



SPECIAL MEETING

AGENDA

19 JUNE 2025

Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 19 June 2025 commencing at 9:00 AM for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
11 June 2025

Next Meeting Date: 24.06.25

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

2 PRESENT

Members Present:

The Mayor, Councillor A P Williams (Chairperson)
Deputy Mayor, Councillor M D Wickerson
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

4 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

5 OFFICERS' REPORTS

5.1 DRAFT 2025-2026 OPERATIONAL PLAN

File No: 8320

Attachments:

1. [Draft 2025-26 Operational Plan](#)
2. [Draft 2025-2026 Performance Plan - FRW](#)
3. [Draft 2025-2026 Performance Plan - RRWR](#)
4. [Draft 2025-2026 Performance Plan - Airport](#)

Authorising Officer: Damon Morrison - Manager Workforce and Governance
Ross Cheesman - Deputy Chief Executive Officer

Author: Shannon Jennings - Coordinator Legal and Governance

SUMMARY

The following draft documents are presented for Council's review and in-principle approval prior to adoption and endorsement:

- (a) 2025-2026 Operational Plan actions and targets;
- (b) 2025-2026 Performance Plan contents for Fitzroy River Water, Rockhampton Regional Waste and Recycling and Rockhampton Airport.

OFFICER'S RECOMMENDATION

THAT Council receives the report and provides in-principle support of the draft:

- (a) 2025-2026 Operational Plan actions and targets; and
- (b) 2025-2026 Performance Plan contents for Fitzroy River Water, Rockhampton Regional Waste and Recycling and Rockhampton Airport.

COMMENTARY

This report seeks Council's in-principle approval of the draft:

- (a) 2025-2026 Operational Plan actions and targets (**Attachment 1**); and
- (b) 2025-2026 Performance Plan contents for Fitzroy River Water (**Attachment 2**), Rockhampton Regional Waste and Recycling (**Attachment 3**); and the Rockhampton Airport (**Attachment 4**).

Expenditure figures contained in the draft documents will be updated prior to adoption to reflect the 2025-26 adopted budget.

The draft Operational Plan key focus areas, significant capital projects, actions and targets were previously presented to Council at a Special Council Meeting on 14 May 2025.

The 2025-2026 Operational Plan is proposed to be presented to Council for adoption in line with the proposed budget on 24 June 2025. Council has a legislative requirement to adopt an annual Operational Plan which must, amongst other things, detail how Council will progress the implementation of its 5 year Corporate Plan over the coming financial year in accordance with the adopted budget. Council's Operational Plan must include an annual Performance Plan for each of Council's commercial business units.

All actions contained in the draft Operational Plan are dependent on the outcome of the 2025-26 Adopted Budget.

PREVIOUS DECISIONS

Council adopted the 2022-2027 Corporate Plan on 8 February 2022.

The draft 2025-2026 Operational Plan actions and targets were presented to Council for feedback at a Special Council Meeting held on 14 May 2025.

BUDGET IMPLICATIONS

In accordance with section 175 of the *Local Government Regulation 2012*, the Operational Plan must be consistent with the budget. All actions contained in the draft Operational Plan are dependent on the outcome of the 2025-26 Adopted Budget.

LEGISLATIVE CONTEXT

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

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

- (a) A local government to prepare and adopt an annual Operational Plan for each financial year;
- (b) The Chief Executive Officer to present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than 3 months; and
- (c) A local government to discharge its responsibilities in a way that is consistent with its annual Operational Plan.

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

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

LEGAL IMPLICATIONS

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

STAFFING IMPLICATIONS

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

RISK ASSESSMENT

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

CORPORATE/OPERATIONAL PLAN

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

CONCLUSION

Council endorsement is sought in relation to the contents of the draft 2025-2026 Operational Plan actions and targets and proposed 2025-2026 Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Rockhampton Airport prior to the document being presented to Council for adoption together with the proposed budget.

DRAFT 2025-2026 OPERATIONAL PLAN

Draft 2025-26 Operational Plan

Meeting Date: 19 June 2025

Attachment No: 1

DRAFT OPERATIONAL PLAN 2025-2026

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.

Infrastructure Planning

Corporate Plan Theme: Our Infrastructure

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

It is also necessary that Council provide a strong voice on behalf of our community to ensure that infrastructure provided by other levels of government or private providers best suit the needs of our Region. Infrastructure planning ensures that our assets are managed strategically, transparently and efficiently.

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 and delivery are key dimensions supporting growth of the Rockhampton Region. Council will continue to refine the Rockhampton Region Planning Scheme and Local Government Infrastructure Plan to support and guide growth and development of the Region. Planning, prioritisation and delivery of critical infrastructure supporting residential and commercial growth will be a focus for Council in the near term.

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 Refurbishment

Corporate Plan Theme: Our Economy

This project involves a major refurbishment of the existing Plant.

The expansion to capacity of the plant has now been completed and the major focus over the next 12 months will be the refurbishment of the existing plant. The scope of works includes a range of electrical, mechanical, civil, building, and structural works to upgrade and extend the life of the treatment plant.

Mount Morgan Water Pipeline Project

Corporate Plan Theme: Our Infrastructure

This project is the design and construction of a new potable water pipeline from the existing Gracemere water network to the Mount Morgan community. The project will provide a new dedicated potable water pipeline of approximately 28.5 kilometres and include two new reservoirs and pump stations at Gracemere, upgrade of the Old Cap Highway pump station, a new booster pump station and break tank at Moonmera, chlorine boosting facilities and network connection works.

Rockhampton Airport Solar

Corporate Plan Theme: Our Environment

With support from a Federal Government 'Activating Local Councils Reef Action Plans' grant, this project will deliver a 976kW solar system at the Rockhampton Airport Terminal. As Council's second highest electricity-consuming facility, the Rockhampton Airport is critical regional infrastructure that is owned and operated by Council, supporting around 600,000 passenger movements through the Rockhampton Region each year. The Rockhampton Airport Solar project supports the Reef 2050 Plan of 'limiting the impacts of climate change' by providing renewable energy to lead our community by example and cost-effectively accelerate the local transition towards net zero emissions.

Rockhampton Sports Precinct Design

Corporate Plan Theme: Our Community

This project will continue the planning and design for the Rockhampton Sports Precinct, a contemporary regional scale multipurpose sports precinct that will meet the sport and recreation needs of the Rockhampton Region. The Precinct will deliver a level of community and sporting facilities that will not only support the health and wellbeing of the community, but also cater for regional, state and national level sporting competition, with the aim to attract sporting carnivals and events, giving our sports community and participants the opportunity to compete in and watch these 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.

2025 – 2026 Proposed Actions and Targets

Responsible Section			Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2025-26 Operational Action	Proposed 2025-26 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
Ref.	Department	Section									
1.	Corporate Services	Airport	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 2025-2026 Performance Plan.	Achieve all financial and non-financial performance targets.		Economic Development & Airport	
2.	Regional Services	Waste & Recycling	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 2025-2026 Performance Plan.	Achieve all financial and non-financial performance targets.	4.2.3	Waste & Recycling	
3.	Regional Services	Fitzroy River Water	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 2025-2026 Performance Plan.	Achieve all financial and non-financial performance targets.		Water	
4.	Corporate Services	Finance	1.1.2.1	1. Our Council	1.1. We are fiscally responsible	1.1.2. Our budgets are financially sustainable and provide value and accountability to the community.	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.	Complete 95% expenditure against approved Capital budget.		Whole of Council	KFA – Fiscal Responsibility/ Financial Sustainability
6.	Office of the CEO	Office of the Mayor	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
7.	Community Services	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	
8.	Office of the CEO	Advance Rockhampton	NEW 1.2.3.2	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.	Determine whether a review is required to the CBD Framework, based on opportunities arising from the hosting of the Olympic Rowing including the athlete's village facility proposal.	Recommendations to be presented to Council by the 31 March 2026 as to whether the framework should be reviewed and updated		Whole of Council	
9.	Corporate Services	Workforce & Governance	1.3.1.1	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Maintain a safety management system that minimises the risk to people and property.	Develop a 3-year Health and Safety Strategy and annual action plan by 30 June 2026.		Whole of Council	
10.	Corporate Services	Workforce & Governance	1.3.1.2	1. Our Council	1.3. We are motivated to provide excellent service and have a strong organisational culture	1.3.1. We have a workplace culture that is safe, engaged, responsive, professional and accountable.	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Develop and implement the Work Health and Safety Performance Measures Procedure for 2025-26 to monitor compliance against Key Performance Indicators.		Whole of Council	

Responsible Section			Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2025-26 Operational Action	Proposed 2025-26 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
Ref.	Department	Section									
11.	Corporate 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 2025-26.		Whole of Council	
12.	Corporate Services	Finance	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 31 January 2026.		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.	Continue the development of Asset Management Plans for Stormwater Infrastructure, Site Improvements and Airport Infrastructure.	Complete draft Plans and seek Asset Custodian endorsement by 30 June 2026.	5.1.1	Infrastructure	KFA – Economic Development and Future Growth KFA – Infrastructure Planning
14.	Community Services	Community Assets & Facilities	2.1.5.1	2. Our Community	2.1. Our places and spaces enhance the liveability and diversity of our communities	2.1.5. We maintain our public places and spaces responsibly by planning and prioritising our work.	Prepare a report to Council on the re-opening date of the Southside Cemetery for future burials in Rockhampton.	Report to be presented to Council by 31 December 2025.		Parks, Sport & Public Spaces	
15.	Office of the CEO	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.	Progress design development and approvals for the Rockhampton Sports Precinct.	Provide monthly progress reports to Council.	2.1.4	Parks, Sport & Public Spaces	SCP – Rockhampton Sports Precinct Design
16.	Community Services	Directorate	NEW 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.	Establish a project plan and associated resources towards providing further short-term assistance for homelessness.	Establish the project plan and begin implementation by 31 December 2025.		Communities, Culture & Heritage	
17.	Community Services	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	
18.	Office of the CEO	Advance Rockhampton	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.	Commence and progress Major Amendments to the Rockhampton Region Planning Scheme based on the outcomes from the statutory 10-Year Review and Local Government Infrastructure Plan review.	Commence amendments by 30 June 2026.		Planning & Regulation	KFA – Economic Development and Future Growth
19.	Office of the CEO	Advance Rockhampton	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.	Continue to explore and pursue opportunities with relevant stakeholders to increase the supply of housing in the Region, including social and affordable housing.	Provide quarterly progress reports to Council.	1.2.4	Economic Development & Airport	
20.	Office of the CEO	Advance Rockhampton	NEW 3.1.2.3	3. Our Economy	3.1. We plan for growth with the future needs of the community, business and industry in mind	3.1.2. Our strategic planning supports the Region's growing population and enables economic development.	Complete residential and mixed-use master planning of identified parts of the CQU Priority Development Area in partnership with CQUniversity and Economic Development Queensland.	Complete by 30 June 2026.		Economic Development & Airport	KFA – Economic Development and Future Growth
21.	Office of the CEO	Advance Rockhampton	NEW 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.	Promote development of the Region's irrigated agriculture sector.	Complete the South Yaamba Irrigation Development Business Case by 30 June 2026.		Economic Development & Airport	KFA – Economic Development and Future Growth

Responsible Section			Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2025-26 Operational Action	Proposed 2025-26 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
Ref.	Department	Section									
22.	Office of the CEO	Office of the Mayor	3.2.31	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 2025.	2.2.4	Whole of Council	KFA – Economic Development and Future Growth
23.	Office of the CEO	Advance Rockhampton	NEW 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.	3.11 3.2.2	Economic Development & Airport	KFA – Economic Development and Future Growth
24.	Office of the CEO	Advance Rockhampton	NEW 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).	Provide quarterly reports to the steering group and Council.	1.2.2	Economic Development & Airport	KFA – Economic Development and Future Growth
25.	Office of the CEO	Advance Rockhampton	NEW 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.	Refresh branding of the consumer-facing Explore Rockhampton marketing platforms.	Complete by 30 June 2026.		Economic Development & Airport	
26.	Office of the CEO	Advance Rockhampton	3.3.2.1	3. Our Economy	3.3. Our work attracts visitors to the Region	3.3.2. We design places and deliver events that encourage visitors to come and stay.	Develop a 2032 Olympic and Paralympics Games Strategy to attract events and tourism to the Region.	Present 2032 Olympic and Paralympics Games Strategy to Council by 31 March 2026.	3.4.1	Economic Development & Airport/ Parks, Sport & Public Spaces	KFA – Economic Development and Future Growth
27.	Regional Services	Project Delivery	3.4.2.1	3. Our Economy	3.4. We support our Region's economy through our projects and activities	3.4.2. Our infrastructure and community assets support the growth of the Region's economy.	Undertake the North Rockhampton Sewage Treatment Plant Refurbishment Project.	Undertake the renewal of existing process trains in line with approved project schedule.	5.1.3 5.1.1	Infrastructure	SCP – North Rockhampton Sewage Treatment Plant Refurbishment
28.	Community Services	Environmental Sustainability	4.1.1.1	4. Our Environment	4.1. Our Region is resilient and prepared to manage climate-related risks and opportunities	4.1.1. We have a greater understanding of climate risks and their impacts on the Region, which prepares us for challenges and opportunities in the future.	Facilitate implementation of Council's Climate Risk Management Plan, guided by the state and national climate risk management frameworks.	Progress governance practice improvements and seek funding to support key resilience initiatives by 30 June 2026.		Environmental Sustainability	
29.	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 2026.		Waste & Recycling	KFA – Infrastructure Planning
30.	Regional Services	Waste & Recycling	4.2.1.2	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.1. We continually improve our environment and sustainability performance and comply with State and Federal requirements.	Undertake actions within the Central Queensland Regional Waste & Resource Recovery Management Plan (RWRMP)'s Implementation Plan in line with budget.	Provide quarterly progress reports to Council on the Implementation Plan.		Waste & Recycling	KFA – Infrastructure Planning
31.	Community Services	Environmental Sustainability	4.2.2.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.2. We seek out opportunities that contribute to the long-term environmental sustainability of the Region.	Implement the Sustainability Strategy for the Region in accordance with the annual Sustainability Action Plan.	Provide quarterly progress reports to Council and an annual Year in Review highlights report.	4.2.4 4.2.5 3.1.3	Environmental Sustainability	
32.	Regional Services	Project Delivery	4.2.2.2	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.2. We seek out opportunities that contribute to the long-term environmental sustainability of the Region.	Construct the Airport Solar project.	Completion of the project by 30 April 2026.		Infrastructure	SCP – Rockhampton Airport Solar

Responsible Section			Code	Corporate Plan Commitment	Corporate Plan Goal	Corporate Plan Effort	Proposed 2025-26 Operational Action	Proposed 2025-26 Operational Target	Link to additional Corporate Plan Effort	Councillor Portfolio	Link to Key Focus Areas/ Significant Capital Project
Ref.	Department	Section									
33.	Regional Services	Waste & Recycling	NEW 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	
34.	Community Services	Environmental Sustainability	NEW 4.2.5.1	4. Our Environment	4.2. We pursue innovative and sustainable practices	4.2.5. Our practices protect and conserve our natural assets.	Facilitate Council's participation in the Queensland Government's Urban Water Stewardship Framework.	Work with key stakeholders to assess current water management practices and consider the need for practice improvements by 30 December 2025.	4.2.2	Environmental Sustainability	
35.	Community Services	Parks	NEW 4.3.1.1	4. Our Environment	4.3. Our public spaces add value to our Region and our communities	4.3.1. Our public spaces are designed for environmental sustainability, urban greening and amenity.	Review and update Tree Management Policy to ensure it is supportive of Council's Urban Greening Policy.	Review and update the Tree Management Policy by 30 June 2026.		Environmental Sustainability/ Parks, Sport & Public Spaces	
36.	Regional Services	Project Delivery	5.1.2.1	5. Our Infrastructure	5.1. Our Region has infrastructure that meets current and future needs	5.1.2. Our future projects are planned and prioritised.	Construction of a new potable water pipeline from Gracemere to Mount Morgan.	Provide monthly progress reports to Council.	5.1.3	Infrastructure	SCP – Mount Morgan Water Pipeline Project
37.	Regional Services	Fitzroy River Water	NEW 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.	Construct the Gracemere to South Rockhampton sewer diversion pumping station and pressure pipeline.	Develop project schedule and provide monthly reports to Council.		Infrastructure	KFA – Infrastructure Planning SCP – Gracemere to South Rockhampton Sewer Diversion
38.	Regional Services	Infrastructure Planning	NEW 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 2026.		Infrastructure	KFA – Infrastructure Planning

DRAFT 2025-2026 OPERATIONAL PLAN

Draft 2025-2026 Performance Plan - FRW

Meeting Date: 19 June 2025

Attachment No: 2

FITZROY RIVER WATER

2025-2026 PERFORMANCE PLAN

OVERVIEW

Fitzroy River Water (FRW) is a commercial business unit of Council responsible for operating and maintaining water and sewer assets totalling approximately \$1.41 billion (replacement value). General functions of these assets include the storage and supply of raw water for commercial and agricultural purposes, treating and distributing potable water for urban and industrial use, and the collection, treatment and discharge of treated effluent. FRW provides water and sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan underpins FRW's performance objectives over the 2025-26 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2025-26 Operational Plan.

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

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

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

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

VALUES

FRW will provide a service which embraces Council's Corporate Values of Safety, Accountable, Customer Focused, Continuous Improvement, One Team, and People Development.

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the water and sewerage services provided by FRW are as follows:

Water Operations

Water	28,742 ML
Barrage	1 (<i>Fitzroy River Barrage High Priority Allocation: 50,383ML</i>)
Dams	1 (<i>Mount Morgan No. 7 Dam Capacity at full operating level: 2,830ML</i>)
Water Treatment Plants	2 (120ML/d and 2.6ML/d)
Water Reticulation	903 km
Potable Water Supply Reservoirs	21
Pumping Stations and Bores	37
Properties Served* – Water (as at 30 June 2024)	33,514

Sewerage Operations

Sewage Treated	7,016 ML
Sewage Treatment Plants	4 (15 ML/d, 5 ML/d, 2 ML/d, 0.2 ML/d)
Pumping Stations	61
Sewerage Collection Mains	754 km
Properties Served* – Sewerage (as at 30 June 2024)	30,808

* Not including vacant land.

FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2025-26 Target	Explanation	Calculation
Operating surplus ratio	XX.X%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	XX.X times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Local Government, Water and Volunteers target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense

Performance Measure	2025-26 Target	Explanation	Calculation
Competitive neutrality ratio (% of gross revenue)	XX.X%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	XX.X%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	X.X%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 5%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Water

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
Day to Day Continuity			
CSS1	Extent of unplanned interruptions – connections based (number per 1,000 connections per year)	<80	<80
CSS2	Extent of unplanned interruptions – incidents based (number per 100 km of main per year)	<30	<30
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)	>95%	>95%
CSS4	Customer interruption frequency:		
	1 interruption per year	12%	12%
	2 interruptions per year	2%	2%
	3 interruptions per year	1%	1%
	4 interruptions per year	0.50%	0.50%
	5 or more interruptions per year	0.25%	0.25%

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
CSS5	Average interruption duration – planned and unplanned	<3 hours	<3 hours
CSS6	Response time: Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	>95%	>95%
	Restoration time: Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	>95%	>95%
Adequacy and Quality of Normal Supply of Water Supply			
CSS7	Minimum pressure standard at the water meter	220 kPa	220 kPa
CSS8	Minimum flow standard at the water meter	9 L/min	9 L/min
CSS9	Connections with deficient pressure and/or flow (% of total connections)	<2.5%	<2.5%
CSS10	Drinking water quality (compliance with industry standard) ¹	>98%	>98%
CSS11	Drinking water quality complaints (number per 1,000 connections)	<3	
CSS12	Drinking water quality incidents (number per 1,000 connections)	<2	<2
Long Term Continuity of Water Services			
CSS13	Water main breaks (number per 100 km of main)	<20	<20
CSS14	Water services breaks (number per 1,000 connections)	<20	<20
CSS15	System water loss (litres per connection per day)	<150 L	<150 L

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

Sewerage

CSS Reference	Performance Indicator	Sewerage Schemes	
		Rockhampton and Gracemere	Mount Morgan
Effective Transportation of Sewage			
CSS16	Sewage overflows – total (number per 100km of main)	<25	<10
CSS17	Sewage overflows to customer property (number per 1,000 connections)	<5	<5
CSS18	Odour complaints (number per 1,000 connections)	<1	

CSS Reference	Performance Indicator	Sewerage Schemes	
		Rockhampton and Gracemere	Mount Morgan
CSS19	Response time: Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	>95%	>95%
	Restoration time: Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	>95%	>95%
Long Term Continuity of Sewerage Services			
CSS20	Sewer main breaks and chokes (number per 100km of main)	<20	<20
CSS21	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)	<5	<5

Customer Service Standards

Performance Indicator	2025-26 Target
Installation of new water connections (within the water service area) – excluding private works new connections	15 working days
Installation of sewerage connections (within the sewerage area) – excluding private works new connections	15 working days
Complaints (excluding maintenance of water and sewerage services) – advise outcome	20 working days

COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2025-26 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Water		
Sporting Bodies Water Access and Consumption	\$XX,XXX	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Undetected Leak Rebates	\$110,000	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and non-residential customers be identified as a community service obligation to the amount of \$110,000 per annum.
Water Total	\$XXX,XXX	

Community Service Obligation	Estimated Cost	Objective
Sewerage		
Combined Line Charges (expenses)	\$XX,XXX	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a community service obligation.
Combined Line Charges (capital)	\$XXX,XXX	Further to the above resolution regarding the maintenance of combined lines, FRW has begun a full replacement program of these assets. As a result, the cost of replacing these combined lines also constitutes a community service obligation and the full cost incurred is claimed.
Raising Access Chambers	\$XXX,XXX	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.
Sporting Bodies Sewerage Access	\$XXX,XXX	Council upon review of applications, at times, grants remissions for sewerage charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Sewerage Total	\$XXX,XXX	
TOTAL	\$XXX,XXX	

FINANCIAL POLICIES

Capital Structure

FRW's notional capital structure is 50% debt/50% equity for pricing purposes. FRW will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All FRW's financial planning is subject to approval by Council.

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents

have been forwarded to Council each year, any remaining surplus/loss will be held in FRW's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

FRW is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).

Contributed Assets

Assets donated by developers or other parties will be recognised as revenue and a non-current asset. Contributed assets will also be recognised in the asset management system as a contributed asset.

Grants and Subsidies

FRW, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, FRW applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Water utility charges consist of a two-part tariff – an access charge and a consumption charge.

Sewerage utility charges are set on number of charges per residence or number of charges per pedestal and/or equivalent urinal.

PROPOSED MAJOR INVESTMENTS

FRW's proposed major investments for 2025-26 financial year are outlined below:

Water Supply	Cost	Sewerage	Cost
Barrage / Dam	\$X.XM	Sewage Treatment Plants	\$XX.XM
Water Treatment Plants	\$X.XM	Sewerage Pump Stations	\$X.XM
Water Pump Stations	\$X.XM	Sewerage Mains	\$X.XM
Water Reservoirs	\$X.XM	Other	\$X.XM
Water Mains	\$X.XM		
Water Meters	\$X.XM		
Water Supply	\$XX.XM		
Solar Initiative	\$X.XM		
TOTAL	\$XX.XM	TOTAL	\$XX.XM

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guideline requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. FRW is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

As a water service provider, FRW has prepared a Customer Service Standard in line with the requirements of the *Water Supply (Safety and Reliability) Act 2008* (the Act). The Customer Service Standard states a target for the level of service provided and the process for service connections, billing, metering, accounting, customer consultation, complaints and dispute resolution. The Act also requires a water or sewerage service provider supplying a reticulated water service or sewerage service to

declare the relevant area to be a service area and keep a map showing the service area.

FRW undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2025-26 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

Access to the Service Area Maps <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

DELEGATED AUTHORITIES

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

- Providing FRW with the required delegations to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

FRW's overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers in various Legislative Acts.

REPORTING FRAMEWORK

FRW will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a water and sewerage service provider.

Corporate Requirements

Reporting Requirements
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report

Regulatory Requirements

Reporting Requirements
Australian Bureau of Statistics Reports
Bureau of Meteorology Reports
Dam Safety Annual Review
Drinking Water Quality Management Plan Annual Report
Emergency Action Plan

Reporting Requirements
Environmental Annual Reports and Licence Returns
Environmental Authority Pump Station Annual Report
National Performance Report
National Pollutant Inventory
Resource Operations Licence Quarterly/Annual Report
Statewide Water Information Management (Mandatory KPI) Reporting

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Fitzroy River Water portfolio there are four main service areas:

Drinking Water Supply Schemes/Bulk Water Services (>100,000 total population):

- Rockhampton Water Supply Scheme – supplies to the Rockhampton and Gracemere localities
- Mount Morgan Water Supply Scheme – supplies to Mount Morgan
- Bulk Water Supply to Livingstone Shire Council – supplies drinking water to The Caves, Nerimbera and Capricorn Coast localities within the Livingstone Shire Council area

Raw/Untreated Water Supply Schemes (>100 customers):

- Fitzroy Barrage Water Supply Scheme – supplies medium priority supplemented water to allocation holders located within the vicinity of the Fitzroy River Barrage pondage
- No. 7 Dam Water Supply Scheme – supplies partially treated water to customers located near Fletchers Creek south of Mount Morgan

Sewerage Schemes (>80,000 total population):

- North Rockhampton Sewerage Scheme – servicing suburban North Rockhampton
- South Rockhampton Sewerage Scheme – servicing suburban South Rockhampton
- Gracemere Sewerage Scheme – servicing the Gracemere community
- Mount Morgan Sewerage Scheme – servicing the Mount Morgan township

Recycled Water Schemes (>10 customers):

- North Rockhampton Recycled Water Scheme (NRRWS)
- South Rockhampton Recycled Water Scheme (SRRWS)
- Gracemere Recycled Water Scheme (GRWS)
- Mount Morgan Recycled Water Scheme
- NRRWS, SRRWS, GRWS are currently not operational

Staff Resources

Tenure	Total FTEs
Fulltime	127
Casual	3

DRAFT 2025-2026 OPERATIONAL PLAN

Draft 2025-2026 Performance Plan - RRWR

Meeting Date: 19 June 2025

Attachment No: 3

ROCKHAMPTON REGIONAL WASTE AND RECYCLING

2025-2026 PERFORMANCE PLAN

OVERVIEW

Rockhampton Regional Waste and Recycling (RRWR) is a commercial business unit of Council providing recycling and solid waste collection and management services to the communities of Rockhampton, Gracemere, Mount Morgan and surrounds. It also provides waste facility management services to the communities of Bajool, Bushley, Alton Downs and Bouldercombe.

RRWR will enhance the community by embracing the principles of Council's Resource Recovery Strategy, as we move towards a circular economy.

This plan underpins RRWR's performance objectives over the 2025-26 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

RRWR will deliver all services relating to waste management and collection on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2025-26 Operational Plan.

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.

VALUES

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

Vision

To live in a community without waste.

Mission

We will become a "zero-waste" community by 2040, diverting 90% of waste from landfill.

Values Statement

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the waste and recycling services provided by RRWR are as follows:

Number of domestic and commercial collection services – General Waste (as at 1 January 2025)	38,492
Number of domestic and commercial collection services – Recycling (as at 1 January 2025)	35,514
Total Waste to Landfill – including kerbside waste collection but not including cover or operational material (tonnes) (as at 30 June 2024)	59,877t
Kerbside Waste Collection (tonnes) (as at 30 June 2024)	23,451t
Kerbside Recycling Collection (tonnes) (as at 30 June 2024)	3,889t
Landfill	1
Waste Facilities – Staffed	7

FINANCIAL AND NON- FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2025-26 Target	Explanation	Calculation
Operating surplus ratio	XX%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	XX times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than XX%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Local Government, Water and Volunteers target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	XX%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	XX%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue

Performance Measure	2025-26 Target	Explanation	Calculation
Return on assets	XX%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within X%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Performance Measure	2025-26 Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within five working days upon application by the owner	95%
Provision of assisted services within ten working days from application by the resident/s	98%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	95%

COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2025-26 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Old Landfills Maintenance Works	\$199,223	To offset the costs associated with monitoring and maintaining Council's historic closed landfill sites.

Community Service Obligation	Estimated Cost	Objective
Regulated Waste Disposal	\$158,056	Regulated waste must all be disposed of in adherence to environmental laws and regulations and the method of disposal is quite expensive. To ensure disposal costs charged to the community is at an affordable rate, which in turn will prevent illegal dumping and more costs due to environmental damage.
Green Waste	\$206,543	Council's fees and charges for the disposal of green waste off-set a portion of the cost of managing green waste by the amount of \$571,000. The CSO amount has been reduced by the same amount.
Waste Education	\$55,000	To assist with the provision of education to the community in relation to the whole range of waste issues, in particular to develop community wide support for Council's strategic agenda of achieving zero waste by 2040, and to foster desired behaviours in relation to recycling, waste generation, litter and illegal dumping.
Assisted Service	\$302,570	To offset the additional costs of providing Assisted Services for waste and recycling collections, being those services whereby operators are required to access the resident's property to collect and return bins.
Regional Waste Facilities	\$1,514,470	Council has fees and charges for disposal of waste at the regional waste facilities which will offset operational costs by the amount of \$372,000. The CSO amount has been reduced by the same amount.
TOTAL	\$2,435,862	

FINANCIAL POLICIES

Capital Structure

RRWR's notional capital structure is 50% debt/50% equity for pricing purposes. RRWR will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All RRWR's financial planning is subject to approval by Council.

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council's determination on RRWR's capital structure. RRWR will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

RRWR is required to pay taxes either in the form of tax equivalents (income tax, land tax, payroll tax and stamp duty) to Council or via Council to the relevant government agencies (GST and fringe benefits).

Grants and Subsidies

RRWR, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, Council applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Waste utility charges consist of a general waste service and/or a recycling service for both domestic and commercial customers.

Landfill gate fees are set per tonne or transaction.

Waste Facility gate fees are set per transaction.

PROPOSED MAJOR INVESTMENTS

RRWR's proposed major investments for 2025-26 financial year are outlined below:

Project	Cost
Lakes Creek Road Landfill – first stage of Final Capping and key infrastructure	\$2.8M
Mt Morgan Waste Facility – upgrade to access roads and drainage, reconstruction of green waste pad, CCTV, and re-use shop	\$0.5M
Other projects	\$0.1M
TOTAL	\$3.4M

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guideline requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. RRWR is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

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

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

RRWR undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2025-26 Performance Plan.

DELEGATED AUTHORITIES

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

- Providing RRWR with the required delegations to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

RRWR's overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers in various Legislative Acts.

REPORTING FRAMEWORK

RRWR will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an environmentally relevant activity.

Corporate Requirements

Reporting Requirements
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report
Resource Recovery Strategy Implementation

Regulatory Requirements

Reporting Requirements
Environmental Authority – Annual Return
National Pollution Inventory (NPI) – Annual Reporting
Queensland Waste Data System (QWDS) – Monthly and Annual Reporting

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Waste and Recycling portfolio there are three main service areas:

Waste and Recycling Collections:

- RRWR General Waste Kerbside Collections
- Contracted Recycling Kerbside Collection
- Procured Recyclables Processing Services
- Public Open Space and Event Collection Services

Waste and Recycling Facilities:

- Development of Engineered Landfill – Lakes Creek Road
- Direct management of one Engineered Landfill for domestic and commercial waste disposal
- Provision of recycling services, including:
Green waste, paper and cardboard, commingled recyclables, oils, batteries, gas cylinders, fire extinguishers, scrap metals, white goods, mattresses, paints, e-waste, solar panels and expanded polystyrene
- Contract management of seven staffed regional waste facilities
- Management of historical closed landfill sites

Waste and Recycling Management, Strategy and Education:

- Strategic management, including waste and recycling infrastructure development
- Ongoing review and consideration of a suitable kerbside organics collection service
- Development and management of Council's Resource Recovery Strategy in line with National, State and Local objectives
- Community engagement and education relating to waste and recycling

Additionally, RRWR enjoy collaborative partnerships with other departments delivering key services and projects with a One Team approach:

- Advance Rockhampton, Events: waste reduction initiatives and waste management services.
- Community Services, Environmental Sustainability: waste reduction initiatives including event management.
- Community Services, Parks and Community Assets and Facilities: waste and recycling collection services.
- Regional Services, Civil Operations: operation of a construction and demolition recycling facility at Lakes Creek Road Waste Management Facility.

Staff Resources

Tenure	Total FTEs
Fulltime	38

Other Resources

RRWR utilises 10 waste collection vehicles, one landfill compactor, two front end loaders (waste handler), one excavator, water truck and other smaller plant (for example, skidsteer, mowers, litter vacuum, pumps, generators). Due to the breadth and nature of RRWR's activities, there is an element of work that is undertaken by local contractors particularly during construction periods at the landfill or regional waste facilities and for areas which require specialised work.

DRAFT 2025-2026 OPERATIONAL PLAN

Draft 2025-2026 Performance Plan - Airport

Meeting Date: 19 June 2025

Attachment No: 4

ROCKHAMPTON AIRPORT

2025-2026 PERFORMANCE PLAN

OVERVIEW

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 aircrafts including wide-bodied aircrafts 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 those activities are ancillary to the operation of a modern airport.

The Rockhampton Airport is responsible for all Airport management and operations servicing the City of Rockhampton and Central Queensland.

This plan underpins Rockhampton Airport's performance objectives over the 2025-26 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

Over the past 12 months, Rockhampton Airport has performed well against the key performance indicators. Moving through the 2025-26 year the Airport is forecast to maintain its passenger numbers along with other revenue streams to perform well. The operational side of the Airport will continue to work with all stakeholders to maintain and grow the existing business and look for new opportunities.

OBJECTIVES

Rockhampton Airport will deliver aeronautical and non-aeronautical services on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2025-26 Operational Plan.

Rockhampton Airport will enhance the community by providing an airport experience that stimulates industry, tourism and economic growth.

The Rockhampton Airport will strive to safely deliver aeronautical and non-aeronautical services.

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.

VALUES

Rockhampton Airport will provide a service which embraces Council's Corporate Values.

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the aviation services provided by Rockhampton Airport is as follows:

- Provide air passenger services;
- Conduct an Airport business including affiliated services;
- Develop business for Rockhampton Regional Council;
- Support the General Aviation industry at the Rockhampton Airport; and
- Facilitate the use of the precinct during Military Exercises.

FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2025-26 Target	Explanation	Calculation
Operating surplus ratio	xx.x%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	xx.x times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than xx%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Local Government, Water and Volunteers target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense

Performance Measure	2025-26 Target	Explanation	Calculation
Competitive neutrality ratio (% of gross revenue)	xx.x%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	xx.x%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	x.x%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise and impact on returns to Council	Conduct all activities in accordance with required timelines and operational budget and report any variances that will impact on the final returns to Council for the financial year.	N/A
Capital Works	Within x%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Performance Measure	2025-26 Target
Passenger Numbers	650,000
Bird/Bat Strikes	≤10 per quarter
Lost Time Injury – workplace	≤2
Reported Public Injuries on Airport Precinct	≤3
Hazard inspections completed on time	100%
Rectification Action completed	100%

Performance Measure	2025-26 Target
Customer requests actioned within set timeframes	100%
Third party reporting in Civil Aviation Safety Authority and Australasian Mail Services to be completed within the required timeframes	100%
New non-aero business opportunities reported to Council quarterly	Yes
Progress on new routes reported to Council quarterly	Yes

COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2025-26 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Royal Flying Doctors Service and Capricorn Helicopter Rescue Service	\$319,500	Donation of annual landing fees and lease costs in the form of waiving associated costs.
Patient car parking waiver	\$71,000	To waive car parking fees for eligible customers under the Patient Travelling Subsidy Scheme.
TOTAL	\$390,500	

FINANCIAL POLICIES

Capital Structure

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

Borrowings

Debt financing is provided by Council under the terms and conditions imposed by the Queensland Treasury Corporation having regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

Depreciation

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

Working Capital

Council provides working capital as required which does not replace long term fixed borrowings.

Dividends

Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in Rockhampton Airport's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

Taxation

Rockhampton Airport is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).

Grants and Subsidies

Rockhampton Airport, in conjunction with Council will provide priority projects to optimise use of available grants and subsidies.

Pricing

When developing pricing structures, Rockhampton Airport applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Passenger service charges are negotiated with Airlines.

Security infrastructure charges are set on a full cost recover basis from Airlines.

PROPOSED MAJOR INVESTMENTS

The Rockhampton Airport's proposed major investments for 2025-26 financial year are outlined below:

Aeronautical	Cost	Non-Aeronautical	Cost
Taxiway Renewal	\$3.8M	Commercial Precinct	\$3.0M
		Terminal Flood Barrier	\$2.2M
		Other	\$0.4M
TOTAL	\$3.8M	TOTAL	\$5.6M

CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. Rockhampton Airport is responsible for the

contact with, and commitment to, customers in accordance with Customer Service Standards. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

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

Rockhampton Airport undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2025-26 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonairport.com.au/Home>

DELEGATED AUTHORITIES

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

- Providing Rockhampton Airport with the required delegations to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

Rockhampton Airport's overall delegated authorities are in accordance with section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers in various Legislative Acts.

REPORTING FRAMEWORK

Rockhampton Airport will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an airport.

Corporate Requirements

Reporting Requirements
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report

Regulatory Requirements

Reporting Requirements
Australian Transport Safety Bureau
Civil Aviation Safety Authority
Department Home Affairs and Maritime Security

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Rockhampton Airport portfolio there are two main service areas:

Aeronautical Services:

- Domestic and international airlines averaging 680,000 passengers per annum
- Australian Defence Force military operations – Exercise Wallaby and Talisman Sabre
- Domestic charter services
- General aviation services – Royal Flying Doctors, Capricorn Helicopter Rescue, Rockhampton Aero Club, Peace Aviation and others

Non-Aeronautical Services:

- Four car park areas – drop off and pick up, short term, premium and long term (covered)
- Terminal building operations and maintenance able to accommodate 1 million passengers throughout per annum and three retail outlets
- Six rental car agencies

Additionally, Rockhampton Airport enjoys collaborative partnerships with other departments delivering key services and projects with a One Team approach:

- Regional Services, Project Delivery:
Delivery of large capital projects such as runway and apron pavement renewals and terminal upgrades.

Staff Resources

Tenure	Total FTEs
Fulltime	24

6 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.

7.1 2025/2026 Budget Briefing

In accordance with section 254J(3)(c) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss the local government's budget.

7 CONFIDENTIAL REPORTS

7.1 2025/2026 BUDGET BRIEFING

File No: 8785
Attachments: Nil
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Marnie Taylor - Chief Financial Officer

In accordance with section 254J(3)(c) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss the local government's budget.

SUMMARY

This report will provide an update to Council on the final stages of compilation of the 2025/2026 Budget.

8 CLOSURE OF MEETING