operational Plan Quarterly Report for Quarter 1 (1 July 2026 to 30 September 2026) is presented for Council's consideration (**Attachment 1**).

Attachment 1 presents key statistics and performance summaries for each Councillor Portfolio, including commentary on the relevant Key Focus Areas and Significant Capital Projects. It also records the status of each Operational Plan target as 'completed', 'on track', 'not on track' or 'watching', together with progress comments from responsible managers.

For each commercial business unit of Council, the attached report includes a Quarterly Performance Plan Report assessing performance against the financial and non-financial targets in that business unit's adopted Annual Performance Plan for 2026-27.

Overall, the majority of Operational Plan targets are on track this quarter. Comments have been provided in the report against targets that are not progressing on track.

Amendments to 2026-27 Operational Plan

Council's Operational Plan for financial year 2026-27 was adopted by Council on 14 July 2026.

The 2026-27 Operational Plan outlines the actions Council will undertake throughout the 2026-27 financial year to address the outcomes contained in the 2022-2027 Corporate Plan.

Amendments are proposed to 2026-27 Operational Plan actions and targets 3.1.2.1 and 3.2.1.1 in response to unforeseen impacts that have arisen since the plan was adopted. The proposed changes to these two targets are marked up in **Attachment 2** for Council's consideration.

PREVIOUS DECISIONS

The 2026-27 Operational Plan was adopted by Council on 14 July 2026.

BUDGET IMPLICATIONS

In accordance with section 175(1)(a) of the *Local Government Regulation 2012*, the Operational Plan must be consistent with the budget.

LEGISLATIVE CONTEXT

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.

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.

Consideration has been given to the human rights protected under the *Human Rights Act 2019* and the application of these rights to this matter. The assessment has determined that no human rights are impacted by receiving this report.

LEGAL AND RISK IMPLICATIONS

Failure to report on Council's progress towards implementing the Operational Plan every quarter will result in legislative non-compliance.

In accordance with section 175(1)(b)(ii) of the *Local Government Regulation 2012*, the Operational Plan must manage operational risks. The 2026-27 Operational Plan Quarterly Report identifies risks and describes how they are being managed.

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 coming financial year by outlining the actions and targets Council will undertake in accordance with the adopted budget.

The 2026-27 Operational Plan Quarterly Report details the status of the Operational Plan actions against the targets set by Council.

CONCLUSION

Council is asked to consider the 2026-27 Operational Plan Quarterly Report for Quarter 1 as at 30 September 2026 and receive the report. Council is also asked to adopt the proposed amendments to the 2026-27 Operational Plan.

2026-27 OPERATIONAL PLAN REPORT - QUARTER 1 AND PROPOSED AMENDMENTS TO THE 2026-2027 OPERATIONAL PLAN

2026-27 Operational Plan Report - Quarter 1

Meeting Date: 10 November 2026

Attachment No: 1



Quarterly Report

OPERATIONAL PLAN 2026 - 2027

Quarter 1 | July - September

Rockhampton Regional Council

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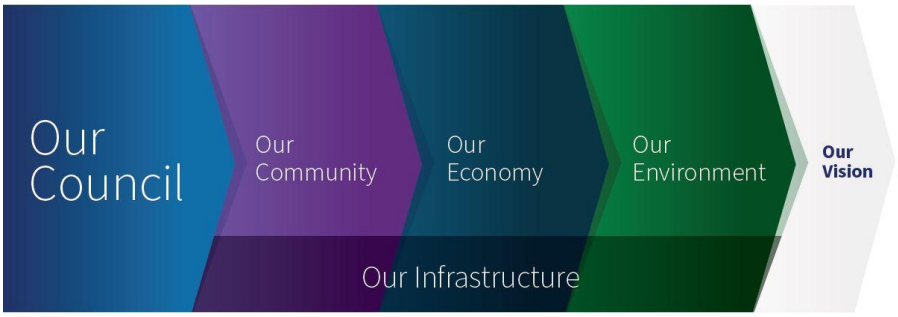
About the Operational Plan

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



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 goals and efforts through the implementation of the Operational Plan.

The report presents portfolio summaries followed by the Operational Plan Targets Progress Report. The summaries provide context on service delivery, operational activities and significant projects.

Each action within the Operational Plan has a target. Progress against these targets is assessed using time, budget-based and other applicable milestones as outlined in reports to Council linked to the relevant initiatives and may be developed during the operational planning process.

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 1 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.



Key Focus Areas

Fiscal Responsibility/Financial Sustainability

Significant Capital Projects

Nil

Key Statistics – Year to Date Figures

59% — **Customer calls answered as per the Customer Service Charter**
Target: 75% of calls answered within 45 seconds

95% — **Maintain the ratio of customer queries satisfied by Customer Service Officers**
(without referral to departments)
Target: 80%

5 — **Lost Time Injuries**
Target: 33 or less per financial year

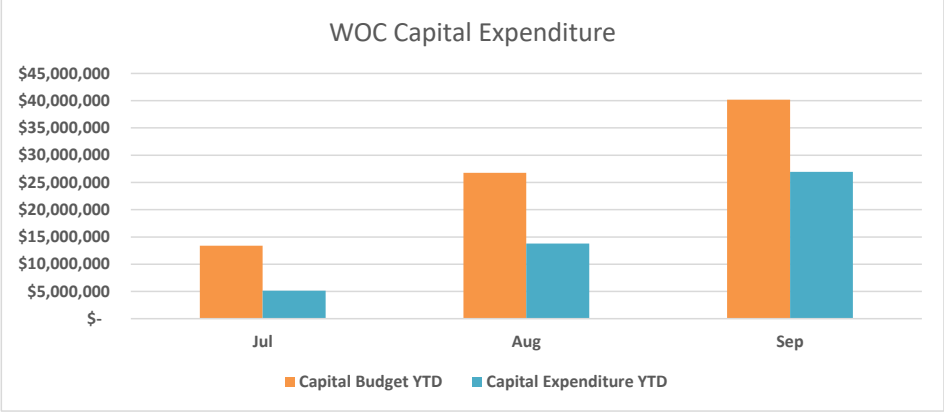
91% — **Suppliers paid within trading terms**
Target: 90%

99% — **'Top 100 Suppliers' under Contract**
Target: 90%

Budget Tracker

Operational Budget Tracker		Capital Budget Tracker	
25%	Budget completed	**25%**	Budget completed
23%	Operational Expenses V Budget	**17%**	Capital Expenses V Budget
41%	Operational Revenue V Budget	**57%**	Capital Revenue V Budget

Capital Spend Chart





Councillor Portfolio Summaries

Whole of Council

Customer Service

During Quarter 1, the Customer Service team achieved a service level of 59% against the target of answering 75% of calls within 45 seconds. A total of 21,756 calls were presented.

This has been an extremely busy period, driven by several key factors that generated high volumes of phone enquiries that has impacted the service level:

- Enquiries regarding budget adoption;
- Dog Registration: Due dates for registrations, new dog registrations, and SMS reminders;
- Rates: Due dates, SMS reminders, and payment arrangement enquiries;
- Systematic Inspection Program: Focused on the Frenchville area; and
- Enquiries for Bin Health Check program.

Despite the high volume of enquiries during Quarter 1, Customer Service Officers resolved 95% of customer queries without referral to departments, exceeding the target of 80%. This demonstrates the team's strong one-stop service approach, with majority of customer enquiries handled at the first point of contact.

Information and Communication Technology (ICT) Strategic Plan

Projects aligned with the ICT Strategic Plan were progressed in Quarter 1. Projects and activities of note include:

- Pathway UX progressed through testing, training, work instructions and rollout preparation;
- Pathway SaaS readiness advanced through integration review and technical preparation;
- Teams Calling and Call Centre implementation commenced, including technical design, discovery and user readiness;
- Riskware R3 progressed towards go-live, with mobile readiness and support arrangements reviewed;
- Microsoft 365 initiatives advanced, including Copilot readiness, information governance and Power BI/Fabric reporting;
- Capital Works Project Framework setup progressed to implement a pilot in TechOne Project Lifecycle Management module;
- Cyber security remediation, patching improvements and incident response exercise planning continued;
- The Digital Business Strategy progressed through stakeholder review and preparation for executive consideration;
- The Airport Flight Information Display System upgrade progressed towards final handover and support; and
- Infrastructure, operational technology and project governance improvements continued.

Finance

Council submitted the 2026-2027 Long Term Financial Forecast (LTFF) to the Queensland Treasury Corporation on 28 August 2026 to support its application for the 2026-27 borrowing program. No new borrowings were proposed for 2026-27; the application instead sought approval to establish Council's existing Working Capital Facility (WCF) as an ongoing arrangement. The Forecast included draft, unaudited 2025-26 actuals, and any audit-related changes are to be incorporated into an updated version. Council adopts a LTFF with each Budget Adoption and Revision and uses it when planning capital projects and making operational decisions.



The first review of the 2026-2027 Budget has commenced however this process will not conclude until Quarter 2.

Health, Safety and Wellbeing Strategy

The Riskware Migration Project is the transition of Council's risk management platform from the end-of-life Riskware R2 system to the modern Riskware R3 cloud platform. This upgrade will enhance safety processes, improve reporting accuracy, and provide a more user-friendly experience across Council.

The Riskware R3 project continues to track on schedule with final User Acceptance Testing (UAT) being conducted for the Injury Management module; training for affected users has also commenced with positive engagement so far. The 2026–2031 Health, Safety and Wellbeing Strategy has been endorsed by Council's Leadership Team. Leadership engagement workshops have been completed with both the Leadership Team and Wider Leadership Team to support strategy implementation. Priority focus areas identified through these workshops are currently being reviewed and incorporated into implementation planning, including the assignment of responsibilities and delivery timeframes.

Work Health and Safety Performance Measures Procedure

The Work Health and Safety Performance Measures Procedure for 2026-27 has been drafted and will be submitted to Council's CEO for approval. The purpose of this document is to detail the performance measures that will be monitored and reported on for the relevant financial year and the associated targets and thresholds. The measures are aimed at evaluating the effectiveness of systems, processes and procedures implemented to prevent injury and disease and to assist in identifying areas of improvement.

Indicators for 'Lost time injury claims' and 'Days lost due to injury' have both decreased compared to Quarter 1 of 2025-26. The indicator for 'Corrective action completion' is sitting at 95% compliance against its target of 90%.



Our Community

OUR COMMITMENT We will engage with the community to provide facilities that meet their needs, and have Service Delivery Standards and measures for key areas.

Key Focus Areas

Community Needs

Significant Capital Projects

Rockhampton Sports Precinct Stage 1 – Netball

Key Statistics – Year to Date Figures

100% **Drinking water quality achieved**
Target: >98% | Compliance with industry standard

2.0 **Sewage overflows to customer property**
Target: <5 | Number per 1,000 connections

184K **People through Council's community facilities**
(includes libraries, Pilbeam Theatre, Heritage Village, Showgrounds & Museum of Art)

Councillor Portfolio Summaries

Communities, Culture and Heritage

Council's cultural and community facilities attracted strong participation during Quarter 1, delivering a diverse program of arts, cultural, heritage and community activities across the Region.

The Pilbeam Theatre presented a strong program of professional and community performances, including shows by Graeme Connors, Kate Ceberano and Tom Gleeson, along with major productions such as A Taste of Ireland, Calamity Jane and Bangarra Dance Theatre's Horizon. School productions and community events also continued to provide valuable opportunities for local participation and audience engagement.

The Walter Reid Cultural Centre continued to support local artists, creative practitioners and emerging performers through exhibitions, performances and community events. Arts on the Fringe Open Day attracted more than 800 visitors, while programs delivered in partnership with the Rockhampton Youth Orchestra and Queensland Theatre provided development opportunities for young people across the Region.

The Rockhampton Museum of Art delivered a highly successful Quarter 1, highlighted by the launch of the 2026 Gold Award, the nationally significant exhibition Too Deadly: Ten Years of Tarnanthi, and major exhibitions including David Sawtell: Burdens of Light, re/JOY: Vipoo Srivilasa and RMOA Collection: Neighbourhood. Visitation exceeded expectations, supported by a strong program of exhibitions, education initiatives and community engagement activities.

The Rockhampton Heritage Village experienced strong visitation, recording its highest September school holiday attendance in five years. Markets, tours, educational programs and venue hires continued to attract visitors, while infrastructure improvements enhanced accessibility and visitor experience across the precinct.



Rockhampton Regional Libraries delivered a range of literacy, learning and community programs, including a record-breaking Book Week that distributed more than 2,100 books to children across the Region. Popular initiatives such as Storytime at the Zoo, school holiday activities and community outreach programs continued to strengthen participation and lifelong learning opportunities.

Council also continued to support community-led initiatives through the Community Assistance Program, with $61,750 awarded to local organisations through Round 1, while Round 2 applications remain open. The 2026 CapriCon Pop Culture Convention attracted 6,107 attendees and delivered positive economic and community outcomes for the Region.

Infrastructure

Long term infrastructure plans and asset management plans are essential to the efficient delivery of our infrastructure assets and to ensure effective delivery of Council services. This year, asset management plans will be updated for Council's Bridges and Major Culvert Assets, Unsealed Road Network Assets and Footpath Assets. These plans will then be utilised to assist in the development of future capital and operational budgets. The review of these Asset Management Plans will commence in Quarter 2.

Parks, Sport and Public Spaces

Rockhampton Sports Precinct Stage 1 – Netball

This project will deliver Stage 1 of the Rockhampton Sports Precinct, focused on the construction of new netball facilities as the first phase of the broader multipurpose sports hub, providing high-quality community and sporting infrastructure, supporting local health and wellbeing while enabling regional, state and national level competition and events. Stage 1 of the Netball component tender has been awarded, with construction planned to commence in Quarter 2. Land tenure matters have been resolved, with Council receiving freehold over the site. Whole-of-site detailed design is underway and progressing in line with the program, with completion targeted for December 2026. Project Validation Report and Detailed Business Case work has been remobilised for completion in December 2026.

Whole of Council

Council's Local Housing Action Plan was developed through a joint initiative involving the Queensland Government, Rockhampton Regional Council and the Local Government Association of Queensland (LGAQ) to respond to a range of immediate, emerging, and longer-term housing challenges in the Rockhampton region. During Quarter 1, Council continued to progress priority social and affordable housing initiatives through stakeholder engagement, project facilitation and strategic planning activities. Key work has included advancing opportunities to unlock Council-owned land to facilitate social and affordable housing development, supporting housing partners and proponents to progress priority projects, and undertaking evidence-based analysis to inform the review of the Local Housing Action Plan and identify future housing opportunities in priority locations.



Our Economy

OUR COMMITMENT

We will deliver and implement economic development strategies and plans to support future growth opportunities.

We will have Performance Plans for our commercial businesses, and plans for all major areas of Council and monitor our progress.

Key Focus Areas

Economic Development and Future Growth

Significant Capital Projects

Nil

Key Statistics – Year to Date Figures

184K **Airport passenger movements**
Target: 625,000 per financial year

0 **New Lots created**

68 **Development Applications lodged**

626 **Building Applications lodged**

1.0% **Region's Residential Vacancy Rate**

4.2% **Rockhampton Local Government Area Unemployment Rate**

85% **Region's Accommodation Occupancy Average**

Councillor Portfolio Summaries

Economic Development and Airport

During Quarter 1, the development of a strategic framework commenced to guide Council's future approach to event investment and delivery. The framework will support a more consistent, sustainable and evidence-based approach to determining which events Council delivers directly, supports through sponsorship or in-kind assistance, or partners to deliver with external organisations.

Economic Development

Throughout Quarter 1, Council pursued opportunities to convert the Region's competitive advantage into investment and economic outcomes across defence, mining and resources, and agriculture. Through the Central to Defence (CTD) initiative, the Gateway to the Pacific Strategic Plan was launched in July 2026, with a key focus on a defence logistics hub and short-term accommodation for Rockhampton. A CTD delegation travelled to Canberra in September 2026 to lobby the Australian Government and federal stakeholders for expanded regional defence investment. In mining and resources, focus has been on leveraging Rockhampton's location, workforce and industrial capability



to promote the Region as a strategic hub with Council having a significant investment-attraction presence at the Queensland Mining Expo in July 2026. In agriculture, Council progressed the South Yaamba Irrigation Development Business Case towards finalisation, with a Council report to be delivered in October 2026. This business case will investigate the feasibility of irrigation developments enabling extensive horticultural development and food manufacturing opportunities in South Yaamba, supported by food manufacturing and logistics opportunities in the Gracemere and Parkhurst Industrial Areas.

In Quarter 1, Council delivered five Advance Rockhampton Business and Industry Engagement events which were attended by approximately 340 participants. An additional three business events were supported but delivered by other stakeholders.

Tourism and Destination Marketing

Tourism and Destination Marketing activity remained strong throughout Quarter 1, driven by targeted destination campaigns, event promotion and visitor servicing. The Busby's On Tour campaign continued to showcase Rockhampton's natural, affordable and family-friendly experiences, while Fishing the Fitzroy activity highlighted the Region's reputation as a premier fishing destination and promoted key fishing events and experiences.

Marketing activity through CapriCon 2026 further increased destination exposure and supported visitation from key markets. The Explore Rockhampton Visitor Information Centre visitation strengthened throughout Quarter 1 as the nomad season gained momentum, welcoming 3,866 visitors, reflecting strong nomad and drive market visitation across the winter season.

Progress also continued on key destination marketing projects, including development of a refreshed Rockhampton Destination Guide and the ongoing redevelopment of the Explore Rockhampton website to ensure visitor information remains current, engaging and accessible.

Planning and Regulation

The Rockhampton Region Planning Scheme Major Amendment is due shortly to commence the State Interest Review process. This is a major review intended to keep the planning scheme fit for purpose and up to date with the growing needs of the community and development industry.

Whole of Council

Council are progressing actions identified within the Rockhampton Region 2032 Olympic and Paralympic Games Delivery Plan, with a current focus on the planning phase to prepare both Council and the Region for the opportunities and demands associated with the 2032 Games.

Key activities are centred on ensuring a strong legacy focus for the Region while supporting a coordinated and effective operational response to Games delivery in partnership with the Olympic and Paralympic Games Office (OPGO), the Games Independent Infrastructure and Coordination Authority (GIICA) and other 2032 Games delivery stakeholders. This includes progressing the Flatwater Venue feasibility and validation reporting requirements, participating in City Readiness programs, and contributing to a range of working groups established to identify, assess and address planning, infrastructure, operational and legacy considerations.

These activities are intended to ensure Council and regional stakeholders are well positioned to support Games planning and delivery, maximise long-term community benefits, and facilitate the successful hosting of Games-related activities within the Rockhampton Region.



Our Environment

OUR COMMITMENT We will deliver environmental sustainability strategies and plans.

Key Focus Areas

Nil

Significant Capital Projects

Nil

Key Statistics – Year to Date Figures

50% **Waste diversion from landfill**
Target: 72-78% by 2040

93% **Sustainability Action Plan initiatives on track**
Target: >90%

Councillor Portfolio Summaries

Environmental Sustainability

The Climate Resilient Rockhampton Region (CRRR) project aims to improve Council's ability to plan for and respond to emerging climate risks and opportunities. This project is being guided by the Climate Risk Management Framework for Queensland Local Government, which was developed through the Local Government Association of Queensland's Climate Resilient Councils program. Phase 2 of the Climate Risk Management Framework has now been scoped, with proposed next steps identified to support implementation, subject to resourcing and section priorities.

The Sustainability Team supported by Council's Sustainability Executive Group, prepared the FY2025-26 Sustainability Year in Review, and facilitated the quarterly workshop on 16 July 2026. Council endorsed the annual Year in Review report on 15 September 2026 and shared the report with the community. The 2026-27 Sustainability Action Plan was also endorsed by the Sustainability Strategy Executive Group on 16 July 2026.

Waste and Recycling

Community Engagement and Education

Council continues to actively engage and educate the community on correct waste disposal practices to improve resource recovery outcomes. Community engagement pop-up stalls are delivered across the Region, providing residents with practical waste and recycling advice, educational resources and opportunities to share their recycling knowledge through community surveys. In Quarter 1, Council delivered two community engagement pop-up stalls.

Council provides guided tours of the Lakes Creek Road Waste Management Facility and Garbage Truck 'Show and Tell' sessions to increase community understanding of its waste management services and processes. In Quarter 1, Council delivered two guided facility tours and one 'Show and Tell' session for local educational institutions.

Engagement with local schools continues through Council's Recycling Hero School Program, which supports schools to improve waste management practices both within the school environment and at home. Participating schools receive educational resources, classroom presentations and tailored behaviour change initiatives aimed at reducing waste generation and increasing recycling. As at Quarter 1, 23 local schools are participating in the program.



Planning is also underway for the return of the Upcycle Village Fair on 14 November 2026, a free community event promoting reuse, upcycling and resource recovery by encouraging residents to give unwanted items a second life rather than sending them to landfill. This year, the event will form part of the Garage Sale Trail, providing residents with an opportunity to host their own second-hand stall at the Fair. The event will also showcase Council's waste reduction and resource recovery initiatives, including recycling drop-off facilities, reuse shops and the Upcycle Village, helping residents better understand the practical options available to reuse, recycle and reduce waste to landfill.

Residential Recycling Program

As part of Council's annual Residential Recycling Program, Council has again launched the Let's Get It Sorted (LGIS) campaign, incorporating digital and print advertising, social media and educational resources to encourage correct household recycling behaviours and reduce contamination.

Supporting the campaign, Council recommenced its Intensive Bin Health Check Program across Norman Gardens, Gracemere, West Rockhampton, Frenchville and Mount Morgan. The program commenced in September 2026, with 1,000 randomly selected households receiving three visual bin health checks across three consecutive fortnightly recycling services. The checks assess recycling quality, identify contamination in yellow-lid recycling bins and identify recyclable materials being lost to general waste. Participating households receive an individual bin health rating, tailored feedback and educational resources to support improved recycling practices. Program results will also provide valuable insights into local recycling behaviours and help inform future education, communication and contamination-reduction initiatives. Further information on the Bin Health Check Program and household recycling is available through Council's Engage Rockhampton Region project page and the RRWR website.

Council has also relaunched the BINfluencer Competition, encouraging residents to demonstrate positive recycling behaviours. Residents can self-nominate as a BINfluencer for the opportunity to win one of six prizes, providing a fun and engaging way to recognise and reinforce positive household recycling behaviours.

Reuse and Repair Initiatives

Council's waste management facilities also support a range of reuse and repair initiatives, including The Tinkerage and Reuse Shops. These initiatives extend the life of reusable materials, reduce waste to landfill and provide opportunities for the community to participate in practical reuse, repair and upcycling activities.

Key Quarter 1 outcomes included:

- Affordable reuse opportunities: More than 341 tonnes of reusable materials were recovered and processed through Council's Reuse Shops, providing the community with access to affordable recovered goods while diverting valuable materials from landfill;
- Community education and skill development: The Tinkerage delivered 29 community workshops, providing participants with hands-on opportunities to develop practical skills in repairing, refurbishing and upcycling items that may otherwise have been discarded; and
- Supporting community groups and charities: More than two tonnes of reusable items were redistributed to local community organisations and charities, extending the useful life of these materials while delivering broader community benefit.

Lakes Creek Road Landfill Masterplan

Works are progressing for the construction of Stage 1 Final Landfill Capping of the northeast section of the Piggy-Back landfill site and scheduled for completion by January 2027. Early preparation has commenced regarding planning and scoping for Stage 2 Final Landfill Capping.



Early works are progressing for the Fire Protection System Upgrade to the Waste Transfer Station building located at the Lakes Creek Road Waste Management Facility. This upgrade will include sprinklers throughout the building and deluge over the waste receival pit. Works are scheduled to be completed within 2026-27.



Our Infrastructure

OUR COMMITMENT We will undertake asset management and planning, and will work within our projects priorities to provide infrastructure to support the community.

Key Focus Areas

Infrastructure Planning

Significant Capital Projects

> North Rockhampton Sewage Treatment Plant – UV Disinfection Project

> Mount Morgan Sewage Treatment Plant Project

> Gracemere to South Rockhampton Sewer Diversion

> Barrage Refurbishment Program

> Lowlift Pump Station Upgrade

Councillor Portfolio Summaries

Infrastructure

North Rockhampton Sewage Treatment Plant – UV Disinfection Project

The UV disinfection project will replace the current chemical disinfection process with a modern, chemical free technology resulting in significant improvements to the quality of treated water discharged to the Fitzroy River and, ultimately, the Great Barrier Reef.

Major civil works for the UV disinfection project are largely complete. Structural and hydraulic construction works are underway, with approximately 30% of that work completed to date. The UV equipment has been fabricated and the pumps ordered. Planning is underway to develop the methodology for connecting pipework on site.

Gracemere to South Rockhampton Sewer Diversion

This project involves the construction of a new sewer pump station at the Gracemere Sewage Treatment Plant and approximately 8.6 km of 375mm sewer rising main connecting to the South Rockhampton Sewage Treatment Plant. The works will provide greater operational flexibility across the sewerage network and support the long-term management of wastewater flows from the Gracemere catchment.

Construction of the rising main is progressing well, with approximately 98% of pipeline installation complete as of 1 October 2026. Council crews have continued delivery of the works, supported by specialist contractors for trenchless construction and other key activities along the alignment.

Design of the new pump station is underway with a specialist engineering consultant and will deliver the infrastructure required to transfer all wastewater flows from Gracemere to South Rockhampton, enabling the future decommissioning of the existing Gracemere Sewage Treatment Plant (excluding the inlet works).

Mount Morgan Sewage Treatment Plant

The Mount Morgan Sewage Treatment Plant, constructed in 2005, is planned for replacement under this project due to ongoing difficulties reliably supplying Class A recycled water for irrigation and challenges associated with plant operator resourcing.



Advancing selected infrastructure projects to detail design and cost plans

Long-term infrastructure planning remains a key focus for Council with infrastructure projects being developed to respond to the growing needs of the community. Projects have been selected to move to detail design and cost estimates that will best position Council to seek grant funding assistance from other levels of government to deliver this infrastructure.

Central Queensland Regional Water Assessment

The Central Queensland Regional Water Assessment (RWA) is delivered by the State Government in partnership under the National Water Grid Authority and takes a detailed look at water supply options to improve water security and support regional economic growth. The RWA project is essentially complete with a number of recommendations made in relation to Council's Urban Water Supply. Council continues to advocate for improved water security outcomes for our Region and the continued investment in new water infrastructure on the Fitzroy River.

Water

Low Lift Pump Station Upgrade

The Glenmore Water Treatment Plant (GWTP) supplies treated water to approximately 75,000 residents across the Rockhampton region. Its existing Low Lift Pump Station (LLPS) transfers raw water from the Fitzroy River to the treatment plant and was constructed in the late 1960s. The station is nearing the end of its service life, and the ageing condition of the pumps, valves and pipework require significant civil, structural, mechanical and electrical upgrades to maintain reliable water supply. Council has endorsed further investigation of a replacement pump station at the GWTP. The project is progressing through a Preliminary Evaluation and Business Case to refine its scope, delivery program and funding requirements.

Barrage Refurbishment Program

The Fitzroy Barrage Refurbishment Program comprises 17 sub-projects scheduled for delivery over the next five years: eight major projects and nine minor projects. Initial major works will refurbish all vertical lift gates and winches, renew the electrical system and refurbish the barrage overhead crane. Minor works will commence concurrently, including updates to operational and dam safety documentation, condition assessments of the control well and rock mattress, and refurbishment of vertical lift gate drive shafts. These works are intended to improve the reliability, safety and long-term performance of the barrage infrastructure.



TARGETS PROGRESS REPORT 2026 - 2027

Quarter 1 | July - September

Rockhampton Regional Council

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.1.1.1	Manage the Airport in accordance with the Rockhampton Airport 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.	Economic Development & Airport	On track	All financial and non-financial performance targets have been achieved.	Airport
1.1.1.2	Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste & Recycling	On track	All financial and non-financial performance targets have been achieved.	Waste & Recycling
1.1.1.3	Deliver sewerage and water supply services in accordance with Fitzroy River Water 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.	Water	Not on track	Performance targets are currently being achieved for the water and sewerage services except for non-conformances under CSS6 and CSS19 related to response and restoration times and CSS15 related to water supply system losses. More information can be found in the attached FRW Quarterly Performance Plan.	Fitzroy River Water

1.1.2 Our budgets are financially sustainable and provide value and accountability to the community

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.1.2.1	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council	On track	The Long Term Financial Forecast has been updated for the draft (unaudited) 2025-26 actuals and submitted to Queensland Treasury Corporation during Quarter 1. The first monthly budget review commenced during September 2026.	Finance

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.1.2.2	Delivery of assigned Capital Projects to Project Delivery.	Complete 95% expenditure against initial adopted Capital budget.	Whole of Council		Actual expenditure for the 2026-27 financial year against the approved Capital Budget is currently at approximately 15% expended.	Project Delivery
1.1.2.3	Undertake targeted reviews of Council-delivered services and projects to identify opportunities to enhance productivity, streamline processes and improve operational efficiency, supporting Council's long-term financial forecast and budget.	Report and recommendations to be presented to Council by 1 February 2027.	Whole of Council		Initial identification of value for money and efficiency initiatives has commenced during Quarter 1. Targeted discussions within Council's Leadership Team and the Wider Leadership Team have occurred, with data being compiled on savings options which will be presented to Council in Quarters 3 and 4.	Organisational Services Directorate

1.1.4 We pursue and advocate for funding that enables us to deliver our planned priorities and supports our financial sustainability

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.1.4.1	Continue to advocate for support from other levels of government for Council's planned priorities.	Provide quarterly updates to Council on advocacy for planned priorities in accordance with the Advocacy Framework.	Whole of Council		Regular updates continue to be provided to Councillors on a monthly basis.	Office of the Mayor & Economic Development

1.2 We are respected and recognised for our engagement with the community and our contributions to the Region

1.2.3 We have a strong relationship with the community, built on trust and shared goals for the Region

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.2.3.1	Provide a conduit for all our diverse and active community groups and members to achieve common objectives.	Provide monthly updates to Council on activity within the community and various initiatives and opportunities in	Communities, Culture & Heritage/Parks, Sport & Public Spaces		Progressed a more coordinated approach to community engagement through the establishment of a dedicated Communities Unit. This initiative strengthens Council's capacity to work alongside community groups and	Community Services

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
		Corporate Performance Reports.			stakeholders, improves pathways for collaboration and support, and helps align community-led initiatives with shared outcomes and Council's strategic objectives. Monthly updates were provided to Council in Corporate Performance Reports.	

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.3.1.1	Implement the Health and Safety Strategy.	Deliver the Health and Safety Strategy actions for 2026-27.	Whole of Council		In Quarter 1, Health, Safety and Wellbeing Strategy workshops were conducted with an external consultant engaging Council's Wider Leadership Team, Leadership Team and the Safety, Training and Wellbeing section to encourage ownership of actions and support implementation of the Strategy.	Workforce & Governance Directorate
1.3.1.2	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Develop and implement the Work Health and Safety Performance Measures Procedure for 2026-27 to monitor compliance against Key Performance Indicators.	Whole of Council		The Work Health and Safety Performance Measures Procedure for 2026-27 has been drafted and will be submitted to Council's CEO for approval. Indicators for 'Lost time injury claims' and 'Days lost due to injury' have both decreased compared to Quarter 1 of 2025-26. The indicator for 'Corrective action completion' is sitting at 95% compliance against its target of 90%.	Workforce & Governance Directorate
1.3.1.3	Implement the Information and Communication Technology Strategic Plan.	Deliver the Information and Communication Technology Strategic Plan actions for 2026-27.	Whole of Council		In Quarter 1, nine projects within the ICT Strategic Plan were completed. There are currently 26 approved projects, with 11 currently active.	Corporate & Technology Services

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
1.3.1.4	Undertake a review of delivery of customer service, including a review of our Customer Service Charter to ensure a consistent approach to customer service across Council.	Complete a 3-year Customer Service Strategy by 30 June 2027.	Whole of Council		Development of the Customer Service Strategy has not yet commenced. However, several customer service projects are underway, including Pathway UX and the Call Centre replacement, which will provide staff with more modern tools to support customers and create future opportunities to enhance customer experience and engagement. These initiatives will help inform the future development of the Strategy.	Corporate & Technology Services

Legend: *Not on track* *Watching* *On track* *Completed*

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
2.1.1.1	Review and update the Bridges and Major Culverts, Unsealed Roads and Footpath Asset Management Plans.	Seek custodian endorsement by 30 June 2027.	Infrastructure		The review of these Asset Management Plans will commence in Quarter 2.	Infrastructure Planning

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
2.2.1.1	Deliver Stage 1 construction works for the Rockhampton Sports Precinct, focused on building the new netball facilities.	Provide monthly progress reports to Council.	Parks, Sport & Public Spaces		Stage 1 of the Netball component tender has now been awarded with construction planned to commence within Quarter 2. Land Tenure has been resolved with Council receiving freehold over the site. Whole of Site detailed design is underway and is targeting December 2026 completion. Project Validation Report and Detailed Business Case work has been remobilised for completion in December 2026. Monthly progress reports will be provided to Council at the Communities and Infrastructure Committee Meetings throughout the 2026-27 financial year.	Project Delivery

Legend: *Not on track* *Watching* *On track* *Completed*

2.2.4 We are effective advocates and facilitators for our communities

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
2.2.4.1	Facilitate partnerships and enabling arrangements to increase the supply of social, affordable and essential worker housing in priority locations across the Rockhampton Region.	Prepare a detailed delivery project plan for priority location/s and seek Council consideration by 31 December 2026.	Whole of Council		Progressed collaborative planning activities to facilitate increased social and affordable housing outcomes across the Region, including advancing partnership arrangements with key stakeholders to investigate and support priority housing projects. Concurrently, work has commenced on the review of the Local Housing Action Plan to ensure future actions are informed by current housing needs, opportunities and evidence, with outcomes intended to inform a detailed delivery project plan for Council consideration.	Growth & Community Partnerships

2.3 Our Region's heritage and culture are preserved and celebrated

2.3.3 We acknowledge and celebrate the Region's cultural diversity

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
2.3.3.1	Undertake a review of Council's existing Indigenous Land Use Agreement (ILUA) with Darumbal People Aboriginal Corporation and develop regular and formal engagement with our Traditional Land Owners.	Develop regular and formal engagement with the Traditional Owners of Land and monitor the progress of ILUA arrangements and provide quarterly progress reports to Council.	Communities, Culture & Heritage		A dedicated Community Services unit has been established, and recruitment progressed for the Coordinator role that will lead engagement with Traditional Owners and support implementation of Council's engagement priorities. Council continues to await advice from Darumbal People Aboriginal Corporation regarding progression of the review of the existing joint ILUA with Livingstone Shire Council.	Community Services

Legend: *Not on track* *Watching* *On track* *Completed*

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.1.2.1	Update the Rockhampton Region Economic Development Strategy 2023 – 2028 (RREDS) and Rockhampton Region Economic Action Plan 2023-2028 (RREAP) beyond 2027.	Both the Strategy and the Action Plan to be reviewed and updated by 31 December 2026.	Economic Development & Airport		To assist the updating of the Economic Development Strategy and Action Plan, an economic health check is being undertaken. This will provide a statistical perspective on the Rockhampton current economic position and outlook. A new target date of 30 June 2027 for this action is proposed for Council adoption.	Office of the Mayor & Economic Development
3.1.2.2	Progress the Rockhampton Region Planning Scheme Major Amendment – "Package E" to align with legislation, State Planning Policies and community.	Submit Package E to the Queensland Government for State interest review by 30 September 2026.	Planning & Regulation		The Rockhampton Region Planning Scheme – Major Amendment Package E is in the process of being finalised for State Interest Review. Recent changes to Queensland State legislation, finalisation of Major Amendment Package D (Local Government Infrastructure Plan Amendment) and other competing priorities have led to a delay in commencement of the State Interest Review process. Package E will be submitted to the Queensland Government towards the end of November/early December 2026.	Growth & Community Partnerships

Legend: *Not on track* *Watching* *On track* *Completed*

3.2 Our work attracts business and industry to our Region

3.2.1 We support projects that strengthen the Region's economic development

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.2.1.1	Complete analysis of Council delivered events to determine sustainable resourcing and optimal delivery to ensure alignment with diverse objectives.	Present report to Council for consideration by 30 September 2026.	Economic Development & Airport		Following an initial Council briefing in September 2026, work is progressing on the development of a strategic framework to guide Council's future approach to event investment, ownership, sponsorship and delivery. Additional Councillor briefings are scheduled, with the finalised organisational restructure providing important input into future resourcing and delivery model considerations. A report will be presented to Council upon completion of this work. A new target date of 28 February 2027for this action is proposed for Council adoption.	Communities & Culture
3.2.1.2	Develop and implement Investment Attraction Campaign for residential, hotel and industrial developments in the Region.	Present Investment Attraction Campaign to Council by 30 June 2027.	Economic Development & Airport		Preliminary work has been undertaken to understand hotel and industrial development opportunities within the Region. This will help to inform the development investment attraction campaigns that will be presented to Council.	Office of the Mayor & Economic Development

3.2.3 We advocate for the Region with all levels of government and support non-Council projects that benefit the Region

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.2.3.1	Collaborate with key stakeholders to identify relevant Council and non-Council projects and issues for advocacy to other levels of government.	Develop an Advocacy Plan to be adopted by Council for Council priorities by 1 December 2026.	Whole of Council		An advocacy plan capturing key priorities for the next 12 months is in development.	Office of the Mayor & Economic Development

Legend: *Not on track* *Watching* *On track* *Completed*

3.2.4 We work collaboratively with business and industry partners and stakeholders

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.2.4.1	Advocate for State and Federal support for and investment in industrial development in the Rockhampton Region.	Provide quarterly progress reports to Council.	Economic Development & Airport		Council officers have continued to work with the State Government to review opportunities for industrial developments in the Rockhampton Region.	Office of the Mayor & Economic Development
3.2.4.2	Advocate for an increased permanent Defence presence in the Region in partnership with Livingstone Shire Council, Gladstone Regional Council and Regional Development Australia Central and Western Queensland (RDACWQ).	Progress key initiatives from the Central to Defence. Provide quarterly progress reports to Council.	Economic Development & Airport		Significant advocacy was undertaken during Quarter 1 to strengthen the case for an increased permanent Defence presence in Central Queensland. Engagement with key Australian Defence Force (ADF) stakeholders in Canberra was undertaken ahead of the official launch of the Business Case, which was launched on 9 July 2026 and provided a strong evidence base to support a permanent Defence presence in the Region. Advocacy efforts also included engagements with key Queensland Government stakeholders, including Deputy Premier Hon Jarrod Bleijie. Further advocacy was undertaken during a September 2026 visit to Canberra through meetings and ongoing engagement with ADF personnel and senior Australian Government representatives.	Office of the Mayor & Economic Development

Legend: *Not on track* *Watching* *On track* *Completed*

3.3 Our work attracts visitors to the Region

3.3.1 We promote our Region as an attractive destination for visitors

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.3.1.1	Develop a Destination Management Plan that aligns with the State's Destination 2045 Plan and 2032 Olympic and Paralympics Games Strategy.	Complete by 31 March 2027.	Economic Development & Airport		Development of the Destination Management Plan commenced during Quarter 1, with research undertaken into comparable destination management plans from across Queensland and Australia. A draft scope of work has been prepared to inform the project's development and guide future consultation and planning activities. The next phase of the project will focus on engaging a suitably qualified consultant to finalise the project scope and support delivery of the Destination Management Plan.	Office of the Mayor & Economic Development

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
3.4.1.1	Implement the Rockhampton Region 2032 Olympic and Paralympic Games Delivery Plan to maximise legacy economic and social, and sustainable outcomes for the Region.	Deliver the Year 1 priority initiatives identified in the Delivery Plan reporting quarterly to Council on delivery outcomes.	Whole of Council		Officers are progressing actions under the Rockhampton Region 2032 Olympic and Paralympic Games Delivery Plan, with a focus on preparing Council and the Region for the 2032 Games while maximising long-term legacy outcomes. Current activities include progressing the Flatwater Venue feasibility and validation processes, participating in City Readiness programs, and contributing to Games planning and operational working groups in collaboration with the Olympic and Paralympic Games Office (OPGO), Games Independent Infrastructure and Coordination Authority (GIICA) and other delivery	Growth & Community Partnerships

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
					partners to support effective Games preparation and delivery. An update on delivery outcomes was discussed with Council at a Briefing Session on 23 September 2026.	

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
4.1.1.1	Implement Council's Climate Risk Management Plan, aligning actions with the state and national climate risk management frameworks, by continuing to integrate climate risk considerations into organisational governance strategic planning, asset management and service delivery.	Progress governance practice improvements and seek funding and partnerships to support key resilience initiatives by 30 June 2027.	Environmental Sustainability		Phase 2 of the Climate Risk Management Framework was scoped, with proposed next steps identified to support implementation, subject to resourcing and section priorities.	Growth & Community Partnerships

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

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
4.2.1.1	Implement the development of the Lakes Creek Road Landfill in accordance with the Masterplan and Detailed Designs.	Complete actions from the Masterplan in line with budget and in accordance with Detailed Designs by 30 June 2027.	Waste & Recycling		Works are progressing for the construction of Stage 1 Final Landfill Capping of the northeast section of the Piggy-Back landfill and scheduled for completion by January 2027. Early preparation has commenced regarding planning and scoping for Stage 2 Final Landfill Capping. Works are completed for the construction of a Fire Water Tank Slab.	Waste & Recycling

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
					Early works are progressing for the Fire Protection System Upgrade to the Waste Transfer Station building located at the Lakes Creek Road Waste Management Facility. This upgrade will include sprinklers throughout the building and deluge over the waste receival pit. Works are scheduled to be completed within 2026-27.	

4.2.2 We seek out opportunities that contribute to the long-term environmental sustainability of the Region

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
4.2.2.1	Implement Council's Sustainability Strategy in accordance with the annual Sustainability Action Plan.	Provide quarterly progress reports to Council and an annual "Year in Review' highlights report.	Environmental Sustainability		The Sustainability Team supported by Council's Sustainability Strategy Executive Group, prepared the 2025-26 Sustainability Year in Review, and facilitated the quarterly workshop on 16 July 2026. Council endorsed the annual Year in Review report on 15 September 2026 and shared the report with the community.	Growth & Community Partnerships

4.2.3 Our waste management practices accommodate and support environmental sustainability

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
4.2.3.1	Undertake education, engagement and communication campaigns throughout the Region to improve waste management practices.	Provide quarterly reports to Council within the RRWR Performance Plan on education, engagement and communication campaigns undertaken.	Waste & Recycling		RRWR continued to deliver community education and engagement initiatives throughout Quarter 1, including pop-up stalls, facility tours, school programs and residential recycling campaigns. Key initiatives included the Let's Get It Sorted campaign, Intensive Bin Health Check Program and BINfluencer Competition, alongside planning for the 2026 Upcycle Village Fair, all aimed at improving recycling behaviours, increasing resource recovery and reducing waste to landfill.	Waste & Recycling

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
4.2.3.2	Undertake actions to progress the long-term solution for residual waste management to replace the Lakes Creek Road landfill once it reaches closure.	Provide quarterly progress reports to Council within the RRWR Performance Plan.	Waste & Recycling		Early actions have commenced to identify a suitable long-term solution. More information can be found in the attached RRWR Quarterly Performance Plan.	Waste & Recycling

Legend: *Not on track* *Watching* *On track* *Completed*

Our Infrastructure

5.1 Our Region has infrastructure that meets current and future needs

5.1.2 Our future projects are planned and prioritised

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
5.1.2.1	Construct the Gracemere to South Rockhampton sewer diversion pumping station and pressure pipeline.	Complete construction by 30 June 2027.	Infrastructure		Construction of the sewer rising main is nearing completion. The trenchless contract beneath the Rail and Department of Transport and Main Roads corridor and final connections are scheduled for completion in December 2026. Design of the Sewer Pump Station at Gracemere is underway with design scheduled for completion early 2027.	Fitzroy River Water
5.1.2.2	Undertake planning and procurement for a new Mount Morgan Sewage Treatment Plant.	Project planning and scope completed for design and construction procurement by 30 June 2027.	Infrastructure		Commenced engagement with consultants for preparation of a design and construction tender package.	Fitzroy River Water
5.1.2.3	Commence the Glenmore Water Treatment Plant Low Lift Pump Station Mechanical and Electrical Upgrade.	Project planning and scope completed for design and construction procurement by 30 June 2027.	Water		Council has provided general support for a new water pump station. The project will now proceed with a Preliminary Evaluation (PE) and subsequent Business Case to evaluate the revised scope. The specialist engineering design partner for the project is preparing an updated scope and fee proposal and once confirmed, the project scope, delivery program and cashflow forecast will be updated to align with the revised approach.	Fitzroy River Water
5.1.2.4	Continue works required in line with the Barrage Refurbishment Program.	Provide monthly reports to Council in line with the agreed program.	Water		Newly fabricated vertical lift gates are planned for delivery early November 2026. Design and construct tender packages for the crane and electrical renewal are currently being developed by the project design specialist.	Fitzroy River Water

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
					Significant Project Status Reports are presented to Council at monthly Infrastructure Committee meetings.	

5.1.3 Our significant projects enable and support the Region's economy, community and environment

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
5.1.3.1	Advance selected enabling infrastructure projects to detail design and cost plans to ensure they are both shovel ready and investment ready.	Complete selected designs by 30 June 2027.	Infrastructure		Detailed design and costings are complete for the Rahima Court Sewage Pump Station, which is to move into delivery following funding from the Residential Activation Fund. The Mawdsley Hill to Lucas Street Reservoirs main duplication has reached preliminary design. Detailed design and costing remain to be delivered over the remainder of the year.	Infrastructure Planning
5.1.3.2	Commence implementation of the Council specific recommendations of the Central Queensland Regional Water Assessment.	Provide quarterly progress reports to Council.	Infrastructure		Further investigations relating to some of the recommendations of the Central Queensland Regional Water Assessment (CQRWA) are being performed as a part of the Fitzroy River Barrage Climate Risk Assessment project. These outcomes will be reported back to Council as they progress. Recommendations in relation to adjusting of cut-off rules are being discussed with the State as part of the CQ Water Plan Review process. Investigations into the viability of the dead storage have commenced in conjunction with the Low Lift Pump Station Project.	Infrastructure Planning

Legend: *Not on track* *Watching* *On track* *Completed*

Code	Action	Target	Councillor Portfolio	Tracking Status	Comments	Responsible Section
5.1.3.3	Undertake the North Rockhampton Sewage Treatment Plant – UV Disinfection Project.	Progress the delivery of the UV disinfection project in line with approved project schedule.	Infrastructure		Major civil works are majority complete, structural and hydraulic construction works are underway with approximately 30% of work completed to date. UV equipment has been fabricated and pumps ordered. Planning is currently underway with methodology being developed to connect pipework on site.	Project Delivery

Legend: *Not on track* *Watching* *On track* *Completed*



Fitzroy River Water

PERFORMANCE PLAN REPORT 2026 - 2027

Quarter 1 | July - September

FITZROY RIVER WATER
Business Unit of RRC

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 2026-27.

Manager's Overview

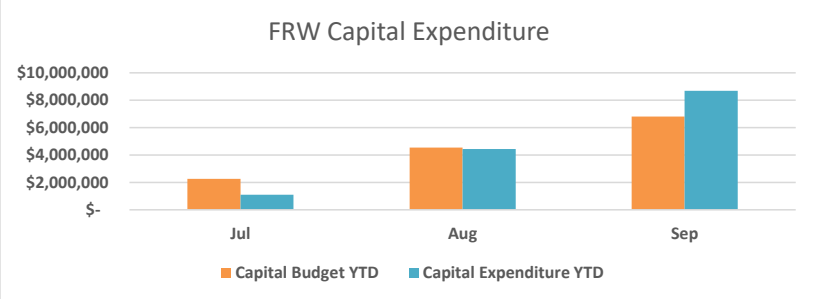
The Water Service Business has provided high-quality water and sewerage services to all customers throughout Quarter 1.

Please note that Customer Service Standards are now calculated based on the number of connected properties rather than the number of access charges, as was the case in 2025-26. This provides a more appropriate measure, as performance against many targets is reported per 1,000 connections. The impact of this methodology will be monitored throughout the year and, if necessary, targets will be reviewed and adjusted as part of the 2027-2028 Operational Plan.

Financial Performance

Operational Budget Tracker		Capital Budget Tracker	
25%	Budget completed	**25%**	Budget completed
30%	Operational Expenses V Budget	**32%**	Capital Expenses V Budget
40%	Operational Revenue V Budget	**86%**	Capital Revenue V Budget

Capital Spend Chart



Comments

FRW's year to date operational revenue is at 40% influenced by the first rates levy. Gross water consumption revenue is at 23.1% of budget. Nine sectors in Quarter 1 have been billed and consumption is significantly above (37.4%) compared to these sectors in the same period in 2025-26. All other revenue streams are on target. Expenditure is at 30% influenced by the timing of income tax equivalent entries, with most streams on target.

Capital expenditure is at 32% which is a general trend for Quarter 1 due to accruals. The areas of prominent activity are the North Rockhampton sewage treatment plant augmentation, Gracemere to South Rockhampton sewage treatment plants sewer diversion pipeline and Mount Morgan Water Security projects. Capital revenue is at 86% with funding received for North Rockhampton sewage treatment plant, Gracemere and South Rockhampton sewage treatment plants, Norman Road sewerage rising main project and Rahima Court sewage pump station.

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 32,230
Mount Morgan: 1,461

Potable Water Supply Schemes

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Day to Day Continuity														
CSS1	Extent of unplanned interruptions – connections based (number per 1,000 connections per year)													
	<80	16				16		**<80**	25				25	
CSS2	Extent of unplanned interruptions – incidents based (number per 100 km of main per year)													
	<30	4.4				4.4		**<30**	2.8				2.8	
	Rockhampton and Gracemere total kms of main: 817.10km							Mount Morgan total kms of main: 72.55km						
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)													
	>95%	100%				100%		**>95%**	100%				100%	
CSS4	Customer interruption frequency – 1 interruption per year													
	12%	4.13%				4.13%		**12%**	2.67%				2.67%	
	Customer interruption frequency – 2 interruptions per year													
	2%	0.34%				0.34%		**2%**	0.96%				0.96%	
	Customer interruption frequency – 3 interruptions per year													
	1%	0.09%				0.09%		**1%**	0.00%				0.00%	

Legend: *Not compliant* *Compliant*

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 32,230
Mount Morgan: 1,461

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Customer interruption frequency – 4 interruptions per year													
	0.50%	0.02%				0.02%		**0.50%**	0.00%				0.00%	
	Customer interruption frequency – 5 or more interruptions per year													
	0.25%	0.00%				0.00%		**0.25%**	0.00%				0.00%	
CSS5	Average interruption duration – planned and unplanned													
	<3 hours	2.2				2.2		**<3 hours**	1.3				1.3	
CSS6	Response time – Priority 1 – 1 hour response													
	>90%	100%				100%		**>90%**	ND				ND	
	Response time – Priority 2 – 2 hours response													
	>90%	96%				96%		**>90%**	100%				100%	
	Response time – Priority 3 – 24 hours response													
	>90%	100%				100%		**>90%**	100%				100%	
	Restoration time – Priority 1 – 5 hours restoration													
	>95%	92%				92%		**>95%**	ND				ND	

Comments: Quarter 1 – Rockhampton and Gracemere: Total of 13 Priority 1 requests with 12 (92%) being restored within 5 hours.

Legend: *Not compliant* *Compliant*

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 32,230
Mount Morgan: 1,461

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Restoration time – Priority 2 – 24 hours restoration													
	>95%	100%				100%		**>95%**	100%				100%	
	Restoration time – Priority 3 – 5 days restoration													
	>95%	100%				100%		**>95%**	100%				100%	
Adequacy and Quality of Normal Supply of Water Supply														
CSS7	Minimum pressure standard at the water meter													
	220kPa	220kPa				220kPa		**220kPa**	220kPa				220kPa	
CSS8	Minimum flow standard at the water meter													
	9L/min	9L/min				9L/min		**9L/min**	9L/min				9L/min	
CSS9	Connections with deficient pressure and/or flow (% of total connections)													
	<2.5%	0.3%				0.3%		**<2.5%**	2%				2%	
CSS10	Drinking water quality (compliance with industry standard) [1]													
	>98%	100%				100%		**>98%**	100%				100%	
CSS11	Drinking water quality complaints (number per 1,000 connections)													
	<3	0.1				0.1		These figures are combined with the Rockhampton and Gracemere figures to give a total across all water supply schemes.						

Legend: *Not compliant* *Compliant*

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 32,230
Mount Morgan: 1,461

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
CSS12	Drinking water quality incidents (number per 1,000 connections)													
	<2	0				0		**<2**	0				0	
Long Term Continuity of Water Services														
CSS13	Water main breaks (number per 100 km main)													
	<20	3.8				3.8		**<20**	2.8				2.8	
	Rockhampton and Gracemere total kms of main: 817.10km							Mount Morgan total kms of main: 72.55km						
CSS14	Water services breaks (number per 1,000 connections)													
	<20	6.1				6.1		**<20**	4.1				4.1	
CSS15	System water loss (litres per connection per day)													
	<150L	152L				152L		**<150L**	185L				185L	

Comments: The fundamental problem Council has with this measurement for each discrete quarter is the timing for meter reads and how the total quantum of water recorded by meters for a quarter is compared to the water delivered into the network for the same period. The current process to determine the daily loss per connection on a quarterly basis involves a calculation that determines a time weighted consumption that is compared to a time weighted production of water. Whilst this method is inaccurate it is the best available and to overcome this issue to a certain extent the system loss each quarter is now calculated based on a rolling 12-month average which provides a less erratic quarterly result.

[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)*

Legend: *Not compliant* *Compliant*

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 30,964
Mount Morgan: 385

Sewerage Schemes

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Effective Transportation of Sewage														
CSS16	Sewage overflows – total (number per 100km main)													
	<25	8.6				8.6		**<10**	0				0	
	Rockhampton and Gracemere total kms of main: 755.09km							Mount Morgan total kms of main: 14.97km						
CSS17	Sewage overflows to customer property (number per 1,000 connections)													
	<5	2				2		**<5**	0				0	
CSS18	Odour complaints (number per 1,000 connections)													
	<1	0.29				0.29		These figures are combined with the Rockhampton and Gracemere figures above to give a total across all sewage supply schemes.						
CSS19	Response time – Priority 1 – 1 hour response													
	>90%	88%				88%		**>90%**	ND				ND	
	Comments: Quarter 1 – Rockhampton and Gracemere: Total of 8 Priority 1 requests with 7 (88%) being responded to within 1 hour.													
	Response time – Priority 2 – 2 hours response													
	>90%	96%				96%		**>90%**	ND				ND	
	Response time – Priority 3 – 24 hours response													
	>90%	100%				100%		**>90%**	ND				ND	

Legend: *Not compliant* *Compliant*

Non-Financial Performance

Number of access connections as at July 2026
Rockhampton and Gracemere: 30,964
Mount Morgan: 385

CSS Ref	Rockhampton and Gracemere							Mount Morgan						
	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
	Restoration time – Priority 1 – 5 hours restoration													
	>95%	100%				100%		**>95%**	ND				ND	
	Restoration time – Priority 2 – 24 hours restoration													
	>95%	100%				100%		**>95%**	ND				ND	
	Restoration time – Priority 3 – 5 days restoration													
	>95%	100%				100%		**>95%**	ND				ND	
Long Term Continuity of Sewerage Services														
CSS20	Sewer main breaks and chokes (number per 100km main)													
	<20	2.0				2.0		**<20**	0				0	
	Rockhampton and Gracemere total kms of main: 755.09km							Mount Morgan total kms of main: 14.97km						
CSS21	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)													
	<5	1.5				1.5		**<5**	0.4				0.4	

***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)*

Legend: *Not compliant* *Compliant*

Customer Service Standards

Performance Indicator	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Installation of new water connections (within the water service area) – excluding private works new connections	**15 working days**	100%				100%	
Installation of sewerage connections (within the sewered area) – excluding private works connections	**15 working days**	100%				100%	
Complaints (excluding maintenance of water and sewerage services) – advise outcome	**20 working days**	100%				100%	

Legend: *Not Compliant* *Compliant*

Conclusion

The Quarter 1 Report demonstrates generally strong operational performance across water and wastewater services, with the majority of key performance indicators achieving the target. Areas of non-compliance were limited and primarily attributable to asset condition, operational issues and isolated events. Improvement initiatives continue to focus on enhancing asset reliability and service responsiveness, with overall performance remaining within expected levels for Quarter 1.



Rockhampton Regional Waste and Recycling

PERFORMANCE PLAN REPORT 2026 - 2027

Quarter 1 | July - September

Rockhampton Regional Waste & Recycling

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 2026-27.

Manager's Overview

RRWR's performance for Quarter 1 has been in accordance with the parameters outlined within the Performance Plan and those identified within Council's 2026-27 Operational Plan.

Some highlights for RRWR are presented below:

Waste Facilities

The key focus areas have been as follows:

- Delivering high-quality, safe, environmentally sound and commercially viable waste and recycling management facilities;
- Active waste filling is continuing in Cell D; and
- De-silting of surface water Pond B has commenced in readiness for the coming wet season.

Waste Collections

The key focus areas have been as follows:

- Delivering safe, efficient and commercially viable waste and recycling collection services.

Waste Strategy

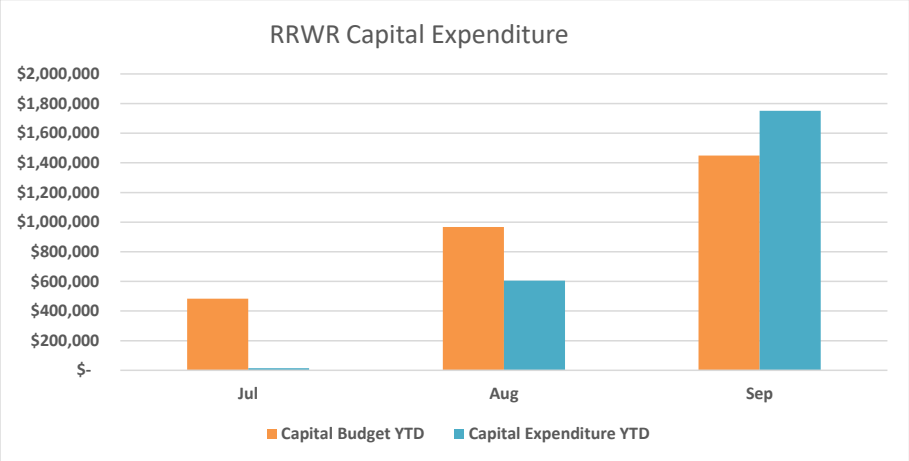
The key focus areas have been as follows:

- Consideration has commenced for the review of the Council Resource Recovery Strategy following the release of the Queensland State Government Less Landfill, More Recycling 2035: Queensland Waste Strategy (the Strategy) in June 2026. Councils review will include community consultation prior to finalising and Council endorsement. The review and endorsement of a new Council Waste and Recycling Strategy is planned to be completed prior to 30 June 2027;
- Early actions have commenced to identify a suitable long-term solution for residual waste disposal. This includes engagement with a local real estate agent to explore potential site requirements and the development of site assessment criteria to enable the high-level evaluation of prospective sites prior to any consideration of purchase; and
- RRWR presented the Kerbside Organics Collection Service Business Case to Council in Quarter 2 of 2024–25. A final decision on implementation was deferred pending consideration of anticipated changes to the Queensland Waste Strategy and associated waste management requirements. Following the release of the updated Growing the Recovery of Organic Waste via Food Organics and Garden Organics (GROW FOGO) guidelines and the new Less Landfill, More Recycling 2035: Queensland Waste Strategy, RRWR has reviewed and updated the business case and associated financial modelling to reflect the revised policy and regulatory environment. The updated business case, outlining options for a potential kerbside organics collection service, is now being finalised for presentation to Council.

Financial Performance

Operational Budget Tracker		Capital Budget Tracker	
25%	Budget completed	**25%**	Budget completed
23%	Operational Expenses V Budget	**30%**	Capital Expenses V Budget
40%	Operational Revenue V Budget	**N/A**	Capital Revenue V Budget

Capital Spend Chart



Comments

RRWR's revenue is at 40% due to the advance impact of the first rating cycle with no material anomalies to report. Expenditure is at 23% with no material anomalies to report.

Capital expenditure is at 30% influenced by expenditure on Lakes Creek Road Landfill Upgrades and the Stage 1 Capping of the Piggy-back Landfill site.

Non-Financial Performance

Performance Indicator	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Weekly collection of domestic waste on the same day every week	**98%**	99.96%				99.96%	
Weekly collection of commercial waste	**95%**	99.96%				99.96%	
Fortnightly collection of domestic recyclable waste	**98%**	99.93%				99.93%	
Fortnightly collection of commercial recyclable waste	**98%**	99.93%				99.93%	
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	**95%**	98.26%				98.26%	
Collection services will be made available within five working days upon application by the owner	**95%**	100%				100%	
Provision of assisted services within ten working days from application by the resident/s	**98%**	100%				100%	
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	**95%**	99.34%				99.34%	

Legend: *Not Compliant* *Compliant*

Comments

All non-financial performance indicators were achieved.

Conclusion

Performance throughout Quarter 1 has remained consistently high, supported by a strong commitment to maintaining standards and driving continuous improvement and value for money. RRWR has performed well across key areas including safety, operations, strategic initiatives and budgetary targets.



Rockhampton Airport

PERFORMANCE PLAN REPORT 2026 - 2027

Quarter 1 | July - September

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 2026-27.

Manager's Overview

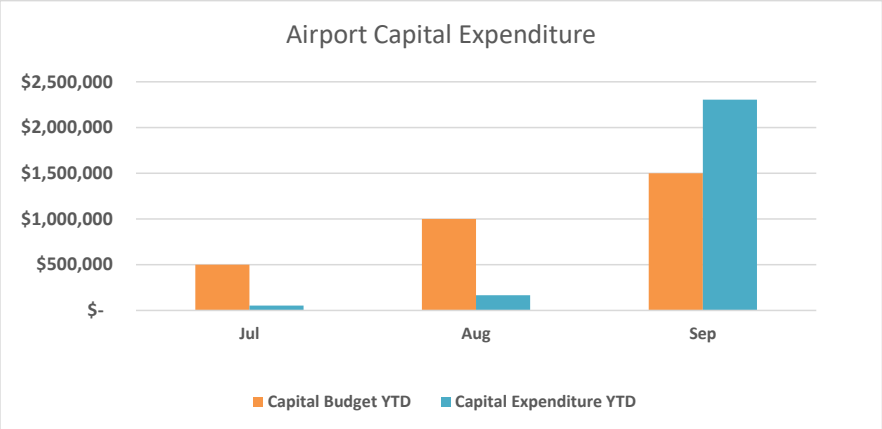
The Airport has had another solid start to 2026-27 and has met all key performance indicators in Quarter 1. The passenger numbers show strong results and remains on track with other revenue streams to meet our year to date financial and non-financial performance objectives.

The Airport's Operational side remains compliant across all areas and Exercise Wallaby is well underway with another year of large movements and action throughout the Airport precinct.

Financial Performance

Operational Budget Tracker		Capital Budget Tracker	
25%	Budget completed	**25%**	Budget completed
23%	Operational Expenses V Budget	**38%**	Capital Expenses V Budget
30%	Operational Revenue V Budget	**31%**	Capital Revenue V Budget

Capital Spend Chart



Comments

Rockhampton Airport's YTD revenue is at 30%, with fees and charges, and concessional revenue streams above target. Expenditure is at 23% with no material anomalies to report.

Capital expenditure is at 38% influenced by Helicopter Parking Hardstands and Airport Terminal Flood Barrier. Capital revenue is at 31% from funds received for the Airport Terminal Flood Barrier.

Non-Financial Performance

Performance Indicator	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	Status
Passenger Numbers	**625,000**	183,620				183,620	
Bird/Bat Strikes	**≤10 per quarter**	1				1	
Lost Time Injury – workplace	**≤2**	0				0	
Reported Public Injuries on Airport Precinct	**≤3**	1				1	
Hazard inspections completed on time	**100%**	100%				100%	
Rectification Action completed	**100%**	100%				100%	
Customer requests actioned within set timeframes	**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%	
New non-aero business opportunities reported to Council quarterly	**Yes**	Yes				Yes	
Progress on new routes reported to Council quarterly	**Yes**	Yes				Yes	

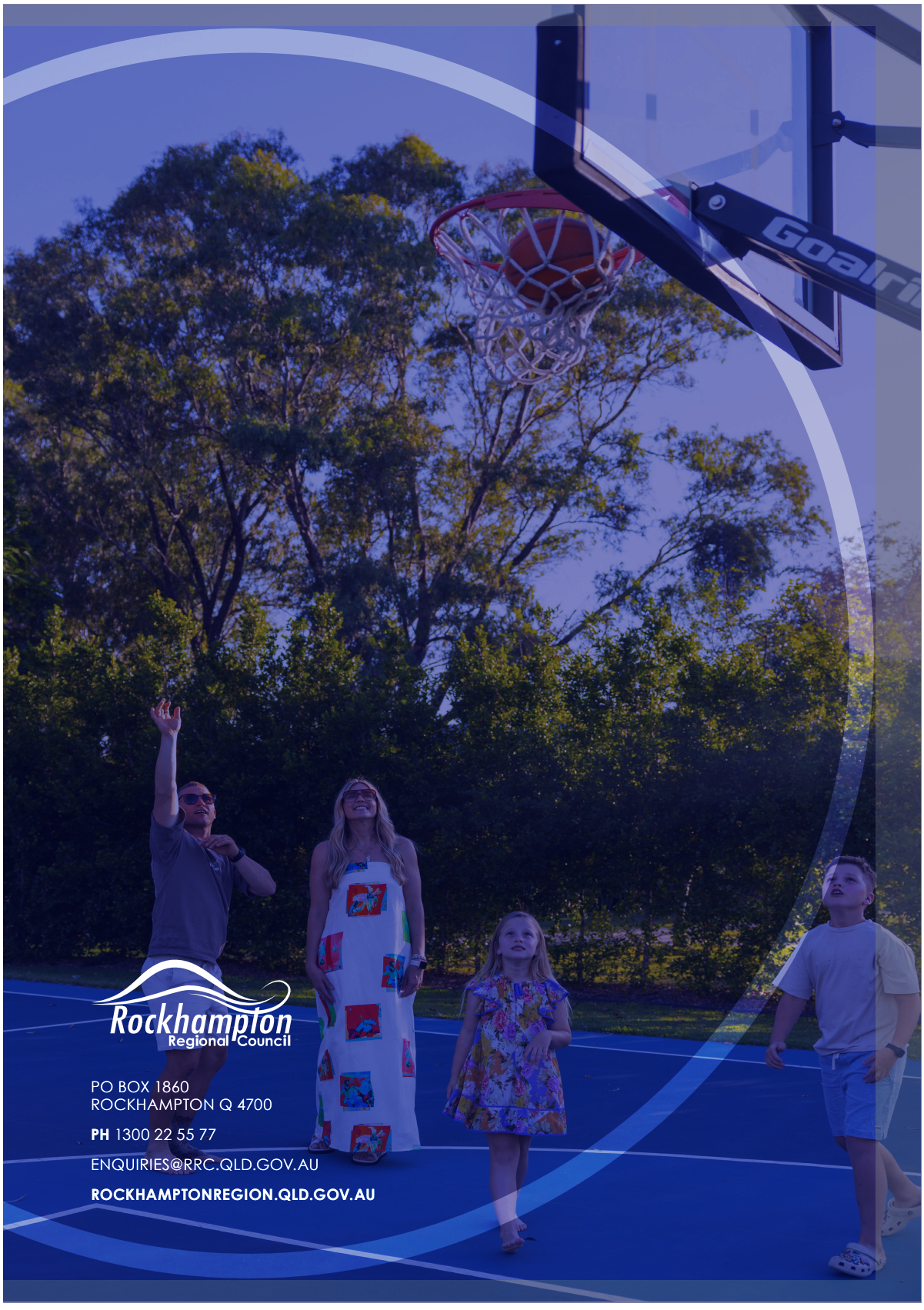
Legend: *Not Compliant* *Compliant*

Comments

The Airport has met all non-financial performance targets for Quarter 1.

Conclusion

The Airport finished Quarter 1 with strong numbers and performed well against both aeronautical and non-aeronautical targets. Forward schedules look to be steady with seating capacity strong with both airlines. Along with having multiple major projects and upgrades underway around the precinct, the Airport will continue to drive the business to ensure all targets are met in 2026-27.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2026-27 OPERATIONAL PLAN REPORT - QUARTER 1 AND PROPOSED AMENDMENTS TO THE 2026-2027 OPERATIONAL PLAN

2026-27 Operational Plan (Proposed Amendments)

Meeting Date: 10 November 2026

Attachment No: 2

OPERATIONAL PLAN 2026-2027

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.

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, identifying changing demands in services and in supporting advocacy for external funding of projects.

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, Rockhampton, Gracemere and Mount Morgan Sewage Treatment Strategy, Glenmore Water Treatment Plant Upgrade 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.

Economic Development and Future Growth

Corporate Plan Theme: Our Economy

Economic development and regional growth remain a priority for Council and the community. Council's tourism and major events efforts will be focused on attracting business, leisure and event visitors to the Region and building further momentum in the visitor economy. Council will support economic development through targeted industry engagement and capacity building, investment attraction and facilitation, investigating new and emerging growth opportunities, and advocating for investment and support for industrial development.

Land use and infrastructure planning, delivery and operation 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, delivery and operation of critical infrastructure supporting residential and commercial growth will be a focus for Council in the near term.

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.

North Rockhampton Sewage Treatment Plant – UV Disinfection Project

Corporate Plan Theme: Our Infrastructure

The UV disinfection project will replace the current chemical disinfection process with a modern, chemical-free technology resulting in significant improvements to the quality of treated water discharged to the Fitzroy River and, ultimately, the Great Barrier Reef.

Mount Morgan Sewage Treatment Plant Project

Corporate Plan Theme: Our Infrastructure

This project is the design and construction of a new sewage treatment plant for the Mount Morgan community. The project will provide a new contemporary wastewater treatment facility to provide high quality recycled water for reuse with provision for an increased number of sewered properties. The new plant will replace the existing facility.

Rockhampton Sports Precinct Stage 1 – Netball

Corporate Plan Theme: Our Community

This project will deliver Stage 1 of the Rockhampton Sports Precinct, focused on the construction of new netball facilities as the first phase of the broader multipurpose sports hub. Stage 1 will provide high-quality community and sporting infrastructure, supporting local health and wellbeing while enabling regional, state and national level competition and events.

Gracemere to South Rockhampton Sewer Diversion

Corporate Plan Theme: Our Infrastructure

This project is a critical component of the Gracemere Sewerage Strategy which will result in the Gracemere Sewage Treatment Plant being diverted to the augmented South Rockhampton Sewage Treatment Plant. The project includes construction of a large raw sewage pumping station at the site of the Gracemere Treatment Plant and a 375mm diameter pressure main connecting the pumping station to the South Rockhampton Treatment Plant.

Barrage Refurbishment Program

Corporate Plan Theme: Our Infrastructure

The Barrage Refurbishment Program is a package of works that will completely refurbish the gates, lifting systems, electrical system, steel structures and concrete components to a condition appropriate to ensure long term performance of the barrage for the critical role of storing water as the raw water source for Rockhampton and surrounding communities. The program will span approximately 5 years to spread the considerable work involved and expenditure over a manageable period.

Lowlift Pump Station Upgrade

Corporate Plan Theme: Our Infrastructure

The Lowlift Pump Station is located at the Glenmore Water Treatment Plant and its purpose is to transfer raw water from the barrage pond into the water treatment plant. The pump station is a critical element of infrastructure and is due for a major upgrade to replace electrical systems, pipework and pumps.

2026 – 2027 Proposed Actions and Targets

Ref.	Responsible Section: Department	Responsible Section: Section	Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	2026-27 Operational Action	2026-27 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
1.	Organisational Services	Airport	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.	Manage the Airport in accordance with the Rockhampton Airport 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.		Economic Development & Airport	KFA – Fiscal Responsibility/Financial Sustainability
2.	Regional Services	Waste & Recycling	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.	Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.	4.2.3	Waste & Recycling	KFA – Fiscal Responsibility/ Financial Sustainability
3.	Regional Services	Fitzroy River Water	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 sewerage and water supply services in accordance with Fitzroy River Water 2026-2027 Performance Plan.	Achieve all financial and non-financial performance targets.		Water	KFA – Fiscal Responsibility/ Financial Sustainability
4.	Organisational 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.	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	1.1.3	Whole of Council	KFA – Fiscal Responsibility/ Financial Sustainability
5.	Regional Services	Project Delivery	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.	Delivery of assigned Capital Projects to Project Delivery.	Complete 95% expenditure against initial adopted Capital budget.		Whole of Council	KFA – Fiscal Responsibility/ Financial Sustainability
6.	Organisational Services	Directorate	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.	Undertake targeted reviews of Council-delivered services and projects to identify opportunities to enhance productivity, streamline processes and improve operational efficiency, supporting Council's long-term financial forecast and budget.	Report and recommendations to be presented to Council by 1 February 2027.		Whole of Council	
7.	Office of the CEO	Office of the Mayor & Economic Development	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.	Provide quarterly updates to Council on advocacy for planned priorities in accordance with the Advocacy Framework.	1.2.1	Whole of Council	KFA – Economic Development and Future Growth
8.	Communities & Lifestyle	Directorate	1.2.3.1	1. Our Council	1.2. We are respected and recognised for our engagement with the community and our contributions to the Region	1.2.3. We have a strong relationship with the community, built on trust and shared goals for the Region.	Provide a conduit for all our diverse and active community groups and members to achieve common objectives.	Provide monthly updates to Council on activity within the community and various initiatives and opportunities in Corporate Performance Reports.	2.2.2	Communities, Culture & Heritage/ Parks, Sport & Public Spaces	KFA – Community Needs
9.	Workforce & Governance	Directorate	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 2026-27.		Whole of Council	
10.	Workforce & Governance	Directorate	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 the Work Health and Safety Performance Measures Procedure for 2026-27 to monitor compliance against Key Performance Indicators.		Whole of Council	
11.	Organisational Services	Corporate & Technology Services	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.	Implement the Information and Communication Technology Strategic Plan.	Deliver the Information and Communication Technology Strategic Plan actions for 2026-27.		Whole of Council	

Ref.	Responsible Section: Department	Responsible Section: Section	Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	2026-27 Operational Action	2026-27 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
12.	Organisational 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.	Undertake a review of delivery of customer service, including a review of our Customer Service Charter to ensure a consistent approach to customer service across Council.	Complete a 3-year Customer Service Strategy by 30 June 2027.		Whole of Council	
13.	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.	Review and update the Bridges and Major Culverts, Unsealed Roads and Footpath Asset Management Plans.	Seek custodian endorsement by 30 June 2027.	5.1.1	Infrastructure	KFA – Economic Development and Future Growth KFA – Infrastructure Planning
14.	Regional Services	Project Delivery	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.	Deliver Stage 1 construction works for the Rockhampton Sports Precinct, focused on building the new netball facilities.	Provide monthly progress reports to Council.	2.1.4 5.1.2	Parks, Sport & Public Spaces	SCP – Rockhampton Sports Precinct Stage 1 – Netball
15.	Communities & Lifestyle	Growth & Community Partnerships	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.	Facilitate partnerships and enabling arrangements to increase the supply of social, affordable and essential worker housing in priority locations across the Rockhampton Region.	Prepare a detailed delivery project plan for priority location/s and seek Council consideration by 31 December 2026.		Whole of Council	KFA – Community Needs
16.	Communities & Lifestyle	Directorate	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 develop regular and formal engagement with our Traditional Land Owners.	Develop regular and formal engagement with the Traditional Owners of Land and monitor the progress of ILUA arrangements and provide quarterly progress reports to Council.	2.3.2	Communities, Culture & Heritage	
17.	Office of the CEO	Office of the Mayor & Economic Development	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.	Update the Rockhampton Region Economic Development Strategy 2023 – 2028 (RREDS) and Rockhampton Region Economic Action Plan 2023-2028 (RREAP) beyond 2027.	Both the Strategy and the Action Plan to be reviewed and updated by ~~31 December 2026~~30 June 2027.		Economic Development & Airport	KFA – Economic Development and Future Growth
18.	Communities & Lifestyle	Growth & Community Partnerships	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.	Progress the Rockhampton Region Planning Scheme Major Amendment – "Package E" to align with legislation, State Planning Policies and community.	Submit Package E to the Queensland Government for State interest review by 30 September 2026.		Planning & Regulation	KFA – Economic Development and Future Growth
19.	Communities & Lifestyle	Communities & Culture	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.	Complete analysis of Council delivered events to determine sustainable resourcing and optimal delivery to ensure alignment with diverse objectives.	Present report to Council for consideration by ~~30 September 2026~~28 February 2027.	1.1.2 1.3.1 2.1.2	Economic Development & Airport	KFA – Economic Development and Future Growth
20.	Office of the CEO	Office of the Mayor & Economic Development	3.2.1.2	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 and implement Investment Attraction Campaign for residential, hotel and industrial developments in the Region.	Present Investment Attraction Campaign to Council by 30 June 2027.		Economic Development & Airport	KFA – Economic Development and Future Growth
21.	Office of the CEO	Office of the Mayor & Economic Development	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 Council and non-Council projects and issues for advocacy to other levels of government.	Develop an Advocacy Plan to be adopted by Council for Council priorities by 1 December 2026.	2.2.4	Whole of Council	KFA – Economic Development and Future Growth
22.	Office of the CEO	Office of the Mayor & Economic Development	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.	Advocate for State and Federal support for and investment in industrial development in the Rockhampton Region.	Provide quarterly progress reports to Council.	3.1.1 3.2.2	Economic Development & Airport	KFA – Economic Development and Future Growth
23.	Office of the CEO	Office of the Mayor & Economic Development	3.2.4.2	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.	Advocate for an increased permanent Defence presence in the Region in partnership with Livingstone Shire Council, Gladstone Regional Council and Regional Development Australia Central and Western Queensland (RDACWQ).	Progress key initiatives from the Central to Defence. Provide quarterly progress reports to Council.	1.2.2	Economic Development & Airport	KFA – Economic Development and Future Growth

Ref.	Responsible Section: Department	Responsible Section: Section	Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	2026-27 Operational Action	2026-27 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
24.	Office of the CEO	Office of the Mayor & Economic Development	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 Destination Management Plan that aligns with the State's Destination 2045 Plan and 2032 Olympic and Paralympics Games Strategy.	Complete by 31 March 2027.		Economic Development & Airport	KFA – Economic Development and Future Growth
25.	Communities & Lifestyle	Growth & Community Partnerships	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.	Implement the Rockhampton Region 2032 Olympic and Paralympic Games Delivery Plan to maximise legacy economic and social, and sustainable outcomes for the Region.	Deliver the Year 1 priority initiatives identified in the Delivery Plan reporting quarterly to Council on delivery outcomes.		Whole of Council	KFA – Economic Development and Future Growth
26.	Communities & Lifestyle	Growth & Community Partnerships	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.	Implement Council's Climate Risk Management Plan, aligning actions with the state and national climate risk management frameworks, by continuing to integrate climate risk considerations into organisational governance strategic planning, asset management and service delivery.	Progress governance practice improvements and seek funding and partnerships to support key resilience initiatives by 30 June 2027.		Environmental Sustainability	
27.	Regional Services	Waste & Recycling	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.	Implement the development of the Lakes Creek Road Landfill in accordance with the Masterplan and Detailed Designs.	Complete actions from the Masterplan in line with budget and in accordance with Detailed Designs by 30 June 2027.		Waste & Recycling	KFA – Infrastructure Planning
28.	Communities & Lifestyle	Growth & Community Partnerships	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 Council's Sustainability Strategy in accordance with the annual Sustainability Action Plan.	Provide quarterly progress reports to Council and an annual "Year in Review" highlights report.	3.1.3 4.2.4 4.2.5	Environmental Sustainability	
29.	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.	Undertake education, engagement and communication campaigns throughout the Region to improve waste management practices.	Provide quarterly reports to Council within the RRWR Performance Plan on education, engagement and communication campaigns undertaken.		Waste & Recycling	
30.	Regional Services	Waste & Recycling	4.2.3.2	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.3. Our waste management practices accommodate and support environmental sustainability.	Undertake actions to progress the long-term solution for residual waste management to replace the Lakes Creek Road landfill once it reaches closure.	Provide quarterly progress reports to Council within the RRWR Performance Plan.		Waste & Recycling	KFA – Infrastructure Planning
31.	Regional Services	Fitzroy River Water	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.	Construct the Gracemere to South Rockhampton sewer diversion pumping station and pressure pipeline.	Complete construction by 30 June 2027.		Infrastructure	KFA – Infrastructure Planning SCP – Gracemere to South Rockhampton Sewer Diversion
32.	Regional Services	Fitzroy River Water	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.	Undertake planning and procurement for a new Mount Morgan Sewage Treatment Plant.	Project planning and scope completed for design and construction procurement by 30 June 2027.		Infrastructure	KFA – Infrastructure Planning SCP – Mount Morgan Sewage Treatment Plant Project
33.	Regional Services	Fitzroy River Water	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.	Commence the Glenmore Water Treatment Plant Low Lift Pump Station Mechanical and Electrical Upgrade.	Project planning and scope completed for design and construction procurement by 30 June 2027.		Water	KFA – Infrastructure Planning SCP – Lowlift Pump Station Upgrade
34.	Regional Services	Fitzroy River Water	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.	Continue works required in line with the Barrage Refurbishment Program.	Provide monthly reports to Council in line with the agreed program.		Water	SCP – Barrage Refurbishment Program
35.	Regional Services	Infrastructure Planning	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.	Advance selected enabling infrastructure projects to detail design and cost plans to ensure they are both shovel ready and investment ready.	Complete selected designs by 30 June 2027.		Infrastructure	KFA – Infrastructure Planning

Ref.	Responsible Section: Department	Responsible Section: Section	Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	2026-27 Operational Action	2026-27 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
36.	Regional Services	Infrastructure Planning	5.1.3.2	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.	Commence implementation of the Council specific recommendations of the Central Queensland Regional Water Assessment.	Provide quarterly progress reports to Council.	5.1.2	Infrastructure	KFA – Infrastructure Planning KFA – Economic Development and Future Growth
37.	Regional Services	Project Delivery	5.1.3.3	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 North Rockhampton Sewage Treatment Plant – UV Disinfection Project.	Progress the delivery of the UV disinfection project in line with approved project schedule.	3.4.2 5.1.1	Infrastructure	SCP – North Rockhampton Sewage Treatment Plant - UV Disinfection Project

11.7 MIRANI TOURISM STRATEGIC ADVISORY COMMITTEE

File No:	**1**
Attachments:	**Nil**
Authorising Officer:	**Evan Pardon - Chief Executive Officer**
Author:	**Justin Kann - Manager Office of the Mayor and Economic Development**

SUMMARY

The State Member for Mirani, Glen Kelly, has invited representatives from Council to join a new Tourism Strategic Advisory Committee.

OFFICER'S RECOMMENDATION

THAT Council endorse the following two representatives to the Mirani Strategic Tourism Committee:

1. Councillor Cherie Rutherford; and
2. Manager, Office of the Mayor and Economic Development (Advance Rockhampton)

COMMENTARY

The Office of the Mayor has received a request from the State Member for Mirani, Glen Kelly, regarding a new Tourism Strategic Advisory Committee.

The committee is being established by the Member for Mirani to identify practical tourism, infrastructure and development opportunities across the western communities of the Rockhampton Region, with Mount Morgan and the communities west of Rockhampton forming an important part of its focus.

The Member for Mirani has invited a representative of Council and Advance Rockhampton to participate in the Committee and work with him, the State Government and other groups and members to inform and guide tourism initiatives going forward.

Over the past 5 years, Council through its economic development and tourism arm - Advance Rockhampton – has invested in tourism and visitation initiatives in and around Mount Morgan.

This has primarily been outlined and delivered through its Advancing Mount Morgan Strategy. Advance Rockhampton have also worked closely with Mount Morgan Promotion and Development Inc (MMPAD), Department of the Environment, Tourism, Science and Innovation and other relevant stakeholders.

The new Committee presents an opportunity for Council to work with the State Member for Mirani, local community and tourism representatives and the broader State Government to inform and advocate for investment in the region.

Given the purpose and nature of the Committee, officers recommend two representatives be put forward to the Member for Mirani to participate in the committee:

- Cr Cherie Rutherford
- Manager of the Office of the Mayor and Economic Development

PREVIOUS DECISIONS

Nil

BUDGET IMPLICATIONS

N/a

LEGISLATIVE CONTEXT

Nil

LEGAL AND RISK IMPLICATIONS

The Mirani Tourism Strategic Advisory Committee will be a non-binding advisory Committee where Council will inform, provide input and insight and support new investment initiatives.

It does not infer any legal obligations on Council nor represent endorsement of any individual projects or initiatives.

CORPORATE/OPERATIONAL PLAN

GOAL 3.3 - Our work attracts visitors to the Region

- We promote our Region as an attractive destination for visitors
- We design places and deliver events that encourage visitors to come and stay

CONCLUSION

The new Committee will provide an opportunity for Council to engage and advocate for new tourism and visitation investment in the region.

12 NOTICES OF MOTION

12.1 NOTICE OF MOTION - COUNCILLOR ELLIOT HILSE - OUTDOOR ENTERTAINMENT AND AMPHITHEATRE INFRASTRUCTURE

File No:	**6097**
Attachments:	**1. Correspondence to Chief Executive Officer⇩**
Responsible Officer:	**Nicole Semfel - Executive Assistant to the Mayor** **Justin Kann - Manager Office of the Mayor and Economic Development** **Evan Pardon - Chief Executive Officer**

SUMMARY

Councillor Elliot Hilse has indicated his intention to move the following Notice of Motion at the next Ordinary Council Meeting scheduled; Tuesday 10 November 2026, as follows:

COUNCILLOR'S RECOMMENDATION

THAT officers of Rockhampton Regional Council prepare and present a report to Council on the viability of developing a new music Amphitheatre within the Rockhampton Region, including potential location options, funding opportunities, and the associated benefits and challenges of such a project.

BACKGROUND

The Rockhampton Region was once regarded as a major destination for live music in Queensland, attracting some of Australia's most iconic performers, including INXS, Powderfinger, Silverchair, Midnight Oil, Cold Chisel, Grinspoon and John Farnham, who all performed at the former Music Bowl.

The venue also hosted a range of popular community events, including the annual Mayor's Carols by Candlelight. Following the sale of the adjoining car park, increasing operational costs, and the absence of a suitable replacement outdoor venue, this longstanding community event has unfortunately ceased.

Given the growing need for quality outdoor entertainment and community event infrastructure, now is an appropriate time for Council to investigate the feasibility of constructing a new purpose-built music amphitheatre.

1. The viability of developing a new music Amphitheatre and potential funding models to support its construction and operation.
2. The economic, cultural, tourism and community benefits such a facility could deliver to the Rockhampton Region.
3. The advantages and disadvantages of potential locations for the development of this infrastructure.

NOTICE OF MOTION – COUNCILLOR ELLIOT HILSE - OUTDOOR ENTERTAINMENT AND AMPHITHEATRE INFRASTRUCTURE

Correspondence to Chief Executive Officer

Meeting Date: 10 November 2026

Attachment No: 1

Councillor Elliot Hilse
Division 2
Environmental Sustainability Portfolio
elliot.hilse@rrc.qld.gov.au
0460 638 680

2 November 2026

Evan Pardon
Chief Executive Officer
Rockhampton Regional Council
232 Bolsover Street
ROCKHAMPTON QLD 4700

Dear Sir

I hereby give notice of my intention to move the following motion at Council's Ordinary Council Meeting scheduled for Tuesday 10 November 2026:

> *"That officers of Rockhampton Regional Council prepare and present a report to Council on the viability of developing a new music amphitheatre within the Rockhampton Region, including potential location options, funding opportunities, and the associated benefits and challenges of such a project."*

The Rockhampton Region was once regarded as a major destination for live music in Queensland, attracting some of Australia's most iconic performers, including INXS, Powderfinger, Silverchair, Midnight Oil, Cold Chisel, Grinspoon and John Farnham, who all performed at the former Music Bowl.

The venue also hosted a range of popular community events, including the annual Mayor's Carols by Candlelight. Following the sale of the adjoining car park, increasing operational costs, and the absence of a suitable replacement outdoor venue, this longstanding community event has unfortunately ceased.

Given the growing need for quality outdoor entertainment and community event infrastructure, now is an appropriate time for Council to investigate the feasibility of constructing a new purpose-built music amphitheatre.

1. The viability of developing a new music amphitheatre and potential funding models to support its construction and operation.
2. The economic, cultural, tourism and community benefits such a facility could deliver to the Rockhampton Region.
3. The advantages and disadvantages of potential locations for the development of this infrastructure.

I am therefore requesting that the relevant Council officers prepare and present a report addressing these matters, enabling Council to make an informed decision on the future of this important cultural and community infrastructure opportunity.

Yours faithfully

Councillor Elliot Hilse
Rockhampton Regional Council

13 QUESTIONS ON NOTICE

Nil

14 URGENT BUSINESS/QUESTIONS

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

15 CLOSED SESSION

RECOMMENDATION

THAT Council move into Closed Session pursuant to section 254J(1) of the *Local Government Regulation 2012* and 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.

16.1 Beef Australia 2027 - Request for Sponsorship and In-Kind Support

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.

16 CONFIDENTIAL REPORTS

16.1 BEEF AUSTRALIA 2027 - REQUEST FOR SPONSORSHIP AND IN-KIND SUPPORT

File No: **10486**

Attachments:
1. **Council Sponsorship Offer Dated 26 Oct 2026**
2. **Beef Australia Response Dated 26 Oct 2026**
3. **Beef Comparison of Support and Negotiating Positions**

Authorising Officer: **John Webb - Manager of Communities and Culture**
Damon Morrison - General Manager Communities and Lifestyle

Author: **John Webb - Manager of Communities and Culture**

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

This report presents Beef Australia's response to Council's endorsed sponsorship position for Beef Australia 2027. The report seeks Council's endorsement of a final position to complete negotiations with Beef Australia.

17 CLOSURE OF MEETING