



# **ECONOMIC DEVELOPMENT AND ROCKHAMPTON AIRPORT COMMITTEE MEETING**

## **AGENDA**

**18 AUGUST 2026**

*Your attendance is required at an Economic Development and Rockhampton Airport Committee meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 18 August 2026 commencing at the conclusion of the Communities Committee 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**  
14 August 2026

Next Meeting Date: 15.09.26

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

**6 BUSINESS OUTSTANDING**

Nil

**7 PUBLIC FORUMS/DEPUTATIONS**

Nil

**8 PRESENTATION OF PETITIONS**

Nil

**9 COMMITTEE REPORTS**

Nil

## 10 COUNCILLOR/DELEGATE REPORTS

### 10.1 PORTFOLIO UPDATE

**File No:** 10097

**Attachments:** Nil

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

**Author:** Marnie Taylor - General Manager Organisational Services

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#### SUMMARY

*Portfolio Councillor for Economic Development and Rockhampton Airport will provide an update on matters of interest within their portfolio.*

#### OFFICER'S RECOMMENDATION

THAT the Portfolio Update for Economic Development and Rockhampton Airport be received.

#### COMMENTARY

Councillors have an opportunity to speak about their relevant Portfolio during Committee Meetings.

The following Councillor will provide an update on their Portfolio at Economic Development and Rockhampton Airport Committee:

Mayor, Councillor Tony Williams – Economic Development and Rockhampton Airport

## 11 OFFICERS' REPORTS

### 11.1 ECONOMIC DEVELOPMENT TEAM UPDATE

**File No:** 16725

**Attachments:** 1. Defence Gateway to the Pacific[↓](#)  
2. Economic Development Unit Update[↓](#)

**Authorising Officer:** Justin Kann - Manager Office of the Mayor and Economic Development  
Evan Pardon - Chief Executive Officer

**Author:** Amanda Hinton - Senior Advisor Economic Development

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#### SUMMARY

*This report provides an update on projects and engagements lead by the Economic Development unit.*

#### OFFICER'S RECOMMENDATION

THAT the Economic Development update report be received

#### COMMENTARY

The Economic Development Unit submits a monthly report outlining the status and progress of key projects and industry engagements.

#### PREVIOUS DECISIONS

Nil

#### BUDGET IMPLICATIONS

All activities have been undertaken within existing operational budgets.

#### LEGISLATIVE CONTEXT

Nil

#### LEGAL AND RISK IMPLICATIONS

Nil

#### CORPORATE/OPERATIONAL PLAN

GOAL 3.4 – We support our Regions economy through our projects and activities.

- We plan and deliver significant projects that deliver ongoing sustainable economic benefits for the Region.
- Our infrastructure and community assets support the growth of the Regions economy.

#### CONCLUSION

Council's Economic Development unit continues to progress numerous priority areas and industry events continuing efforts to grow the economy, address longer term economic challenges, create jobs and generate wealth.

# **ECONOMIC DEVELOPMENT TEAM UPDATE**

## **Defence Gateway to the Pacific**

**Meeting Date: 18 August 2026**

**Attachment No: 1**



CENTRAL QUEENSLAND

# Gateway to the Pacific

GLADSTONE

LIVINGSTONE

ROCKHAMPTON

Central Queensland, which includes the Gladstone Region, Livingstone Shire, Rockhampton Region and Shoalwater Bay Training Area is uniquely positioned to contribute to the strategic objectives, transformation and enhancement of the Australian Defence Force (ADF).

Central Queensland (CQ) is an ideal location for a layered coalition support zone, by virtue of its strategic geographic location as the Gateway to the Pacific and existing Defence assets. CQ is located far enough from direct northern threats, but close enough to support rapid deployment and support activities in the Indo-Pacific region. Combined with world-class military training facilities utilised by Australia and allied forces, 100% Australian-owned deep-water ports, multiple airports, and availability of industrial land, the region offers significant advantages for force projection, sustainment, and resilience as well as ample supply chain opportunities for the Defence industry.

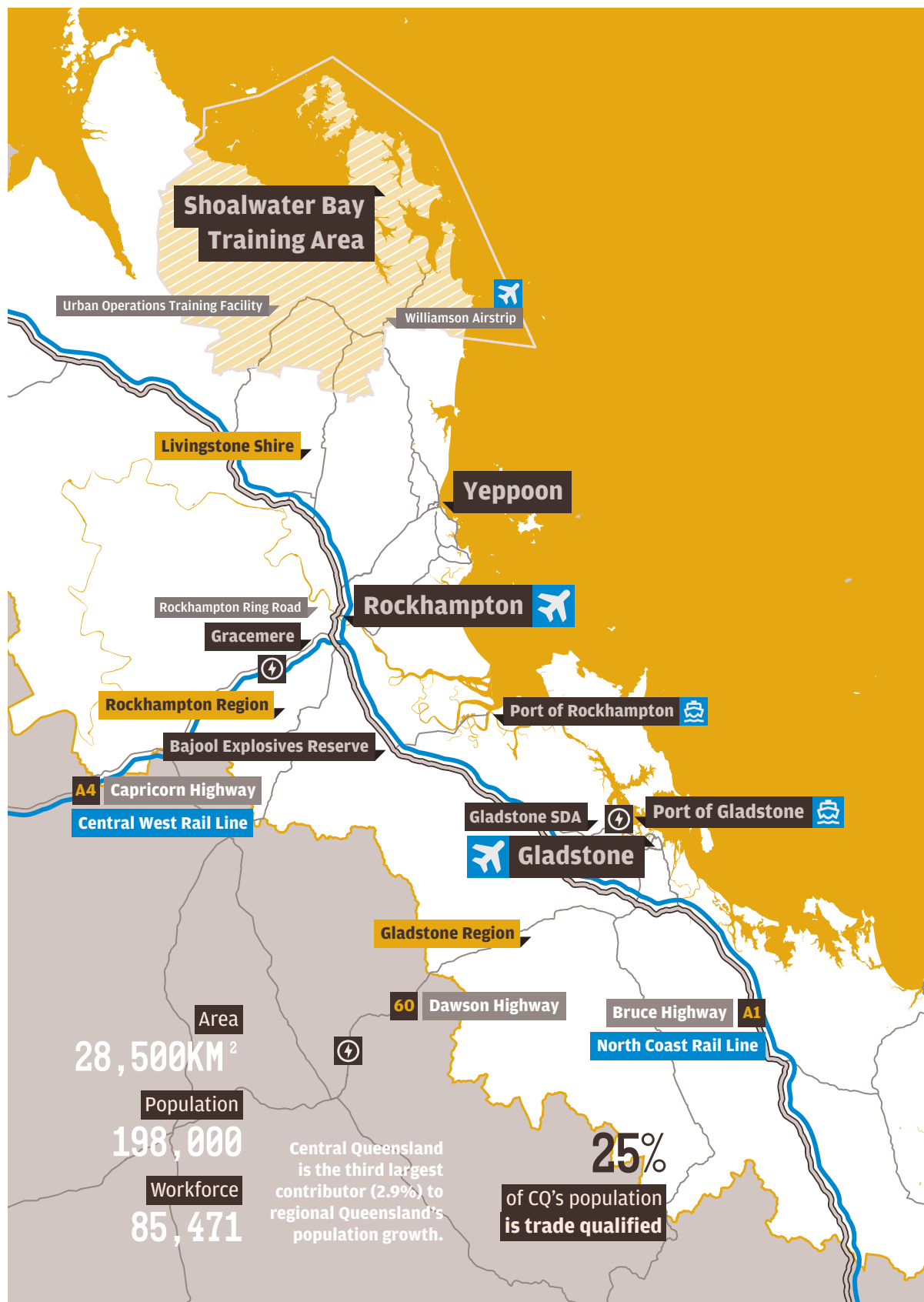
A diverse region with a proud and successful history of manufacturing and construction, the three most populous local governments in Central Queensland are presenting a united front and highlighting the untapped opportunities for Defence sustainment, industrial sovereign capabilities, Defence manufacturing, logistics and training in Central Queensland - the Gateway to the Pacific.

THIS PROSPECTUS WAS DEVELOPED WITH THE SUPPORT OF THE QUEENSLAND GOVERNMENT

CENTRAL TO DEFENCE

CENTRALTODEFENCE.COM.AU





# The Central Queensland Advantage

**CQ'S GEOGRAPHIC LOCATION, EXISTING INFRASTRUCTURE AND SKILLED WORKFORCE POSITION THE REGION AS AN IDEAL PARTNER FOR DEFENCE AND DEFENCE INDUSTRY AS THE GATEWAY TO THE PACIFIC.**

- I Existing Defence assets including Shoalwater Bay Training Area (SWBTA) and Staging and Support Base Rockhampton (Western Street Barracks)
- II Two strategically located, 100% Australian owned, significant maritime ports being the Port of Gladstone and the Port of Rockhampton, which is Australia's largest Class 1 explosives capable port
- III State Development Area (SDA) and strong availability of affordable industrial land
- IV Comprehensive road and rail networks
- V Multiple airports including Gladstone Airport and Rockhampton Airport, which is capable of handling heavy cargo and international flights
- VI Deep industry presence in manufacturing, logistics, engineering and resources management
- VII A capable workforce with transferrable skills which is supported by embedded education, training and research institutions
- VIII A community which embraces Defence, industry and progress, with a long and proud history of supporting exercises and activities

## Nationally Significant Assets



### Shoalwater Bay Training Area

**AUSTRALIA'S ONLY TRAINING FACILITY CAPABLE OF DEPLOYING AIR, LAND AND MARITIME DOMAINS IN JOINT EXERCISES.**

Located 80 kilometres north of Rockhampton, SWBTA is recognised as one of the most versatile, large-scale military training areas globally, and is the only Defence location capable of supporting major amphibious operations.



### Port of Gladstone

**THE EAST COAST'S MOST NORTHERN NUCLEAR-CERTIFIED PORT, AND ONE OF AUSTRALIA'S LEADING DEEP-WATER HARBOURS.**

With its deep dual shipping lanes and significant capacity for expansion, this strategically positioned, 100% Australian owned port has untapped potential for national and allied forces' naval operations as well as land and littoral logistics and support, and is experienced in supporting Defence related activities.



### A complete Explosive Ordnance Logistics solution

**AUSTRALIA'S LARGEST CLASS 1 EXPLOSIVES CAPABLE PORT, STOCKING ONE OF OUR MOST SIGNIFICANT EXPLOSIVES RESERVES.**

The Port of Rockhampton is a natural deep-water port, located 60km from Rockhampton with a dedicated B-double approved transport corridor for specialised cargo. The Queensland Government owned Bajool Explosives Reserve is just 28km away, providing explosives storage, testing, disposal and training facilities.



### Rockhampton Airport

**INTERNATIONAL STANDARD RUNWAY WITH HEAVY LIFT CAPABILITY AND AIRCRAFT DEEP MAINTENANCE, REPAIR AND OVERHAUL (MRO) FACILITY.**

Australia's largest Council owned airport with the third longest runway in Queensland, supported by a workforce experienced in handling military aircraft and international charters, with significant room for expansion.





# CQ's Structural Strengths

## Military Training and Exercises

**A FOCAL DESTINATION FOR ACTIVITIES INCLUDING EXERCISE TALISMAN SABRE, EXERCISE WALLABY AND EXERCISE DIAMOND RUN**

- I Home to one of the world's most versatile military training areas, Shoalwater Bay Military Training Area.
- II Host city for Singapore Armed Forces (SAF) Army Detachment and 30+ year collaborative history.
- III ADF bases and facilities connected by established freight routes.

## Connected Transport and Freight Routes

**STRATEGIC LOCATION AS THE GATEWAY TO THE PACIFIC WITH STRONG CONNECTIVITY VIA ROAD, RAIL, AIR AND SEA TO MAJOR CITIES ACROSS QUEENSLAND AND AUSTRALIA.**

- I Rockhampton Airport has Defence-ready heavy lift and MRO capabilities, with direct commercial flights to Brisbane, Mackay, Townsville and Cairns and significant opportunities for expansion.
- II Gladstone Airport has maintenance capacity for regional and narrow-body aircraft, with direct commercial flights to Brisbane and significant room for expansion.
- III Extensive connectivity for freight movements between logistics hubs and export locations including the Port of Gladstone via the Central Queensland Coal Network, Central Western and North Coast rail lines.
- IV Regional and national connectivity via the Bruce, Capricorn, Leichhardt, Burnett and Dawson Highways.

## Ongoing Investment

**AN EXTENSIVE MULTI-BILLION-DOLLAR PROJECT PIPELINE ACROSS THE REGION IN INFRASTRUCTURE, CONSTRUCTION, ENERGY, MINING, AGRIBUSINESS AND MANUFACTURING**

- I Combined Gross Regional Product of \$16.76 billion.
- II The recent expansion of the SWBTA will contribute up to \$600 million into the regional economy by 2028.
- III Proactive local governments advocating for increased investment into their communities, working towards targeted Economic Development Strategies.

## Affordable Land and Housing

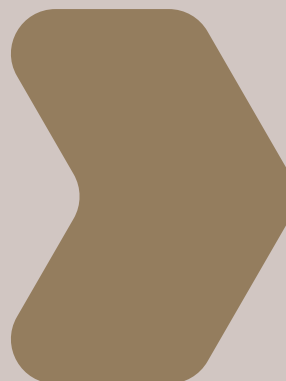
**COMPETITIVE OPERATING COSTS DRIVEN BY A COMPARATIVELY LOWER COST OF LIVING, AND ABUNDANCE OF AFFORDABLE LAND**

- I Industrial land starting from \$175m2, a quarter of the price of land in Brisbane and Cairns, and around half that of Townsville.
- II Around 30,000 ha of industrial land ready for development in the Gladstone, Livingstone and Rockhampton regions, within proximity to major transport corridors connecting major nodes and facilities.
- III More than \$766 million in new builds approved in FY24-25 (ABS Building approvals).
- IV Among the most affordable regions on the eastern seaboard of Australia, with rent and mortgages lower than the state and national averages.
- V Affordability provides a lower cost of operating for Defence, and lower cost of living for personnel.

## Skilled Workforce

**SKILLED WORKFORCE WITH STRONG TRANSFERABLE SKILLS FROM MINING, RESOURCES, AGRIBUSINESS AND MANUFACTURING INDUSTRIES AND HIGH-QUALITY TERTIARY EDUCATION FACILITIES INCLUDING CQUNIVERSITY**

- I 25% of the region's population holds a trade qualification which is 6% higher than the national average.
- II CQUniversity's main and largest campus is based in Rockhampton with a further and recently expanded campus at the Gladstone Marina.
- III CQUniversity is Queensland's only dual-sector university, offering higher education and vocational training presenting enhanced research and manufacturing opportunities.
- IV Alliance Airlines maintenance facility at Rockhampton Airport delivers a range of apprenticeships relating to aircraft deep-maintenance.





## STRATEGIC OPPORTUNITIES

# for Defence

DURING THOROUGH AND INDEPENDENT PUBLIC CONSULTATION, STAKEHOLDER ENGAGEMENT AND FINANCIAL ANALYSIS, FIVE HIGH-PAYOFF OPPORTUNITIES WERE IDENTIFIED AS HAVING POTENTIAL TO DELIVER STRATEGIC BENEFITS TO DEFENCE, SUPPORT AN INCREASE IN DEFENCE ACTIVITY IN THE REGION, AND STRENGTHEN INDUSTRY AND SUPPLY CHAINS. MANY OF THESE OPPORTUNITIES ARE DESIGNED TO ENCOURAGE CO-INVESTMENT AND DUAL-USE FROM THE PRIVATE SECTOR, CREATING NEW EMPLOYMENT, MANUFACTURING AND SUPPLY CHAIN OPPORTUNITIES FOR THE REGION WHICH SUPPORT THE NEEDS OF DEFENCE - NOW AND INTO THE FUTURE.

# 01 Defence Logistics Hub

The Defence Logistics Hub would be a scalable, coordinated hub-and-spoke logistics network across Central Queensland and based around a core facility in the Rockhampton Region.

The Hub would form an integrated backbone, linking ports, airports, road and rail corridors, and the Shoalwater Bay Training Area, and strengthen both Defence readiness and commercial logistics capability around Defence Primes, contractors and allied forces.

### Concept Scope

- GWEO storage and disposal
- Re-arm for vessels and personnel
- Bulk fuel storage, refining and distribution
- SWBTA exercise support
- Defence and allied force staging, storage and sustainment

### Incorporated into the Defence Logistics Hub would be:

- I **Roll-on Roll-Off (RORO) Infrastructure** – Development of RORO infrastructure at the Port of Gladstone to enable the rapid mobilisation of military vehicles, equipment and vessels, while enhancing commercial shipping opportunities.
- II **Airport Storage** – Development of hangars, aprons and hardstands at Rockhampton and Gladstone Airports to support Defence, allied forces and commercial users linked to SWBTA and the Defence Logistics Hub.
- III **First Point of Entry Capabilities** – Securing First Point of Entry (FPOE) at Rockhampton Airport for international military arrivals, enhancing biosecurity requirements to enable increased Defence activity from allied forces.
- IV **Land Repair and Maintenance (LR&M)** – Development of a multi-user Land Repair and Maintenance facility in proximity to SWBTA to provide repair, maintenance and sustainment support for Defence and allied land assets.

### STRATEGIC ALIGNMENT

The proposed Defence Logistics Hub supports Defence's focus on elevated theatre logistics, distributed sustainment, and resilient supply chain capability. Central Queensland's strategic location, multimodal transport connectivity, and proximity to major training and operational areas position the region as a critical enabler of Defence mobility and sustainment operations.



## 02 Short-Term and Transit Accommodation

Development of a purpose-built, large-scale short-term accommodation facility in Rockhampton would provide accommodation for Defence training and operations, and reduce pressure on existing accommodation during surge periods.

Designed to a minimum 3.5-star standard, the proposed facility would include around 800 rooms and 1,150 beds across single and multi-occupancy formats. Incorporating a dining hall, gym, meeting facilities and conference rooms, it would be designed for Defence-first-use. Secondary-use would be available for large ground bookings to meet demand aligned with major events, large projects and transient workforces.

### Concept Scope

- Approx. 1,150 beds across 800 rooms in single and multi-occupancy configurations
- Communal dining, recreation, gym and meeting facilities
- Conference and briefing spaces
- Secure, scalable, multi-user accommodation
- Designed to minimum 3.5-star standard with modular configurations
- Approx 22 ha site and 35,000m<sup>2</sup> net floor area with outdoor and carpark infrastructure

### STRATEGIC ALIGNMENT

Investment in scalable short-term and transit accommodation capability directly supports increased joint-force integration, partner force engagement, and civil-military operating models. The opportunity enhances the region's ability to host Defence personnel, allied forces, contractors, and surge workforce requirements associated with training, exercises, and operational deployments.





## 03 Medical and Emergency Response Training

The Medical, Emergency Response and Rescue Training Centre of Excellence (MERRT CoE) would be a purpose-built facility delivering high-fidelity, technology-enabled training environments and collaboration and simulation spaces for medical, emergency response and rescue training for Defence, emergency services and allied sectors.

Supporting cross-agency training, the MERRT CoE would be a nationally significant facility to strengthen national preparedness, disaster response and Defence readiness while complementing and providing additional capacity to existing training across the public and private sectors. Its core training facility would deploy advanced, high-fidelity simulation environments incorporating multi-sensory VR and AR technology and specialised areas covering scenarios such as urban search and rescue, hazmat incidents and large-scale vehicle crashes.

### Concept Scope

- Core training facility including simulation and medical training labs, incident command centres, classrooms and lecture spaces
- Option of specialised outdoor training domains for scenarios including urban search and rescue, fire and hazard simulations, vehicle crashes and hazmat response
- VR/AR immersive training environments incorporating multi-sensory simulation and live-fire controlled environments
- Approx 20 ha site and 3,500m<sup>2</sup> main facility

### STRATEGIC ALIGNMENT

The proposed Medical, Emergency Response and Rescue Training Centre of Excellence aligns with Defence priorities relating to integrated health capability, resilience, and civil-military collaboration. The opportunity supports joint-force integration, strengthens partner engagement opportunities, and creates pathways for Defence-aligned medical training, workforce development, and innovation outcomes within the region.



## 04 Uncrewed Systems Hub

Positioned at the Port of Gladstone, the Uncrewed Systems Hub would be a dedicated precinct supporting the deployment, testing, sustainment and commercialisation of uncrewed surface and subsurface maritime vessels.

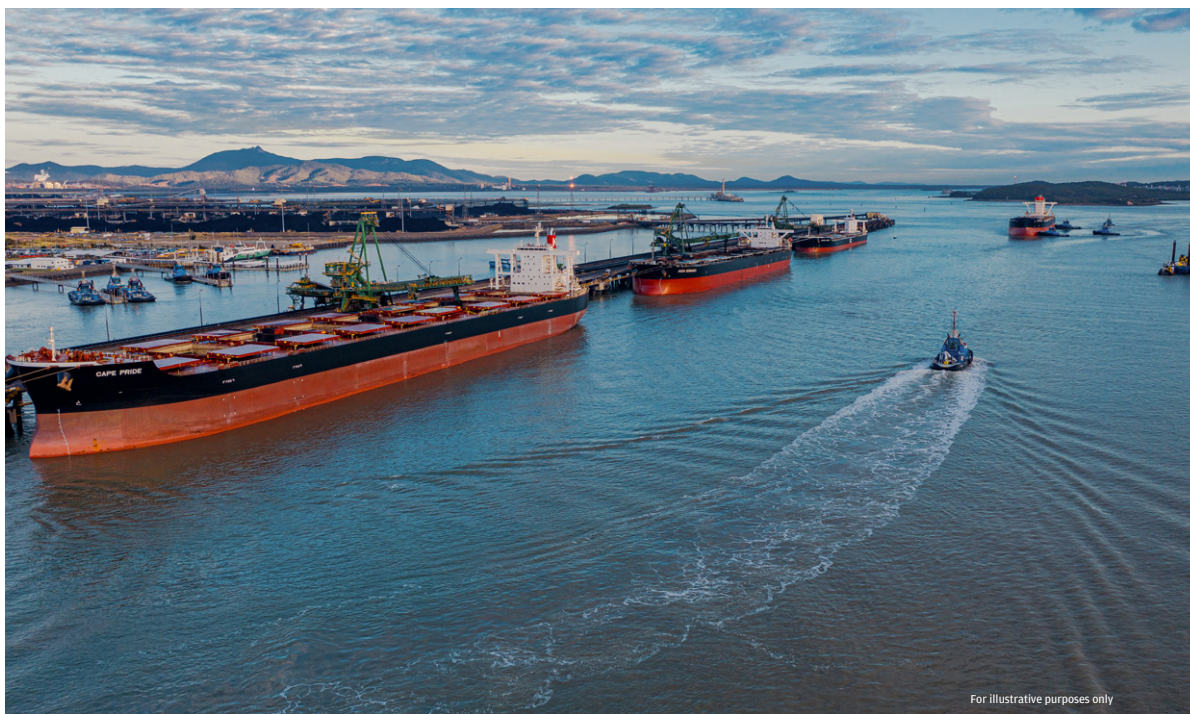
The Hub would provide berthing, launch, recovery and maintenance facilities, remote operations and control and research collaboration. Importantly, CQ's position as the Gateway to the Pacific would enable rapid deployment and sustainment of Australia's uncrewed fleet while creating high-value jobs and training pathways for the region.

### Concept Scope

- Autonomous berthing, docking, launching and recovery systems, supported by deep-water berths with launching infrastructure and heavy lift hardstands
- Cyber-secure Remote Operations Centre (ROC) with AI-enabled mission control and planning, low-latency redundant satellite communications and infrastructure for surface and subsurface communications
- Maintenance, sustainment and logistics support including repairs and refurbishment workshops, charging and energy infrastructure, hazardous material handling areas and wash-down facilities
- Training and workforce development spaces, instrumented sea-range for trials and validation, environmental monitoring capability, training and workforce development spaces and research and collaboration hubs

### STRATEGIC ALIGNMENT

The Uncrewed Systems Hub directly supports accelerated Defence investment in autonomous systems, hybrid force capabilities, and emerging technologies. The opportunity positions Central Queensland as a potential testing, development, and sustainment environment for next-generation uncrewed and autonomous platforms across the maritime domain.



For illustrative purposes only

## 05 Submarine Support Facility

A Submarine Support Facility located at the Port of Gladstone would create a strategic location to support Australian and allied submarine operations.

Based at the Port of Gladstone (for resupply) or Port of Rockhampton (for re-arm), its infrastructure would provide logistics and crew support, maintenance services and emergency responses. The facility would be capable of hosting visiting and domestic submarines travelling along the east coast and into the Indo-Pacific.

### Concept Scope

- Submarine berthing and support, resupply and logistics handling facilities, re-arm capability (including Class 1 Explosives handling) and tug, towage and vessel movement capability
- Located at the only port certified to receive nuclear powered vessels between Brisbane and Darwin, positioning Gladstone as an ideal strategic location
- Minor repair and maintenance facilities, warehousing and secure storage, fuel and consumables handling systems
- Radiation monitoring and detection systems, emergency response and decontamination facilities, waste management and regulatory compliance infrastructure, exclusion zones and safety planning systems
- Command and monitoring facilities, security and controlled access systems, training and simulation infrastructure, workforce and crew support amenities

### STRATEGIC ALIGNMENT

The proposed Submarine Support Facility aligns with Defence priorities focused on enhanced sustainment capability, strategic industrial resilience, and increased interoperability with allied nations. The opportunity also supports broader joint-force integration and civil-military operating models required to underpin Australia's future submarine and maritime capability requirements.



## SUPPORT FOR

# Defence Capabilities

Central Queensland's experience hosting ADF and allied Defence activities, existing facilities and adaptable workforce ensure the region can deliver with speed, readiness and capability to meet Defence requirements in the near term.

As Australia implements its largest ever Defence investment plan, CQ stands ready to play a vital role in strengthening national security, regional deterrence, and Defence preparedness. Investing in the region's infrastructure, workforce, and industrial capacity aligns with the Australian Government's strategic vision of ensuring Defence remains lethal, agile, and sustainable in the face of evolving threats.



## Workforce and Skills Base

Bringing transferable skills from the mining, resources, agribusiness, construction, manufacturing and health sectors, CQ's workforce stands ready to pivot to support Defence construction, logistics and operation.

Due to regularly hosted Defence activities in the region, a high number of tradespeople hold entry-level Defence security clearances, driven by existing industry support.

CQUniversity (CQU) is Queensland's only dual-sector university, providing vocational and tertiary education from its campuses in Rockhampton and Gladstone which includes the School of Trades and School of Manufacturing. CQU also offers dedicated admission pathways and special-consideration arrangements for serving and former ADF personnel.

10

Central Queensland | Gateway to the Pacific | Central to Defence Working Group

## Industrial Capacity

CQ's industrial base aligns with Defence's maintenance and supply chain resilience needs, particularly in industries including manufacturing, logistics, engineering and resource management.

The region is highly experienced at delivering large-scale industrial operations and the management of major infrastructure, and supporting Defence logistics through activities such as Exercise Talisman Sabre and Exercise Wallaby.

The 2025 Exercise Talisman Sabre saw CQ host 30,000 personnel from across 19 countries, requiring extensive logistical movements across the region's bases, ports and airfields which would not have been possible without the talent of local businesses, workers and supportive local governments which continue to work with Defence to exceed expectations.

## Community Support

The Central Queensland community has continually demonstrated its support for increased Defence exercises and activities, as demonstrated by three fully-booked town hall sessions held during the development of this document.

In partnership between Rockhampton Regional Council and the ADF, the Defence Open Day in 2025 brought together a range of vehicles and demonstrations at a free community event, and ADF Careers hosted its Pop-Up Careers Centre in the city.

- |     |                                                                             |      |                                                                                                        |
|-----|-----------------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------|
| I   | CQ's strategic positioning as the Gateway to the Pacific                    | VII  | Local workforce experienced in vehicle maintenance and repairs                                         |
| II  | Port of Gladstone parklands and ship-loading facilities                     | VIII | Bajool Explosives Reserve                                                                              |
| III | Rockhampton Ring Road Improving connectivity to airport and industrial land | IX   | CQ presents an affordable and attractive lifestyle for Defence personnel                               |
| IV  | Stanwell Power Station                                                      | X    | Alliance Airlines aircraft deep maintenance, repair and overhaul (MRO) facility at Rockhampton Airport |
| V   | Exercise Diamond Run 2024 utilising industrial spaces in Rockhampton        | XI   | New housing and industrial developments under construction                                             |
| VI  | Existing heavy industry operations in Gladstone                             | XII  | Gladstone Power Station                                                                                |
|     |                                                                             | XIII | Gladstone Airport capable of expanded services and facilities                                          |



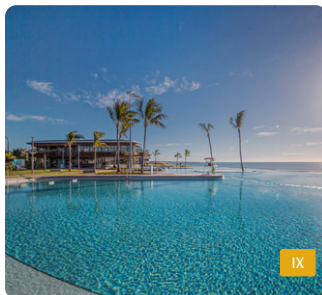
**TRADE QUALIFIED  
AND BLUE COLLAR  
WORKFORCE**

**136,200**

**TOTAL LABOUR  
FORCE**

**4.6%**

**UNEMPLOYMENT  
RATE, BENEFICIAL FOR  
RECRUITMENT**

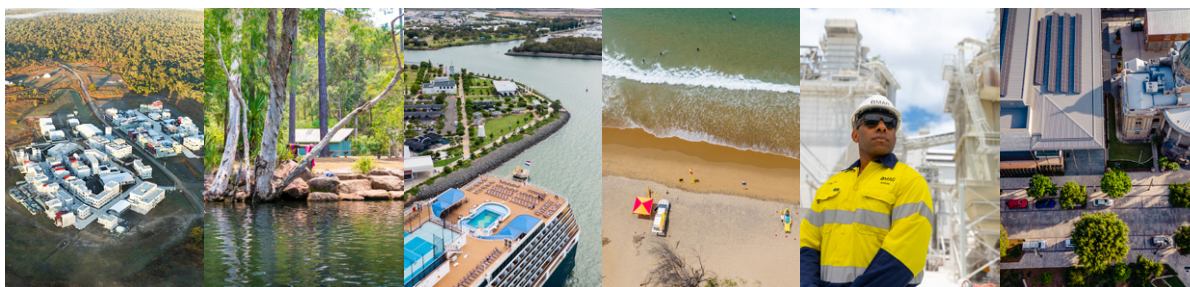


## Securing Australia's future through regional investment

Central to Defence's extensive network of contacts within the region can assist in establishing connections with key stakeholders who may be able to engage in civil-military and dual-use capabilities, in line with the Integrated Investment Program (IIP) 2026.

We encourage further engagement with industry leaders, Defence planners, and regional stakeholders to maximise CQ's strategic potential in the future force structure. By leveraging existing assets and targeted investment, CQ stands ready to deliver the operational reach, resilience, and capability that Australia's Defence strategy demands.





## Who is **Central to Defence**?

The Central to Defence Working Group (CTDWG) has been established to advocate and promote the strategic opportunities the CQ region presents to Defence and the Defence industry for expansion and capability uplift, aligned to the National Defence Strategy (NDS).

The CTDWG is a partnership of three local governments (Rockhampton Regional Council, Gladstone Regional Council and Livingstone Shire Council) and Regional Development Australia Central and Western Queensland (RDACWQ).

Together, we form the economic core of the CQ region which is one of regional Queensland's largest contributors to population growth. Our region is home to over 198,000 residents and a workforce of over 85,000 people, covering an area of over 28,500 square kilometres.

We have a strong, multi-billion dollar pipeline of projects expected to be delivered over the next five years across the energy, food and agribusiness, mining, infrastructure and resources industries.

These sectors have experienced first-hand, the opportunities and competitive advantage of operating in our region and are continuing to invest and grow. We strongly encourage Defence and the Defence industry to review these opportunities and unlock our Region's potential to enhance Australia's Defence capabilities and industry.

**THIS DOCUMENT PROVIDES A HIGH-LEVEL SUMMARY OF THE 'CENTRAL TO DEFENCE - DEFENCE INDUSTRY PRECINCT BUSINESS CASE'. A COMPREHENSIVE BUSINESS CASE, INCLUDING DETAILED ANALYSIS OF ALL FIVE HIGH-PAYOFF OPPORTUNITIES, IS AVAILABLE UPON REQUEST THROUGH THE CENTRAL TO DEFENCE WORKING GROUP.**

**WE INVITE YOU TO ENGAGE WITH THE WORKING GROUP TO EXPLORE PARTNERSHIP, INVESTMENT, AND IMPLEMENTATION OPPORTUNITIES.**

## Talk to us



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Central to Defence is a working group advocating for increased Defence activity and industry in Central Queensland. Central to Defence is not affiliated with, nor endorsed by, the Australian Defence Force or the Department of Defence.

# **ECONOMIC DEVELOPMENT TEAM UPDATE**

## **Economic Development Unit Update**

**Meeting Date: 18 August 2026**

**Attachment No: 2**

July 2026

## ECONOMIC DEVELOPMENT &amp; INVESTMENT ATTRACTION

## PROJECTS:

## CENTRAL TO DEFENCE BUSINESS CASE

START: Dec-24

FINISH: Oct-26

## DESCRIPTION:

Work is being undertaken through the Central to Defence Working Group - a collaboration of Rockhampton Regional Council, Livingstone Shire Council, Gladstone Regional Council and Regional Development Australia Central and Western Queensland – to secure and support an increased defence and defence industries presence in Central Queensland. The Working Group received \$1 million through the Regional Economic Futures Fund (REFF) to prepare a defence industries business case to guide and shape future defence investment in the region.

## STATUS:

- Central to Defence representatives engaged with key Australian Defence Force (ADF) stakeholders in Canberra ahead of the official launch of the business case.
- Representatives engaged with key Queensland Government stakeholders including Queensland Ministers, Department of State Development, Infrastructure and Planning, Defence Jobs Queensland and Gladstone Ports Corporation (GPC) ahead of the official launch of the business case.
- Completion of the business case – Gateway to the Pacific and launch (9 July).

## THREE MONTH HORIZON:

## AUG-26

- Presentation at *Developing Northern Australia Conference* on priorities and opportunities.
- 2026-27 Stakeholder Engagement Plan development.
- Engagement with ADF and senior Australian Government representatives (Canberra).

## SEPT-26

- Engagement with ADF and senior Australian Government representatives (Canberra).

## OCT-26

- Working Group attendance at Land Forces Conference to engage with ADF, Defence Primes and industry.

## SHORT-TERM ACCOMMODATION ATTRACTION

START: Jun-26

FINISH: Ongoing

## DESCRIPTION:

Industry-led feasibility study developed to review, consider and provide advice on challenges and opportunities to secure new short-term accommodation in the Rockhampton Region.

## STATUS:

- Draft report received.
- Refinement of draft report, final report expected in August.

## THREE MONTH HORIZON:

## AUG-26

- Feasibility Study finalised.

## SEPT-26

- Report findings to be presented to Council.

## OCT-26

- Industry and stakeholder engagement.

|                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                | <ul style="list-style-type: none"><li>• Industry and stakeholder engagement on feasibility study findings.</li><li>• Draft policy response developed.</li></ul>                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"><li>• Draft policy response developed.</li></ul>                                                                                                                                                                                     |
|                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>SOUTH YAAMBA IRRIGATION DEVELOPMENT BUSINESS CASE</b>                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>START:</b> Dec-24                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>FINISH:</b> Oct-26                                                                                                                                                                                                                                                  |
| DESCRIPTION:                                                                                                                   | Development of a business case for the South Yaamba Irrigation Development Project to support an irrigated water network leveraging new horticultural opportunities and longer-term food manufacturing development. The project received \$800,000 through the Queensland Government’s REFF program.                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                        |
| STATUS:                                                                                                                        | <ul style="list-style-type: none"><li>• Draft report received.</li><li>• Refining draft, final report expected in September 2026.</li><li>• Industry engagement with Sunwater, Department of Primary Industries and Department of Local Government, Water and Volunteers.</li></ul>                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                        |
| <b>THREE MONTH HORIZON:</b>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>AUG-26</b> <b>SEPT-26</b> <b>OCT-26</b>                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"><li>• Finalise business case.</li></ul>                                                      | <ul style="list-style-type: none"><li>• Present final business case to Council for endorsement.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• Acquit grant funding agreement.</li><li>• Local stakeholder and industry engagement.</li></ul>                                                                                                                                 |
|                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>GRACEMERE-STANWELL INDUSTRIAL LAND PRECINCT</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>START:</b> Jun-25                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>FINISH:</b> Ongoing                                                                                                                                                                                                                                                 |
| DESCRIPTION:                                                                                                                   | Rockhampton Regional Council is working with the Queensland Government to explore new industrial land development and growth opportunities. A key area to support new and expanded industries within the region is the Gracemere-Stanwell precinct. The Department of State Development, Infrastructure and Planning (DSDIP) is currently undertaking an Options Analysis and Demand Assessment to better understand both the challenges and opportunities for industrial development in the Rockhampton Region. |                                                                                                                                                                                                                                                                        |
| STATUS:                                                                                                                        | <ul style="list-style-type: none"><li>• The Queensland Government study and report is being finalised.</li><li>• Council is working with the Department to identify next steps.</li><li>• Council is also working with the Department to support engagement with potential new industries and business.</li></ul>                                                                                                                                                                                                |                                                                                                                                                                                                                                                                        |
| <b>THREE MONTH HORIZON:</b>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <b>AUG-26</b> <b>SEPT-26</b> <b>OCT-26</b>                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"><li>• Engagement with Queensland Government representatives around study findings.</li></ul> | <ul style="list-style-type: none"><li>• Engagement with Council around study findings and recommendations.</li><li>• Development of policy response and future project work.</li><li>• Development of RRC materials, including briefing note, case studies and investment attraction collateral to support future discussions.</li></ul>                                                                                                                                                                         | <ul style="list-style-type: none"><li>• Development of policy response and future project work.</li><li>• Engagement with key Queensland Government stakeholders, including Deputy Premier, Ministers, local Members of Parliament and Department officials.</li></ul> |

- 
- Engagement with key Queensland Government stakeholders, including Deputy Premier, Ministers, local Members of Parliament and Department officials.



## BUSINESS &amp; INDUSTRY ENGAGEMENT

## EVENTS &amp; ENGAGEMENT:

## FKG GRACEMERE HIGH SCHOOL LOCAL SUPPLIER BRIEFING

DATE: 16 July

## DESCRIPTION:

Advance Rockhampton partnered with FKG Group to host a local supply chain information sessions to engage regional trades and suppliers for the delivery of the new Queensland Government state secondary school in Gracemere.

## TARGET MARKET:

- Local supply chain across multiple industry sectors.

## PERFORMANCE INDICATORS

## ATTENDANCE

74 attendees

## BUDGET

Cost neutral

## OUTCOMES

Increased local content

## FUTURE PATHWAYS FORUM

DATE: 29 July

## DESCRIPTION:

The Future Pathways Forum, now in its third year was delivered by Advance Rockhampton in partnership with the Future Pathways Forum Working Group. The event brings together education, industry, community and government stakeholders through keynote speakers, panel discussions and interactive sessions to strengthen workforce development in Central Queensland by fostering collaboration, aligning training pathways with industry needs, and creating opportunities for future employment and regional growth.

## TARGET MARKET:

- Employers and industry representatives.
- Teachers, career advisers and training providers.
- Community and Government stakeholders focused on education, employment and regional growth.

## PERFORMANCE INDICATORS

## ATTENDANCE

116 attendees

## BUDGET

Cost neutral

## OUTCOMES

Engagement with roundtable and Keynote presenter.

## MOUNT MORGAN INTRO TO AI

DATE: 31 July

## DESCRIPTION:

Intro to AI was held in Mount Morgan and was an interactive workshop providing practical guidance on using AI to enhance marketing, customer engagement, administration and decision-making, while building confidence to adopt cost-effective AI tools that improve productivity, competitiveness and business growth without requiring technical expertise. The workshop was delivered by Liam Fahey, Founder and Creative Director of local business LAD Social.

## TARGET MARKET:

- Small Businesses and Sole traders in and around Mount Morgan.
- Local Community Groups

|                                                            |            |                                                                                                                                                                                                                                                                                                                                                                                           |     |
|------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <ul style="list-style-type: none"> <li>Startups</li> </ul> |            |                                                                                                                                                                                                                                                                                                                                                                                           |     |
| PERFORMANCE INDICATORS                                     | ATTENDANCE | 8 attendees                                                                                                                                                                                                                                                                                                                                                                               |     |
|                                                            | BUDGET     | Funded from Advance Rockhampton Budget                                                                                                                                                                                                                                                                                                                                                    |     |
|                                                            | OUTCOMES   | Improved business efficiencies for attendees.                                                                                                                                                                                                                                                                                                                                             |     |
|                                                            |            |                                                                                                                                                                                                                                                                                                                                                                                           |     |
| MANUFACTURERS MEET-UP                                      |            | DATE: 25 September                                                                                                                                                                                                                                                                                                                                                                        |     |
| DESCRIPTION:                                               |            | Delivered in partnership with the Rockhampton Manufacturing Hub, the Manufacturers Meet-Up brings together regional manufacturing leaders for an evening of networking, collaboration and industry insights, showcasing support programs, strategic priorities and funding opportunities that help drive innovation, strengthen local partnerships and support long-term industry growth. |     |
| TARGET MARKET:                                             |            | <ul style="list-style-type: none"> <li>Local manufacturers</li> <li>Industry stakeholders and suppliers</li> <li>Government representatives able to support the manufacturing industry</li> </ul>                                                                                                                                                                                         |     |
| PERFORMANCE INDICATORS                                     | ATTENDANCE | Goal 30-40                                                                                                                                                                                                                                                                                                                                                                                | N/A |
|                                                            | BUDGET     | Cost neutral                                                                                                                                                                                                                                                                                                                                                                              |     |
|                                                            | OUTCOMES   | Support for Rockhampton Manufacturing businesses.                                                                                                                                                                                                                                                                                                                                         |     |

**11.2 TOURISM AND DESTINATION MARKETING UPDATE****File No:** 11715**Attachments:** 1. Tourism and Destination Marketing Update - July 2026 [↓](#)**Authorising Officer:** Justin Kann - Manager Office of the Mayor and  
Economic Development  
Evan Pardon - Chief Executive Officer**Author:** Lauren Law - Coordinator Tourism and Destination  
Marketing

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**SUMMARY**

*This report provides an update on projects managed by the Tourism and Destination Marketing Unit.*

**OFFICER'S RECOMMENDATION**

THAT the Tourism and Destination Marketing update for July 2026 be received.

**COMMENTARY**

The Tourism and Destination Marketing Unit submits a monthly report outlining the status, progress, key deliverables, and relevant performance data for significant projects managed by the Unit.

**PREVIOUS DECISIONS**

Nil

**BUDGET IMPLICATIONS**

All activities have been undertaken within existing operational budgets.

**LEGISLATIVE CONTEXT**

Nil

**LEGAL AND RISK IMPLICATIONS**

Nil

**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**

Council's tourism and destination marketing activities continue to support visitation, strengthen industry partnerships and enhance the Region's profile as a visitor destination.

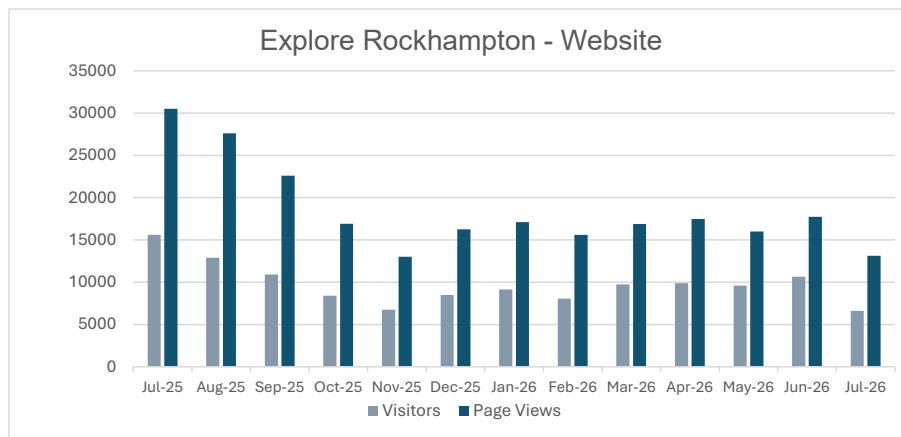
# **TOURISM AND DESTINATION MARKETING UPDATE**

## **Tourism and Destination Marketing Update - July 2026**

**Meeting Date: 18 August 2026**

**Attachment No: 1**

| TOURISM AND DESTINATION MARKETING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    | July 2026                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| CAMPAIGNS IN MARKET:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| BUSBY'S ON TOUR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | START: Feb 2026                                                                                                                                                                                                  | END: Ongoing                                                                                                                                                                                                                       |                                                                                       |
| DESCRIPTION:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Busbys on Tour continues to position Rockhampton as the family-friendly heart of Queensland's Holiday Highway, turning authentic family storytelling into lasting destination awareness, visitor planning and industry value.                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| TARGET MARKET:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>SEQ family drive travellers</li><li>4 hour drive market</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| THREE MONTH HORIZON:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| AUG-26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SEPT-26                                                                                                                                                                                                          | OCT-26                                                                                                                                                                                                                             |                                                                                       |
| <ul style="list-style-type: none"><li>Continue campaign activity across digital channels, to maintain destination awareness and drive visitation.</li><li>Monitor fuel situation and impacts on industry.</li></ul>                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>Refresh campaign creative and storytelling content, with a focus on seasonal experiences, school holiday travel inspiration, and industry partner collaboration.</li></ul> | <ul style="list-style-type: none"><li>Review campaign performance against key objectives, optimise content based on audience insights, and develop recommendations for the next phase of destination marketing activity.</li></ul> |                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| CAPRICON 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | START: May 2026                                                                                                                                                                                                  | END: Aug 2026                                                                                                                                                                                                                      |                                                                                       |
| DESCRIPTION:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | CapriCon is Central Queensland's largest, single day pop culture convention. Showcasing a wide range of pop culture at Rockhampton Showgrounds, the full day includes authors, cosplay, medieval villages, gaming, plus over 150+ vendors at the pop culture markets. Marketing campaign objectives range from increasing ticket sales to build on 2025's 6000+ attendances, earmarking the event as a major convention of pop culture for Regional QLD, and growing the profile of the event across Queensland attracting more travelling attendees and boosting regional visitation. |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| TARGET MARKET:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>Cosplayers, creators and gamers (out of region 4–5-hour drive)</li><li>Pop culture enthusiasts (out of region 4–5-hour drive)</li><li>Young people and families looking for a fun day out (local, within 3-hour drive)</li></ul>                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| THREE MONTH HORIZON:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| AUG-26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SEPT-26                                                                                                                                                                                                          | OCT-26                                                                                                                                                                                                                             |                                                                                       |
| <ul style="list-style-type: none"><li>Final campaign in region is activated across billboards, shopping centres, digital advertising, media and radio</li><li>29 August - Event Day</li></ul>                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>Post CapriCon reporting</li></ul>                                                                                                                                          | N/A                                                                                                                                                                                                                                |                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| TOURISM & DESTINATION MARKETING CHANNELS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| KEY UPDATES:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| <ul style="list-style-type: none"><li>The Explore Rockhampton website is being refreshed using the current technology in place and resourced within our internal marketing team.</li><li>Professional copywriting has commenced to ensure the new website content is unique, engaging and aligned with SEO best practice and is being developed using existing marketing budget.</li><li>Progression of the Explore Rockhampton Content Library project, including café and life-style, fishing and tourism experience content.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |
| EXPLORE ROCKHAMPTON                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |  |
| WEBSITE VISITS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 6,611                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | WEBSITE PAGE VIEWS                                                                                                                                                                                               |                                                                                                                                                                                                                                    | 13,117                                                                                |
| KEY PAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"><li>What's On (1,694 views)</li><li>Explore Rockhampton Home Page (921 views)</li><li>Rockhampton's Must Do Bucket List (677 views)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                                                                                       |

**FISHING THE FITZROY****FACEBOOK FOLLOWERS**

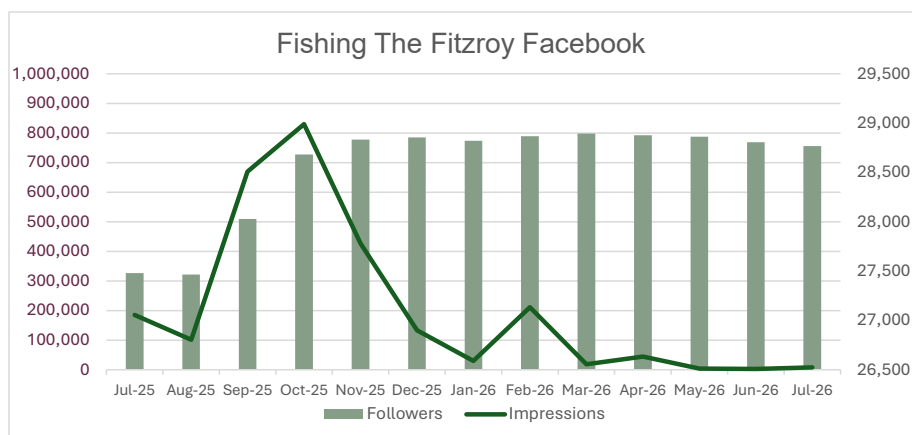
28,767

**FACEBOOK IMPRESSIONS**

7,900

**KEY UPDATES:**

- Attended and supported the launch of the Garmin Fitzroy River Barra Bash sponsored by Council with event promotion via our Council owned channels
- Production commenced on an educational video series to roll out across the Fishing the Fitzroy digital marketing channels





VISITATION

July 2026

KEY UPDATES

- Continued engagement with local tourism operators to identify collaborative destination promotion opportunities, strengthen industry relationships and support tourism product development
- Commenced in-person distribution of visitor maps to local businesses and accommodation providers, providing an opportunity for direct engagement with tourism industry stakeholders

REGIONAL ACCOMMODATION STATISTICS:

DESCRIPTION:

Advance Rockhampton monitors month-on-month occupancy rates and average daily room rates across the local hotel and short-term accommodation sector in the Rockhampton region.

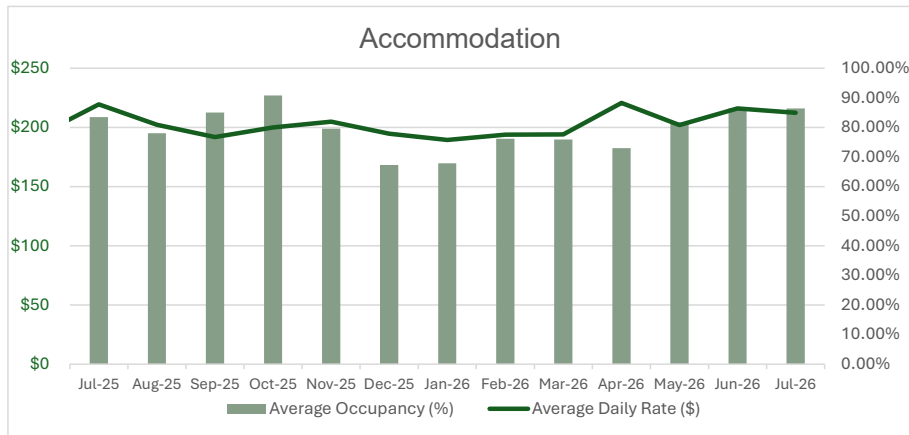
MONTHLY OCCUPANCY

86.4%

MONTHLY AVERAGE DAILY RATE (ADR)

\$212.38

Accommodation



| Month  | Average Occupancy (%) | Average Daily Rate (\$) |
|--------|-----------------------|-------------------------|
| Jul-25 | 85.0%                 | \$210                   |
| Aug-25 | 80.0%                 | \$200                   |
| Sep-25 | 85.0%                 | \$190                   |
| Oct-25 | 90.0%                 | \$200                   |
| Nov-25 | 85.0%                 | \$205                   |
| Dec-25 | 75.0%                 | \$190                   |
| Jan-26 | 75.0%                 | \$185                   |
| Feb-26 | 85.0%                 | \$190                   |
| Mar-26 | 85.0%                 | \$190                   |
| Apr-26 | 80.0%                 | \$220                   |
| May-26 | 85.0%                 | \$200                   |
| Jun-26 | 85.0%                 | \$215                   |
| Jul-26 | 85.0%                 | \$215                   |

VISITOR INFORMATION CENTRE:

DESCRIPTION:

The Explore Rockhampton Visitor Information Centre (VIC) is located at Curtis Park on Gladstone Road. It is currently run by one FTE with approximately 27 volunteers that service the visitors. The VIC welcomes more than 10,000 visitors to the region each year, primarily nomads and European visitors.

The 2026 nomad season, which typically commences in May, experienced a slower start due to the fuel crisis, with visitor numbers in June remaining below usual levels. However, July has seen a significant increase in both family and nomad travellers, with visitation returning to expected seasonal levels.

MONTHLY WALK-INS

1,655

% INTRASTATE

597 (36%)

% INTERSTATE

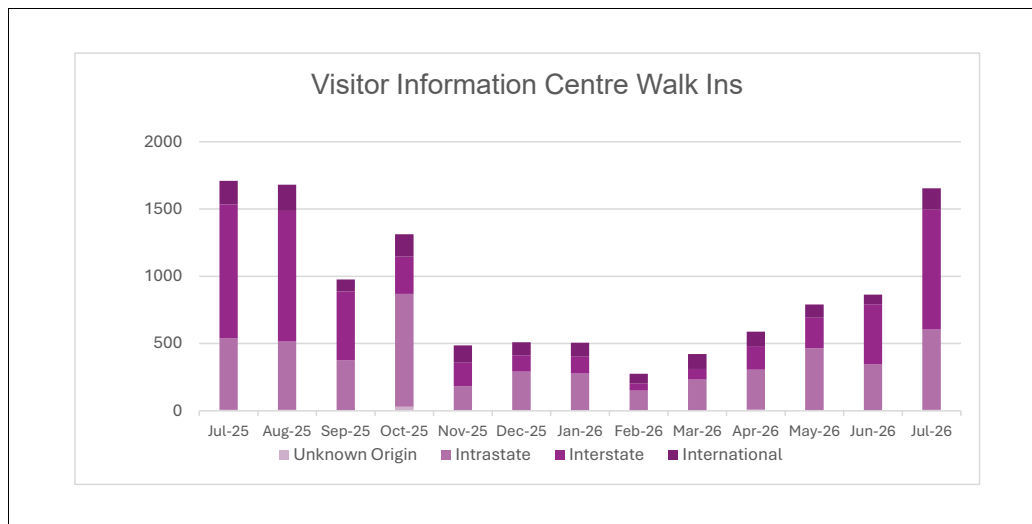
891 (54%)

% INTERNATIONAL

160 (10%)

% UNKNOWN

7 (<1%)



**11.3 LIVE ROCKHAMPTON - 12 MONTH PROGRESS UPDATE**

**File No:** 16044  
**Attachments:** Nil  
**Authorising Officer:** Amanda Hinton - Senior Advisor Economic Development  
Justin Kann - Manager Office of the Mayor and Economic Development  
Evan Pardon - Chief Executive Officer  
**Author:** Lachlan Itter - Industry Engagement & Marketing Officer

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**SUMMARY**

*This report provides an update on the first 12 months of Advance Rockhampton's rolling live and work campaign, Live Rockhampton.*

**OFFICER'S RECOMMENDATION**

THAT the Live Rockhampton – 12 Month Progress Update be received.

**COMMENTARY**

The Live Rockhampton campaign was launched in June 2025 with the purpose of improving workforce attraction and retention in the Region. The campaign incorporates a dedicated website ([liverockhampton.com.au](http://liverockhampton.com.au)), a business toolkit containing downloadable images and videos, printed collateral including new resident welcome booklets and posters, and paid promotion via targeted digital platforms.

Surveys conducted by Advance Rockhampton as well as the independent Business Chamber Queensland Pulse Surveys consistently identify the attraction and retention of skilled workers as a key issue inhibiting business growth. Live Rockhampton was created to provide a competitive advantage to businesses needing to recruit out-of-region workers where the required skillset cannot be filled locally, and to highlight career and lifestyle prospects to school leavers who may otherwise consider leaving the region for further study.

The 2026/27 campaign strategy is in the planning stage to keep building on the campaign's initial successes and will continue to incorporate additional feedback from the business community.

**2025/26 CAMPAIGN OUTCOMES**

During the campaign's first 12 months of operation, the following outcomes were achieved:

- 27 face-to-face business engagements which have resulted in major employers in the health, mining, agriculture and the public sector utilising campaign material.
- 14,246 users visited the Live Rockhampton website, recording 24,140 page views. There were notable increases in the time users spent on the site during October leading into the busy end-of-year relocation period) and February (a peak time for movements within the healthcare system).
- 576,268 Google Organic Impressions. This figure increased exponentially over summer and reflects our strategy of writing content which will rank highly in Google's AI results.
- 1 million impressions and 179,447 people reached through sponsored promotional campaigns run on Meta, LinkedIn, Google Ads (including YouTube) and realestate.com.au.

- Facebook impressions increased 58% and engagement by 30% since the rebrand from My Rockhampton and the new content strategy was implemented.
- Live Rockhampton brand presence at industry events including the Capricorn MEGA Careers Expo, the Queensland Mining & Engineering Expo (QME) and Advance Rockhampton's numerous Business and Industry events.

## **BUDGET IMPLICATIONS**

The Live Rockhampton campaign will continue to operate within the allocated budget during the 2026/27 Financial Year, utilising in-house resources for production. Provisions have been made in 2026/27 for the delivery of new campaign material.

## **CORPORATE/OPERATIONAL PLAN**

### **Rockhampton Region Economic Action Plan 2023-2028**

P5.B.AC3 – Develop a rolling 'Live and Work in Rockhampton' campaign

### **Operational Plan 2023/2024**

3.2.1.2 – Develop and rolling 'Live and Work in Rockhampton' marketing campaign

## **CONCLUSION**

Metrics show the Live Rockhampton campaign has established itself as a stable performer, which has gained support from a number of critical major employers in the Region and allowed positive messaging to cut through in search and AI results.

The 2026/27 campaign strategy will help industries experiencing workforce shortages to bolster their recruitment efforts and provide potential residents with the information and inspiration they need to consider relocating to the Rockhampton Region.

**11.4 BUSBYS ON TOUR DRIVE MARKETING CAMPAIGN - PROGRESS REPORT****File No:** 11715**Attachments:** 1. **Busbys On Tour Drive Campaign - Progress Report - July 2026**[↓](#)**Authorising Officer:** Justin Kann - Manager Office of the Mayor and Economic Development  
Evan Pardon - Chief Executive Officer**Author:** Lauren Law - Coordinator Tourism and Destination Marketing

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**SUMMARY**

*This report provides a six-month progress update on the 'Busbys On Tour' Drive Marketing Campaign delivered by the Tourism and Destination Marketing Unit.*

**OFFICER'S RECOMMENDATION**

THAT the July 2026 progress update report for the 'Busby's On Tour' Drive Marketing Campaign be received.

**COMMENTARY**

The 'Busbys On Tour' Drive Campaign went to market in February 2026 and continues to position Rockhampton as the family-friendly heart of Queensland's Holiday Highway, turning authentic family storytelling into lasting destination awareness, visitor planning and industry value.

The campaign aligns with Tourism and Events Queensland's drive tourism objectives and supports the Queensland Destination 2045 priority of growing sustainable visitation to regional destinations through authentic visitor experiences.

**Key campaign achievements to date:**

- Generated 468,089 video views and 817,000+ paid impressions, significantly increasing awareness of Rockhampton as a family-friendly drive destination.
- 12,402 website sessions and 4,287 referrals delivered to tourism operators
- Engaged the tourism industry through a dedicated campaign toolkit, attracting 200 downloads
- All campaign objectives exceeded, achieving 107%-133% of target outcomes

**PREVIOUS DECISIONS**

Nil

**BUDGET IMPLICATIONS**

The campaign continues to be delivered within the allocated operational budget.

**LEGISLATIVE CONTEXT**

Nil

**LEGAL AND RISK IMPLICATIONS**

Nil

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**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 'Busbys On Tour' Drive Marketing Campaign continues to deliver positive outcomes by strengthening destination awareness, supporting visitor planning, and providing value to the local tourism industry, while remaining on track and within budget.

# **BUSBYS ON TOUR DRIVE MARKETING CAMPAIGN - PROGRESS REPORT**

## **Busbys On Tour Drive Campaign - Progress Report - July 2026**

**Meeting Date: 18 August 2026**

**Attachment No: 1**



*Explore*  
**ROCKHAMPTON**

A photograph of two young girls petting a brown cow in a grassy field at sunset. The girl on the left is wearing a blue sweater and white pants, and the girl on the right is wearing a denim jacket and jeans. The cow is standing in the center of the frame, facing the camera. The background shows a hilly landscape under a warm, orange sky.

**BUSBYS ON  
TOUR DRIVE  
CAMPAIGN**  
**6 MONTH  
PROGRESS REPORT**



## TRANSFORMING ROCKY INTO A FAMILY DESTINATION

Busbys on Tour was developed to capitalise on the growing demand for family drive holidays and caravanning experiences, particularly among younger families seeking affordable, flexible and authentic regional travel experiences. We leveraged from the State's Destination 2045 strategy having a significant focus on Drive Tourism and regional event dispersal to increase visitation to the regions.

With its central location on Queensland's Holiday Highway and access to major touring routes, Rockhampton was well positioned to attract this market, offering family-friendly attractions, nature-based experiences, heritage, and open spaces.

The challenge was not the tourism product itself, but creating a relatable story that inspired families to see Rockhampton as more than a stopover destination. Busbys on Tour addressed this by using authentic family storytelling to showcase a real road trip experience, aligning with Queensland's drive tourism priorities and encouraging families to stop, stay and explore longer.

### IN SHORT

the campaign transformed Rockhampton from a place people drive through into a destination families could picture themselves experiencing.

## CAMPAIGN CONCEPT

Busbys on Tour is a strategic destination marketing campaign designed to increase awareness, consideration and visitation to the Rockhampton Region among family self-drive travellers. By combining authentic storytelling, targeted marketing, visitor planning tools and industry partnerships, the campaign inspires families to discover, plan and experience Rockhampton.

At the heart of the campaign is Rockhampton-born musician Tom Busby and his family, whose genuine first caravanning adventure provides an authentic and relatable lens through which families can experience the destination. Rather than a scripted tourism advertisement, the campaign showcases a real family road trip, giving parents confidence that a family holiday in Rockhampton is achievable, enjoyable and worthwhile.

Built as a YouTube-first content ecosystem, the campaign features a hero film, five episodic videos and short-form content, supported by social media, a dedicated website hub, itineraries, blogs, paid advertising, print and out-of-home marketing. The campaign continues to connect inspiration with action, helping families plan their journey while driving engagement with local tourism operators.

### IN SHORT

Busbys on Tour continues to position Rockhampton as the family-friendly heart of Queensland's Holiday Highway, turning authentic family storytelling into lasting destination awareness, visitor planning and industry value.

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# TARGET AUDIENCE

## 1. SEQ FAMILY-DRIVE TRAVELLERS

### GEOGRAPHIC

Brisbane, Gold Coast, Sunshine Coast and broader SEQ. Domestic drive tourism represented 95% of Queensland's total drive market, with most drive holidays taken by intrastate residents.

### DEMOGRAPHIC

Parents in the family-travel life stage aged 30-54

### PSYCHOGRAPHIC

Value-conscious, time-poor and looking for a Queensland road-trip that feels rewarding, safe, accessible and achievable.

### BEHAVIOURS

Use social and video for inspiration, then search, maps and websites to compare routes, drive times, family-friendly stops and accommodation before committing to an itinerary.

### MOTIVATIONS

Quality family time, value, outdoor experiences, discovering new places, keeping kids engaged and feeling confident the trip will work for the whole family.

## 2. FOUR-HOUR DRIVE MARKET

### GEOGRAPHIC

Central Queensland, Bundaberg, Hervey Bay, Mackay and surrounding drive catchments. Drive tourism is particularly critical for Queensland's regional destinations, many of which are primarily accessed by vehicle.

### DEMOGRAPHIC

Regional/short-break family travellers, with parents 30-54

### PSYCHOGRAPHIC

Practical, value-led and more likely to act when given a timely reason to visit or revisit.

### BEHAVIOURS

Short-break drive travellers who plan around weekends, school holidays, events, visiting friends and relatives and local recommendations. They can act quickly when the trip feels easy, timely and close to home.

### MOTIVATIONS

Easy family days out, shorter drives, local pride, affordable experiences and fresh reasons to explore.

# RESEARCH



### FAMILIES ARE VALUE-CONSCIOUS

- Include free and affordable experiences, family-friendly stops and easy ways to stretch a stay



### FAMILIES WANT FLEXIBILITY AND LEARNING ON THE ROAD

- Build the itinerary around wildlife, caves, heritage, farm life, art, parks and local stories



### FAMILIES PLAN THROUGH MOBILE, VIDEO, SEARCH AND WEBSITES

- Make YouTube the story engine, then connect short-form content and paid media back to planning pages



### ROCKY NEEDED TO FEEL DISTINCT FROM COMPETING DESTINATIONS

- Use a warm, local, unpretentious voice and real family moments

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# CAMPAIGN DELIVERY

*We brought our insights together into one campaign requirement: make the road-trip feel achievable for families.*

## THAT MEANT GIVING THEM:

### VALUE

- including free and low-cost activities

### FLEXIBILITY

- because kids, weather, timing and budgets change quickly

### NATURE AND CONNECTION

- especially outdoor experiences and time together

### LEARNING ON THE ROAD

- with wildlife, history, nature, food, farming, caves and local stories outside a classroom

### PRACTICAL REASSURANCE

- including where to stay, how far to drive, what to do with kids and how to manage a first-time caravan trip

### PLANNING SHORTCUTS

- not huge PDFs or complicated brochures

### REAL PROOF

- from a family who looked like they were doing the trip

### STORYTELLING THAT FELT HUMAN

- with the imperfect, funny and useful moments parents recognise from their own holidays

That last point became central. The Busbys were testing their van, working out the stops, travelling with four kids and preparing for a real lap around Australia. The more we looked at the research, the clearer it became: they weren't just the talent, they were the lens families needed.

# ADAPTING TO CHANGING MARKET CONDITIONS

As fuel prices and cost-of-living pressures began influencing travel behaviour, we recognised the need to adapt the campaign approach to remain relevant and achievable for our target audience. Drawing on insights and market guidance from Tourism and Events Queensland (TEQ), as well as ongoing engagement with the Queensland tourism industry, we made a deliberate decision to bring the campaign closer to home and focus on the value of regional family travel.

Rather than changing the campaign's core message, we refined how it was delivered. We placed greater emphasis on free and affordable experiences, practical itineraries and easy-to-follow planning tools that highlighted just how accessible a Rockhampton family road trip could be. Content focused on shorter planning horizons, manageable drive experiences and authentic family moments that reinforced confidence and value.

This approach ensured Busbys on Tour remained aligned with changing traveller sentiment while continuing to inspire visitation, demonstrating the campaign's flexibility and ability to respond to real-time market conditions.

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# CREATIVE PRODUCTION OUTCOMES

| CREATIVE ASSET       | BRIEF                                                                  | DELIVERABLES                                                                                                                                                                                                          |
|----------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VIDEO SERIES         | Capture the Busbys' authentic family caravan test run through Rocky.   | <ul style="list-style-type: none"> <li>1 hero video</li> <li>5 YouTube episodes</li> <li>B-roll</li> </ul>                                                                                                            |
| SHORT-FORM VIDEO     | Create mobile-first hooks for Shorts, Reels, Facebook and paid social. | <ul style="list-style-type: none"> <li>16 Shorts/Reels/cutdowns.</li> </ul>                                                                                                                                           |
| PHOTOGRAPHY          | Capture real family-drive moments, operators and experiences.          | <ul style="list-style-type: none"> <li>911 hero images and campaign stills</li> </ul>                                                                                                                                 |
| PAID DIGITAL         | Translate the creative into targeted traffic-driving assets.           | <ul style="list-style-type: none"> <li>Meta</li> <li>Google Search</li> <li>YouTube ads</li> </ul>                                                                                                                    |
| WEBSITE LANDING PAGE | Move inspired families from story into planning.                       | <ul style="list-style-type: none"> <li>Busbys On Tour landing page</li> <li>Busby Trail Itinerary</li> <li>4 curated blogs</li> <li>Custom Google map with Busby Trail</li> <li>Dedicated Spotify playlist</li> </ul> |
| PRINT                | Translate story into targeted traffic-driving assets.                  | <ul style="list-style-type: none"> <li>Holidays with Kids package</li> <li>Caravanning Australia package</li> </ul>                                                                                                   |
| OUT-OF-HOME          | Build awareness in target locations.                                   | <ul style="list-style-type: none"> <li>17 digital billboard placements across 10 shopping centre locations</li> </ul>                                                                                                 |
| INDUSTRY TOOLKIT     | Help operators leverage the campaign and extend its value.             | <ul style="list-style-type: none"> <li>Campaign Toolkit</li> <li>Downloadable assets</li> <li>Suggested copy</li> <li>Tags and links</li> </ul>                                                                       |

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# RESULTS SNAPSHOT

*Campaign period Feb-June 2026*

468K+ VIDEO VIEWS | 12.4K WEBSITE SESSIONS | 4,287 OPERATOR REFERRALS | 817K+ PAID IMPRESSIONS

## CONTENT PERFORMANCE

**468,089**

VIDEO VIEWS

**1,393**

HOURS WATCH TIME

## PAID DIGITAL MEDIA RESULTS

*Short-form video significantly outperformed static creative, with Meta Reels generating almost double the click-through rate of static ads*

**817,000+**

IMPRESSIONS

**4.08%**

META REELS CTR

**22,000+**

WEBSITE VISITS

**3.88%**

YOUTUBE CTR

**3.16%**

META CTR

**6.34%**

GOOGLE SEARCH CTR

## WEBSITE

### DELIVERED

- 01** Campaign landing page
- 02** 5-night Busby Trail itinerary
- 03** Custom Google Map of the trail

- 04** 4 bespoke planning blogs
- 05** Custom Spotify playlist

## RESULTED IN

**12,402**

WEBSITE  
SESSIONS

**11,606**

UNIQUE  
USERS

**4,287**

REFERRALS TO  
TOURISM OPERATORS

**5.5X**

AVERAGE  
ENGAGEMENT TIME

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## CAMPAIGN OBJECTIVES AND OUTCOMES

| OBJECTIVE                      | TARGET                  | RESULT               | OUTCOME       |
|--------------------------------|-------------------------|----------------------|---------------|
| INCREASE DESTINATION AWARENESS | 400,000 video views     | 468,089 views        | 117% achieved |
| DRIVE TRIP PLANNING            | 10,000 website sessions | 12,402 sessions      | 124% achieved |
| SUPPORT OPERATOR DISCOVERY     | 4,000 referrals         | 4,287 referrals      | 107% achieved |
| BUILD INDUSTRY ENGAGEMENT      | 150 toolkit downloads   | 200 downloads        | 133% achieved |
| GENERATE CAMPAIGN REACH        | 750,000 impressions     | 817,000+ impressions | 109% achieved |

## INDUSTRY AND ECONOMIC IMPACT

233

TOURISM OPERATORS ENGAGED

66%

INDUSTRY EDM CLICK-THROUGH RATE

200

CAMPAIGN TOOLKIT DOWNLOADS

4,287

OPERATOR WEBSITE REFERRALS

## OPERATOR OUTCOME

Featured operators on the Busby Trail, recorded a 33% increase in nights during the campaign while others reported an increase in the number of families travelling through in caravans, looking for an authentic country experience.

*“The campaign has helped put experiences like ours in front of the right audience and encouraged more travellers to stop, stay and explore.”*

*“The Busbys on Tour campaign aligned well with the growing family-drive market and helped reinforce Rockhampton’s appeal as a stop and stay destination. we recorded a 33% increase in nights sold between March and June compared with the same period last year, and we saw continued interest from families travelling through the region and exploring the experiences highlighted along the Busby Trail.”*

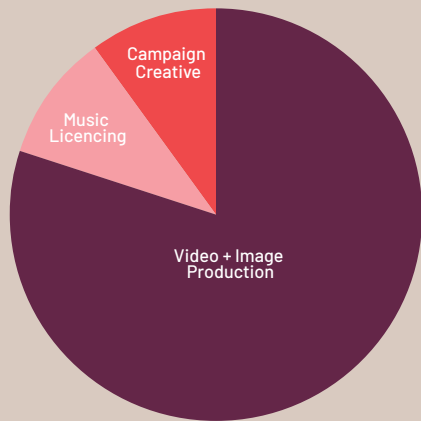
Explore **ROCKHAMPTON**



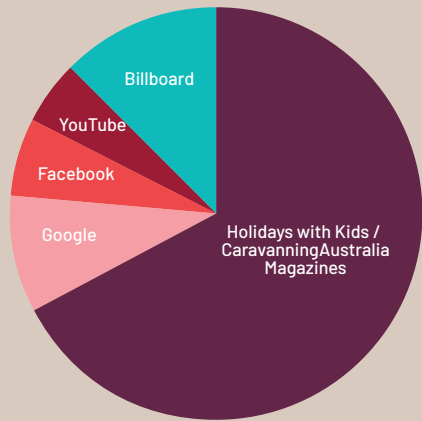
# BUDGET (25/26FY)

A total project cost of \$130,000 was allocated for this campaign which included all production and marketing costs. At financial year end, expenditure remained within budget, with 89% of the total 2025/26 marketing allocation utilised for the campaign.

## PRODUCTION SPEND 85% OF TOTAL SPEND



## MEDIA SPEND 15% OF TOTAL SPEND



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## KEY LEARNINGS

- Authenticity drives engagement Real family storytelling resonated strongly with audiences and delivered strong video and website engagement.
- Video remains the strongest conversion tool Video consistently outperformed static creative across paid and organic channels.
- Planning content is critical. The Busby Trail itinerary and supporting tools successfully converted inspiration into planning behaviour, generating more than 4,200 referrals to operators.
- Industry participation amplifies campaign reach. The industry toolkit enabled operators to extend campaign messaging through their own channels and audiences.

## NEXT STEPS

- Continue promoting the Busby Trail as an evergreen family-drive itinerary.
- Refresh social and paid content using the existing asset library.
- Develop additional itineraries targeting caravanners and family markets.
- Partner with operators to capture new visitor stories and testimonials.
- Leverage the campaign as a platform for future drive tourism marketing initiatives.

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**11.5 SPONSORSHIP OPPORTUNITY - BOWEN BASIN MINING CLUB INDUSTRY ENGAGEMENT****File No:** 8444**Attachments:** Nil**Authorising Officer:** Wade Clark - Coordinator Economic Development  
Justin Kann - Manager Office of the Mayor and  
Economic Development  
Evan Pardon - Chief Executive Officer**Author:** Lachlan Itter - Industry Engagement & Marketing Officer

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**SUMMARY**

*Rockhampton Regional Council, through Advance Rockhampton, has the opportunity to enter into a three-year sponsorship of the Bowen Basin Mining Club (BBMC) Luncheon, ensuring the industry event will be held in Rockhampton annually. BBMC is a key engagement platform for local business and Advance Rockhampton staff to network with the resources industry, in particular executives and decision makers in the Bowen Basin.*

**OFFICER'S RECOMMENDATION**

THAT Council sponsors the Bowen Basin Mining Club Luncheon to be held in Rockhampton from 2026 to 2028 inclusive for \$5,000 annually (excl. GST).

**COMMENTARY**

The Bowen Basin Mining Club Luncheon is a networking event for major mining companies, industry leaders, local businesses and government representatives to discuss industry trends and insights. Attendees often include key executives and decision makers working with the mining industry.

Council, through Advance Rockhampton, has supported BBMC for a number of years – using the event as a platform to promote the Rockhampton Region as a mining hub for the Bowen Basin, and its expanding role in the exploration and extraction of critical minerals.

The proposed agreement would allow Council, each year, to present to attendees, have branding present in the lead-up to and during the event, and the option to distribute collateral material during the event, among other benefits.

Entering a three-year sponsorship agreement will assist in long-term budgeting and planning for the economic development team, protect against any future cost increases, and allow Advance Rockhampton to continue to promote the region as a hub for the resources industry.

**PREVIOUS DECISIONS**Ordinary Council meeting | 22 July 2025

THAT Council sponsor the Bowen Basin Mining Club Luncheon to be held in Rockhampton on 4 September 2025 for \$5,000 (excl. GST).

Ordinary Council meeting | 9 April 2024

THAT the Council sponsor the Bowen Basin Mining Club Luncheon in Rockhampton on 5 September 2024 for \$5,000 (excl. GST).

Ordinary Council meeting | 14 March 2023

THAT Rockhampton Regional Council through Advance Rockhampton sponsor the Bowen Basin Mining Club Luncheon to be held in Rockhampton in July 2023 for \$5,000 (ex GST).

**BUDGET IMPLICATIONS**

The sponsorship will cost \$5,000 (excl. GST) annually, noting that sponsorship of the 2026 Luncheon can be accommodated within the allocated Economic Development budget.

**CORPORATE/OPERATIONAL PLAN**Corporate Plan

Goal 3.2: Our work attracts business and industry to our region.

Effort: We work collaboratively with business and industry partners and stakeholders

Rockhampton Region Economic Action Plan

Pillar: Regional Collaborations & Partnerships

Outcome: Local businesses are engaged with B2B networking opportunities and collaboratively drive regional priority industry areas.

**CONCLUSION**

The Bowen Basin Mining Club Luncheon provides a high-value engagement platform for Council through Advance Rockhampton, and local businesses to engage with key decision-makers within the resources industry. Sponsoring the event will continue the long-standing partnership and brand recognition between Advance Rockhampton and BBMC will allow further promotion of the Rockhampton Region as a service hub for the Bowen Basin and future base for the exploration, extraction and processing of critical minerals.

**11.6 SPECIALISED SUPPLIER - DELOITTE**

**File No:** 16133  
**Attachments:** Nil  
**Authorising Officer:** Amanda Hinton - Senior Advisor Economic Development  
Justin Kann - Manager Office of the Mayor and Economic Development  
**Author:** Jack Barnett - Economic Development & Industry Engagement Advisor

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**SUMMARY**

*This report seeks Council approval to engage Deloitte as a specialised supplier under the provisions of the Local Government Regulation 2012. Due to Deloitte's direct involvement in the development of the Central to Defence Business Case and their specialised knowledge of the project, it is considered impractical and potentially disadvantageous for Council to invite quotes or tenders for the continuation of this body of work.*

**OFFICER'S RECOMMENDATION**

THAT, pursuant to section 235(b) of the *Local Government Regulation 2012*, Council approves Deloitte as a specialised supplier for the provision of consultancy services relating to ongoing Central to Defence project activities.

**COMMENTARY**

As part of the development of the Central to Defence Business Case (CTDBC), Deloitte and Forge were engaged to undertake significant research, stakeholder engagement, analysis and strategic planning on behalf of the Central to Defence Working Group (CTDWG).

The project was funded through the Regional Economic Futures Fund (REFF) administered by the Department of State Development. While the original business case phase is nearing completion, further funding is being sourced to support work focused on identifying and developing industrial land opportunities that align with defence capability growth and the strategic objectives identified through the CTDBC.

Through their involvement in the project, Deloitte has developed a detailed understanding of:

- The Central to Defence Business Case
- Defence sector opportunities and constraints within the region
- Key industry and government stakeholders
- Strategic land use opportunities, and
- Existing research, data and economic modelling undertaken throughout the project.

Given the specialised nature of this work and Deloitte's existing knowledge base, officers consider it appropriate to continue utilising their services for the next stage of project delivery.

Engaging a new consultant at this stage would require substantial project familiarisation, duplication of research and stakeholder engagement activities and would likely reduce efficiency in delivering project outcomes. Due to Deloitte's established project knowledge and stakeholder relationships, officers consider it impractical and disadvantageous to seek alternative suppliers for this specialised body of work.

**PREVIOUS DECISIONS**

No previous decisions have been made.

## BUDGET IMPLICATIONS

Funding for this next phase of work will be sourced through a combination of existing Council budget allocations, external funding sources, contributions from Gladstone Regional Council and Livingstone Shire Council, and other external funding partners involved in the CTDWG.

The total project cost is estimated to be \$75,000, with Deloitte's engagement to be undertaken at an agreed hourly rate, consistent with the terms and conditions of the original contract under which they were successfully appointed. No additional unbudgeted funding is anticipated at this stage.

## LEGISLATIVE CONTEXT

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

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

*b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or”*

## LEGAL AND RISK IMPLICATIONS

Should Deloitte not be approved as a specialised supplier, Council may be required to engage an alternative consultant through a competitive procurement process.

This may result in:

- Delays to project delivery and funding milestones
- Duplication of work previously completed under the CTDBC
- Additional project costs associated with onboarding and familiarisation
- Reduced continuity of stakeholder engagement
- Loss of project-specific knowledge and strategic context developed throughout the business case process, and
- Potential loss of future funding and investment opportunities if project momentum is reduced and deliverables cannot be progressed within required timeframes or funding program deadlines.

Continued engagement of Deloitte reduces these risks and supports efficient delivery of future project outcomes.

## CORPORATE/OPERATIONAL PLAN

- Goal 3.1 – We plan for growth with the future needs of the community, business and industry in mind
- Goal 3.2 – Our work attracts business and industry to our Region
- Goal 3.4 – We support our Region's economy through our projects and activities

## CONCLUSION

Deloitte has played a significant role in the development of the Central to Defence Business Case and possesses specialised knowledge, established stakeholder relationships and detailed project understanding that would be difficult and inefficient to replicate through engagement of another supplier. It is recommended that Council approve Deloitte as a specialised supplier to provide ongoing consultancy services associated with the next phase of Central to Defence project delivery.

**11.7 AIRPORT MAJOR PROJECTS OVERVIEW****File No:** 1689**Attachments:** 1. Airport Major Projects Overview - July 2026 [↗](#)**Authorising Officer:** Marnie Taylor - General Manager Organisational Services**Author:** Marcus Vycke - Manager Airport

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**SUMMARY**

*Monthly Status Report on Airport Major Projects currently managed by the Airport team.*

**OFFICER'S RECOMMENDATION**

THAT the Airport Major Projects Overview Report July 2026 be received.

**COMMENTARY**

The Airport submits the monthly project report outlining the status of capital projects managed by the Airport team.

The following projects are reported on for the month of July 2026, the detailed individual overview report is attached.

| Projects                        |
|---------------------------------|
| ROK Airport Flood Barrier       |
| Concrete Helicopter Pads        |
| Terminal PA System Upgrades     |
| ROK Airport Commercial Precinct |
| Taxiway Juliette Upgrades       |
| Bay 7                           |



# **AIRPORT MAJOR PROJECTS OVERVIEW**

## **Airport Major Projects Overview July 2026**

**Meeting Date: 18 August 2026**

**Attachment No: 1**

| Projects Overview                                 |                          |                                  |                  |
|---------------------------------------------------|--------------------------|----------------------------------|------------------|
| <b>Design</b>                                     |                          |                                  |                  |
| <b>2026 - 2027 Projects</b>                       |                          |                                  | <b>Comment</b>   |
| ROK Airport Commercial Precinct                   |                          |                                  | Status: Underway |
| Taxiway Juliette Upgrades                         |                          |                                  | Status: On Hold  |
| Bay 7                                             |                          |                                  | Status: On Hold  |
| <b>Pre-Construction/Procurement</b>               |                          |                                  |                  |
| <b>2026 - 2027 Projects</b>                       |                          | <b>Estimated Start Date</b>      | <b>Comment</b>   |
|                                                   |                          |                                  |                  |
|                                                   |                          |                                  |                  |
| <b>Delivery</b>                                   |                          |                                  |                  |
| <b>2026 - 2027 Projects</b>                       | <b>Actual Start Date</b> | <b>Estimated Completion Date</b> | <b>Comments</b>  |
| ROK Airport Flood Barrier (Carry Over Project)    | Nov-25                   | Nov-26                           | Status: Underway |
| Concrete Helicopter Pads                          | Jun-26                   | Aug-26                           | Status: Underway |
| Terminal PA System Upgrades                       | Jul-26                   | Aug-26                           | Status: Underway |
|                                                   |                          |                                  |                  |
|                                                   |                          |                                  |                  |
| <b>Completed</b>                                  |                          |                                  |                  |
| <b>2025 - 2026 Projects (Carry Over Projects)</b> |                          |                                  |                  |
|                                                   |                          |                                  |                  |

| MAJOR PROJECTS UPDATE                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              |                                           |                                      |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------|--------------------------------------|
| Project Name: Concrete Helicopter Pads & Hardstand Area |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              | Project Budget: \$1,097,689.43            |                                      |
| Scope                                                   | Construction of 13 new concrete helicopter pads at Rockhampton Airport, located on the western side of runway. Works include site clearing, earthworks, pavement and concrete works.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                              |                                           |                                      |
|                                                         | Actual Start Date: 30 June 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              | Estimated Completion Date: 23 August 2026 |                                      |
| Initial Construction Estimate                           | \$796,230                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Estimated Cost at Completion | \$1,097,689                               | Budget Health <div><div></div></div> |
| On the Horizon – Key Milestones & Deliverables          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              |                                           |                                      |
| June 2026                                               | <ul style="list-style-type: none"><li>Construction started on the 13 new helipads on 30 June 2026.</li><li>With a compressed timeframe to complete the works Shamrock Civil wasted no time in getting into the construction, with works progressing quickly and efficiently. There were a number of variations on the contract to accommodate 2 x additional CH-47 pads that were in the initial design but not scoped for this project.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                              |                                           |                                      |
| July 2026                                               | <ul style="list-style-type: none"><li>A total of 8 heli pads have been completed as of 20th July, with an another two pours commencing on 21st July.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |                                           |                                      |
| August 2026                                             | <ul style="list-style-type: none"><li>The large concrete hardstand area and road that connects to the cross runway that is being constructed on the old Airservices Fire Training ground is expected to be completed by around the 12th of August. A new all weather access road has been constructed from the entry off old Nine Mile Rd to the concrete hardstand and car park area is complete and will allow for all vehicles to enter and transit to site safely. A 2.4m chain mesh security fence surrounding the new site also completed ready for RSAF to begin the set-up of transportable buildings, office spaces and dozens of shipping containers that are required for the logistics and support of the helicopter operations during exercise Wallaby.</li><li>Additional electrical works will also be required to be completed around the large concrete slab site to accommodate the generators (RSAF Supplied) to power the numerous buildings that are shipped in for the exercise. (RRC expense)</li><li>Site clean up and demobilise site.</li><li>Project completion</li></ul> |                              |                                           |                                      |
| Comments                                                | <ul style="list-style-type: none"><li>This Project is fully funded by RRC.</li><li>All works will be completed by the 23rd August, in time for RSAF to begin the set up for Wallaby 2026.</li><li>All works in relation to the concrete hardstand on the PFAS/old fire training ground has been funded by ASA and in conjunction with oversight by RRC, these additional improvements will greatly benefit RRC and RSAF for future Wallaby events.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                              |                                           |                                      |

| MAJOR PROJECTS UPDATE                          |                                                                                                                                                                                                                                                                                                          |                              |                                          |                                      |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------|--------------------------------------|
| Project Name: ROK Airport Flood Barrier        |                                                                                                                                                                                                                                                                                                          |                              | Project Budget: \$2,502,556              |                                      |
| Scope                                          | Rockhampton Airport was successful in obtaining grant funding for the purchase of a new temporary flood barrier to Protect the Rockhampton Airport Terminal and surrounding precinct during a flood event under the Australian Government Disaster Ready Fund R3 2025-2026.                              |                              |                                          |                                      |
|                                                | Actual Start Date: November 2025                                                                                                                                                                                                                                                                         |                              | Estimated Completion Date: November 2026 |                                      |
| Initial Construction Estimate                  | \$2,502,556                                                                                                                                                                                                                                                                                              | Estimated Cost at Completion | \$2,502,556                              | Budget Health <div><div></div></div> |
| On the Horizon – Key Milestones & Deliverables |                                                                                                                                                                                                                                                                                                          |                              |                                          |                                      |
| October 2024                                   | •Preliminary discussions for design and costing                                                                                                                                                                                                                                                          |                              |                                          |                                      |
| March 2025                                     | •Grant Funding Application submitted to Australian Government                                                                                                                                                                                                                                            |                              |                                          |                                      |
| November 2025                                  | •Grant funding was approved from Australian Government Disaster Ready Fund - Round 3 2025-2026 for the purchase of the new Geodesign Flood Barrier for the Rockhampton Airport.                                                                                                                          |                              |                                          |                                      |
| February 2026                                  | •A report went to Council on 24th February to seek approval for Hydro Response Ltd to become a specialised supplier for the supply and purchase of the new geodesign flood barrier system and components.<br>• ROK Airport submitted the implementation plan to the DRF on 12th February.                |                              |                                          |                                      |
| April 2026                                     | •The Airport's Flood Barrier Implementation Plan with Australian Government National Emergency Management Agency was endorsed and the project could commence.<br>•Contract with Hydro Response and RRC finalised<br>•Purchase order raised and sent to supplier<br>•Manufacturing of flood barrier began |                              |                                          |                                      |
| July 2026                                      | •Hydro Response advised manufacturing of the barrier is progressing well, with an estimated completion by end of August and delivery for November 2026.<br>•RRC received 30% of the DRF Funding on 15/07/2026.                                                                                           |                              |                                          |                                      |
| Comments                                       | •This Project is jointly funded with Rockhampton Regional Council and the Australian Government under the Disaster Ready Fund Round Three. DRF funding 50% of the project for a total of \$1,145,045.00. RRC received 30% of the DRF Funding on 15/07/2026.                                              |                              |                                          |                                      |

| MAJOR PROJECTS UPDATE                          |                                                                                                                                                                                                                                                                                                                                                                      |                              |                                           |                           |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------|---------------------------|
| Project Name: Terminal PA System Upgrade       |                                                                                                                                                                                                                                                                                                                                                                      |                              | Project Budget: \$106,891                 |                           |
| Scope                                          | Upgrade of the existing PA System to enhance audio clarity, system reliability and intergration with critical infrastrucutre.                                                                                                                                                                                                                                        |                              |                                           |                           |
|                                                | Actual Start Date: 20 July 2026                                                                                                                                                                                                                                                                                                                                      |                              | Estimated Completion Date: 10 August 2026 |                           |
| Initial Construction Estimate                  | \$106,891                                                                                                                                                                                                                                                                                                                                                            | Estimated Cost at Completion | \$106,891                                 | Budget Health <div></div> |
| On the Horizon – Key Milestones & Deliverables |                                                                                                                                                                                                                                                                                                                                                                      |                              |                                           |                           |
| May 2026                                       | • Letter of Acceptance sent 28 May 2026.                                                                                                                                                                                                                                                                                                                             |                              |                                           |                           |
| June 2026                                      | • Bank Guarantees finalised with Contracts and Tenders                                                                                                                                                                                                                                                                                                               |                              |                                           |                           |
| July 2026                                      | • Works commenced onsite 20 July 2026<br>• Cabling for new speakers - all concourse cabling is complete<br>• Night works scheduled week of 27 July to run more cabling in busy public spaces<br>• Amplifier still on back order - staff are follow up to confirm date<br>• Estimated completion date to be end of July - with an possible extention pending on parts |                              |                                           |                           |
| Comments                                       | • This Project is fully funded by RRC.                                                                                                                                                                                                                                                                                                                               |                              |                                           |                           |

**11.8 AIRPORT PERFORMANCE REPORT****File No:** 1689**Attachments:**  

1. Airport Performance Report [↓](#)
2. Airport Performance Report (Confidential)

**Authorising Officer:** Marnie Taylor - General Manager Organisational Services**Author:** Marcus Vycke - Manager Airport

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**SUMMARY**

*This report outlines progress and key updates on Airport performance and statistics delivered by the Airport team for the period ending June 2026.*

**OFFICER'S RECOMMENDATION**

THAT the Airport Performance Report for period ending June 2026 be received.

**COMMENTARY**

The Manager Airport submits the Airport Performance Report outlining the status of key focus areas and operational statistics and projects.

The detailed performance report is attached.

# **AIRPORT PERFORMANCE REPORT**

## **Airport Performance Report**

**Meeting Date: 18 August 2026**

**Attachment No: 1**



# Airport Performance Report

Airport Committee – 18 August 2026

ROCKHAMPTON REGIONAL COUNCIL

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## Key Points

Rockhampton Airport overall is performing well given the current economy with steady passenger numbers supported by a constant schedule through out the day.

### ► Focus Points

- Qantas operating E-Jets more regularly adding seats to the schedule
- Virgin adding more 737's to the schedule and over night the aircraft.
- Car rental operators are performing well
- Skytrans continue to support Bravus flights to and from the mine.
- Bishopp Advertising have renewed some of their assets through out the terminal.
- Singapore Armed Forces continue to work with Airport to accommodate their needs for up-and-coming exercises. Airport are constructing heli pads to accommodate the Chinook movements from Western Street to bring these aircraft back to airport. This project will be stage 1 and hopefully SAF will see the benefits of operating from the western side of the airport and grow this area. Airport are also working with SAF on replacing the arrestor cable for the F16's.
- Airport have purchased the house and property on the corner of Canoona Road and Hunter Street. Airport are conducting some maintenance on the house and then will be seeking a tenant to lease this property.
- Air Services are removing Contamination from the old Fire Training ground

# Capital Projects



Airport have several capital projects underway at present:



Terminal PA system upgrades



Taxiway Juliette upgrades – These works have been put on hold due to the cost escalation of the project.



Bay 7 – Working with Air Services to relocate the VOR cable that runs through the Bay 7 area



Commercial Precinct



Heli Pads – Construction of the Heli Pads on the western side of the runway.





## Flight Dashboard - Month Actual Results ending June 2026

Airport Iata Code: **ROK** | Flight Category: **All** | Airline: **All** | Flight Type: **All**

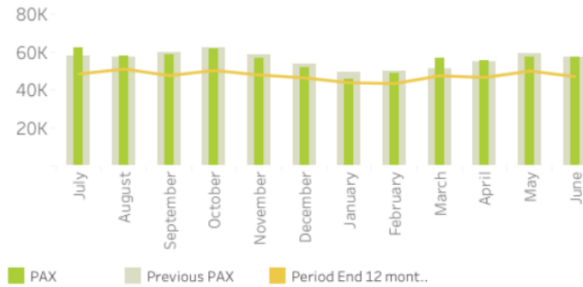


### Passengers

**57,487**

▲0%

Monthly Pax (Current 12 months vs prev)

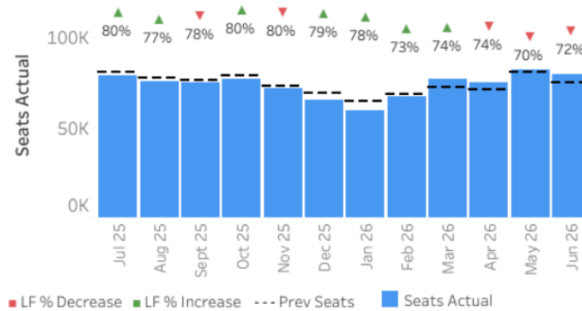


### Seats

**79,577**

▲6%

Monthly Seats (Current 12 months vs prev)



### Passengers vs Budget

**57,487**

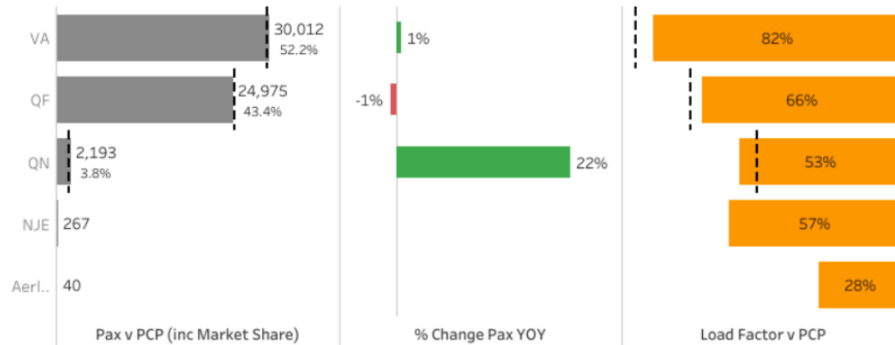
**47,047**

▲22%

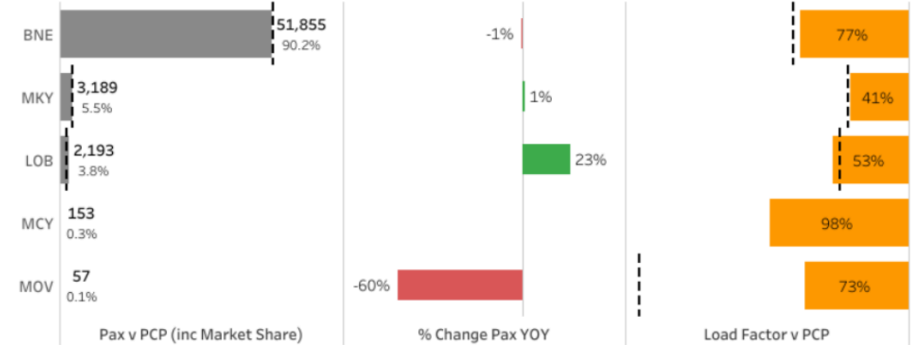
|          | Month Actual | Month Budget |   | FYTD Actual | FYTD Budget |   |
|----------|--------------|--------------|---|-------------|-------------|---|
|          | 57,487       | 47,047       | ▲ | 671,193     | 569,867     | ▲ |
| Airlines |              |              |   |             |             |   |
| VA       | 30,012       | 24,145       | ▲ | 333,974     | 294,280     | ▲ |
| QF       | 24,975       | 22,902       | ▲ | 311,856     | 275,587     | ▲ |
| Q6       | 2,193        | 0            | ▲ | 23,406      | 0           | ▲ |
| NJE      | 267          | 0            | ▲ | 397         | 0           | ▲ |
| Ae..     | 40           | 0            | ▲ | 40          | 0           | ▲ |
| Routes   |              |              |   |             |             |   |
| BNE      | 51,855       | 47,047       | ▲ | 608,462     | 569,867     | ▲ |
| MKY      | 3,189        | 0            | ▲ | 37,444      | 0           | ▲ |
| LOB      | 2,193        | 0            | ▲ | 23,361      | 0           | ▲ |
| MCY      | 153          | 0            | ▲ | 231         | 0           | ▲ |
| MOV      | 57           | 0            | ▲ | 96          | 0           | ▲ |



### Airlines



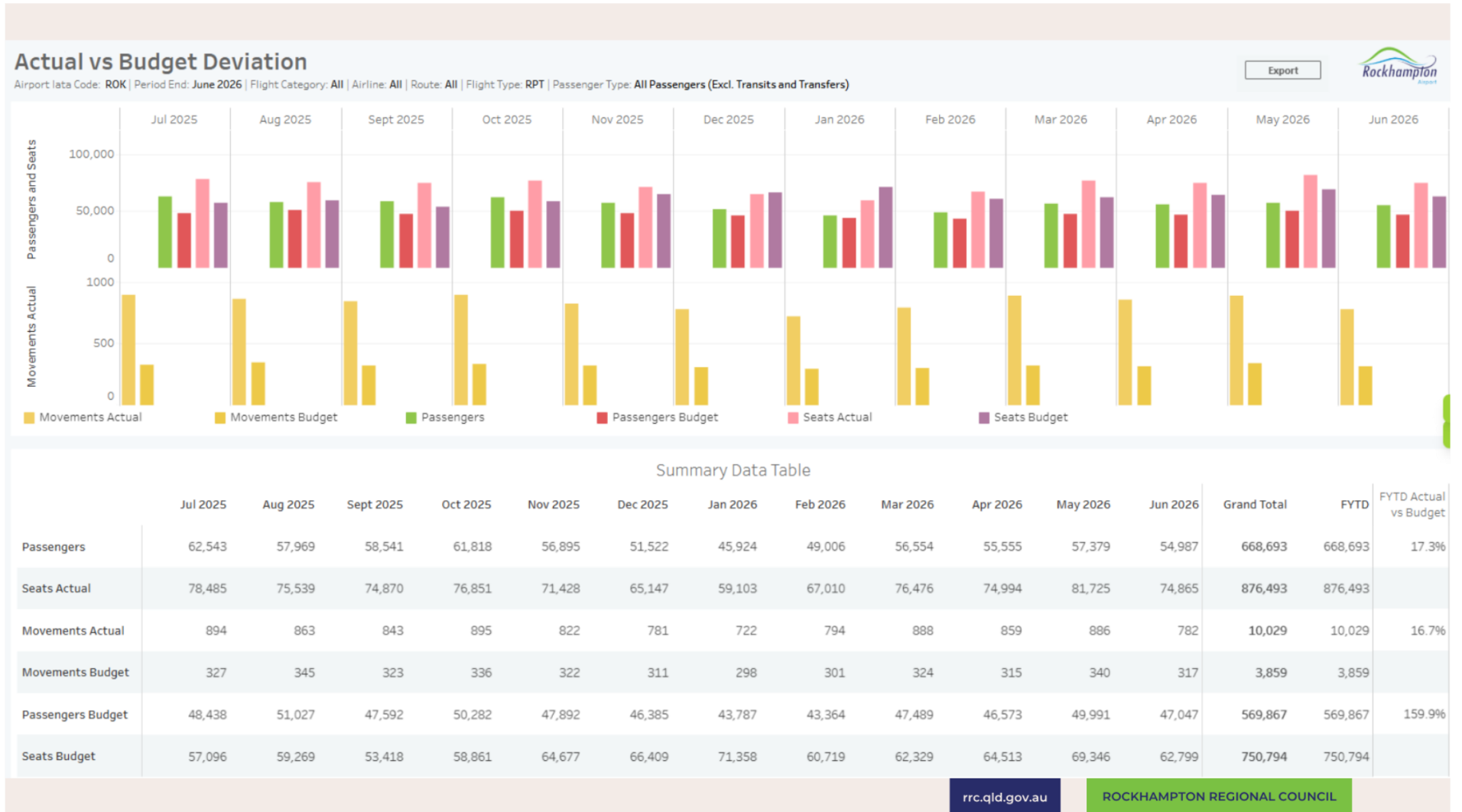
### Routes



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# Airport Financial

## Overview

### Operational Summary

- YTD Revenue is at 104% of the Revised Monthly Review Budget. Actuals for Passenger Service Charges and Car Rental Concessions exceeded their targets and significantly influenced this result.
- YTD Expenditure is at 103% of the Revised Monthly Review Budget. Expenditure for insurance was higher than budget due to rate increase. There were also some additional employee costs due to extraordinary items.
- YTD Capital expenditure is at 37% of the Monthly Review Budget. Initial progress with planning and design works for the Heli Pads was made during the year, with the construction works due to finish around mid -August 2026. Significant capital jobs completed during 2025-26 included the HV upgrade and purchase of property at 123 Canoona Road.



# Safety and Compliance



Airport remains compliant and have conducted their annual Technical inspections for the year.



The tender has closed to renew our Security provider for screening and we should have this resolved in the coming month.



Airport continue to review all security documentation to insure we remain compliant and up to speed with regulations.



We have installed several new security cameras in the long term car park to ensure coverage cross all areas.



There are no outstanding audit findings at this point in time.

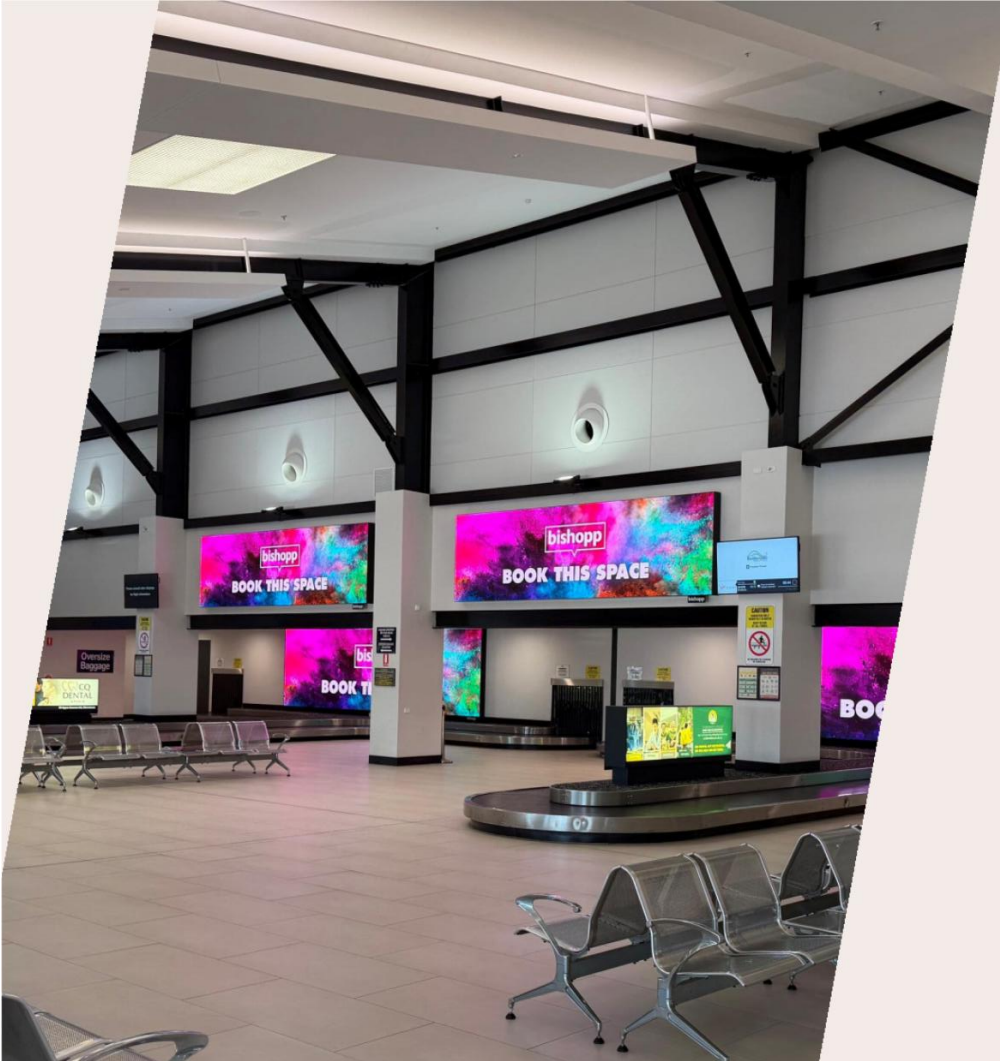


# Statistics

- We are continuing to work with the airlines to get the number of daily flights right for the travel needs for the community. Qantas and Virgin are constantly reviewing their schedule to suit the needs moving forward.
- Total passengers 678, 041
- Market share – Qantas 44.6% - Virgin 52.2% - other 3.3%
- Load Factor – 77% average for the year.







## Bishopp Advertising

Bishopp have renewed several screens and added more into the Airport. This will also increase revenue.



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## Eddie Hudson Memorial Wall

The Eddie Hudson wall is now complete with the rolling footage playing on the screen and pictures frames for display.



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ROCKHAMPTON REGIONAL COUNCIL

**12 NOTICES OF MOTION**

Nil

**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 CLOSURE OF MEETING**