



SPECIAL MEETING

AGENDA

26 JUNE 2019

Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 26 June 2019 commencing at 11.00am for transaction of the enclosed business.

A handwritten signature in black ink, appearing to be "C. P.", is written over a faint, light blue circular stamp.

CHIEF EXECUTIVE OFFICER
19 June 2019

Next Meeting Date: 02.07.19

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 M F Strelow (Chairperson)
Councillor C E Smith
Councillor C R Rutherford
Councillor M D Wickerson
Councillor S J Schwarten
Councillor A P Williams
Councillor R A Swadling
Councillor N K Fisher

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

4 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

5 OFFICERS' REPORTS

5.1 2019-2020 OPERATIONAL PLAN

File No: 8320
Attachments: 1. 2019-2020 Operational Plan [↓](#)
Authorising Officer: Tracy Sweeney - Manager Workforce and Governance
Author: Allysa Brennan - Coordinator Legal and Governance

SUMMARY

Presenting Rockhampton Regional Council's Operational Plan for the financial year 2019-2020 for adoption.

OFFICER'S RECOMMENDATION

THAT Rockhampton Regional Council's Operational Plan for financial year 2019-2020 be adopted.

COMMENTARY

Section 174 of the *Local Government Regulation 2012* requires Council to adopt an Operational Plan each financial year.

This is an annual document and, in simple terms, its purpose is to advise how Council intends to address its Corporate Plan over the coming financial year by outlining the activities, actions and targets Council will undertake in accordance with the adopted budget.

A Councillor workshop was conducted on 14 May 2019 to review and comment on the proposed Operational Plan actions and targets.

The annual Operational Plan is based on corporate outcomes from the 2017-2022 Corporate Plan and highlights a number of related strategies and plans that Council already has in place.

LEGISLATIVE CONTEXT

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

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

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

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

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

CONCLUSION

The Rockhampton Regional Council Operational Plan 2019-2020 which outlines activities and actions Council will undertake for the financial year is attached for Council adoption.

2019-2020 OPERATIONAL PLAN

2019-2020 Operational Plan

Meeting Date: 26 June 2019

Attachment No: 1





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WHAT IS AN OPERATIONAL PLAN?

The Operational Plan is an annual document which outlines activities and actions Council will undertake for the financial year in accordance with the adopted budget. These activities and actions directly align to Council's five year Corporate Plan strategies and overall themes:

1. Community
2. Economy
3. Environment
4. Service Excellence
5. Local Government Leader

Council's 2017-2022 Corporate Plan sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by the Council are established based on the goals and outcomes identified in the Corporate Plan.



1. Community

OUR GOAL

A connected community that values a sense of belonging; where residents celebrate their diversity and have modern services available to support a safe, healthy and engaged lifestyle now and into the future.

RELATED STRATEGIES AND PLANS

- Animal Management Strategy
- Child and Youth Risk Management Strategy
- Customer Service Standards
- Dengue Management Plan
- Drought Management Plan
- Flood Management Strategy
- Local Disaster Management Plan
- Mount Archer Activation Master Plan
- Natural Hazards Risk Assessment
- Rockhampton Recreational Fishing Development Strategy
- Rockhampton Regional Planning Scheme
- South Rockhampton Flood Levee Emergency Response Plan
- Vector Management Plan
- Wayfinding and Signage Strategy
- Wild Dog Management Plan
- Workplace Health and Safety Management System Plan

COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

Regional Infrastructure and Facilities

1.1 Safe, accessible, reliable and sustainable infrastructure and facilities

1.1.1 Maintain high quality infrastructure				
Reference	Operational Action	Target	Department	Section
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Achieve annual maintenance budget and program	Community Services	Community Assets and Facilities
			Regional Services	Civil Operations Fitzroy River Water Rockhampton Regional Waste and Recycling
1.1.1.2	Deliver the annual capital works program	Achieve capital program within 95% of the budget	Regional Services	Civil Operations Fitzroy River Water Project Delivery Rockhampton Regional Waste and Recycling
1.1.1.3	Ensure safe and reliable operation of raw water storages	Compliance with state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.4	Ensure safe and reliable treatment and supply of drinking water	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.5	Ensure safe and reliable transport and treatment of sewage	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.6	Ensure safe and reliable supply of non-potable water	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water

OPERATIONAL PLAN 2019 - 2020

1.1.2 Assets are regularly inspected to ensure that they are safe and serviceable				
Reference	Operational Action	Target	Department	Section
1.1.2.1	Planned condition monitoring programs are completed	Planned road, bridge and footpath condition monitoring programs are completed, and the defects identified are provided to the relevant Asset Custodian	Regional Services	Infrastructure Planning

1.1.3 Provide effective and efficient infrastructure services to support future development				
Reference	Operational Action	Target	Department	Section
1.1.3.1	Update Local Government Infrastructure Plan in Rockhampton Planning Scheme	Complete amendment to Local Government Infrastructure Plan by June	Regional Services	Infrastructure Planning

1.1.4 Provide effective and efficient infrastructure services				
Reference	Operational Action	Target	Department	Section
1.1.4.1	Provide an effective quality assurance system which supports the civil design function	No major non-conformances identified in the annual audit	Regional Services	Infrastructure Planning
1.1.4.2	Effective delivery of major infrastructure projects	Project meets objectives and completed on time and budget	Regional Services	Project Delivery

1.1.5 Develop plans that support the delivery of trunk infrastructure and future development				
Reference	Operational Action	Target	Department	Section
1.1.5.1	Complete preliminary planning, design and cost estimating for projects identified from the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure that may be required in the near term to 2026	Projects identified by 1 September with project development works completed by 30 June	Regional Services	Infrastructure Planning

1.1.6 Develop plans that support the delivery of current and future infrastructure				
Reference	Operational Action	Target	Department	Section
1.1.6.1	Develop an All Abilities and Inclusion Plan	Deliver actions in the All Abilities and Inclusion Plan within agreed timeframes	Community Services	Community Assets and Facilities

1.1.7 Deliver functional recreation and open spaces				
Reference	Operational Action	Target	Department	Section
1.1.7.1	Develop a program for recreation and open spaces	Develop the program by 30 June	Community Services	Parks

1.1.8 Maintain Council buildings and facilities				
Reference	Operational Action	Target	Department	Section
1.1.8.1	Undertake required statutory maintenance	Compliance standards met	Community Services	Community Assets and Facilities
1.1.8.2	Clean and maintain Council buildings	Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation	Community Services	Community Assets and Facilities
1.1.8.3	Develop and implement conservation management plans for heritage listed buildings	Conservation Management Plan review conducted in accordance with schedule	Community Services	Community Assets and Facilities



OPERATIONAL PLAN 2019 - 2020

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1.2 Regional public places that meet our community's needs

1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community				
Reference	Operational Action	Target	Department	Section
1.2.1.1	Provide quality arts and cultural facilities throughout the Region	Deliver 100% of the See It Live program at Pilbeam Theatre	Community Services	Communities and Culture
		Community long-term use of available spaces at the Walter Reid Cultural Centre are 100% tenanted by the arts and cultural community	Community Services	Communities and Culture
		Deliver 100% of the endorsed Rockhampton Art Gallery program	Community Services	Communities and Culture
		All venues are compliant with statutory requirements	Community Services	Community Assets and Facilities
1.2.1.2	Provide quality regional cemeteries for burial and memorialisation services	Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually	Community Services	Community Assets and Facilities
1.2.1.3	Further development of the Kershaw gardens and the Botanical gardens	Develop a program that considers the ongoing maintenance and long term improvement	Community Services	Parks



1.2.2 Develop, maintain and promote the Rockhampton Zoo's profile as a place of regional significance				
Reference	Operational Action	Target	Department	Section
1.2.2.1	Work with stakeholders to promote the Zoo both regionally and nationally	Maintain visitors to the Zoo to 140,000 and monitor through visitor intercept surveys	Community Services	Parks

1.2.3 Provide quality mowing and horticultural services to Rockhampton Regional Council parks				
Reference	Operational Action	Target	Department	Section
1.2.3.1	Quantify mowing and horticultural service frequencies	Develop and deliver a mowing program that meets seasonal changes by 31 March	Community Services	Parks



Safety

1.3 Safe places for our community

1.3.1 Public safety initiatives and emergency services and systems are in place to prevent crime and respond effectively if required				
Reference	Operational Action	Target	Department	Section
1.3.1.1	Maintain and monitor CCTV systems	System maintained in accordance with schedule, with less than 2% downtime	Community Services	Community Assets and Facilities
1.3.2 Maintain effective disease control measures at the Animal Management Centre				
Reference	Operational Action	Target	Department	Section
1.3.2.1	Maintain effective disincentive and quarantine process as per the Animal Management Centre Manual Disease Management	Implement actions in accordance with the Animal Management Centre Manual	Community Services	Planning and Regulatory Services
1.3.3 Deliver engaging educational programs				
Reference	Operational Action	Target	Department	Section
1.3.3.1	Deliver educational program in accordance with the Animal Management Strategy	Deliver educational program in accordance with the Animal Management Strategy by agreed timeframes	Community Services	Planning and Regulatory Services
1.3.4 High risk events are identified and threat specific responses are developed				
Reference	Operational Action	Target	Department	Section
1.3.4.1	Natural and man-made hazard risk assessments are reviewed on a five yearly basis	Review Natural Hazard Risk Assessment and complete annual maintenance check by March	Regional Services	Infrastructure Planning

1.3.5 Maintain a safe work environment for all employees, volunteers and contractors of Council				
Reference	Operational Action	Target	Department	Section
1.3.5.1	Provide a safety management system that minimises the risk to all people and property	Implement actions as per the timeframes detailed within the Safety and Training Strategic Plan	Office of the CEO	Workforce and Governance
		Achievement of KPIs in accordance with the Workplace Health and Safety Performance Measures Procedure	Office of the CEO	Workforce and Governance

1.3.6 Identify and implement disaster mitigation strategies to reduce impacts from disasters on the community and assets				
Reference	Operational Action	Target	Department	Section
1.3.6.1	Deliver and implement community disaster awareness education	Review and update Local Disaster Management Group Communications Plan	Regional Services	Infrastructure Planning

1.3.7 Public safety initiatives and emergency response services and systems are in place to respond to a disaster effectively				
Reference	Operational Action	Target	Department	Section
1.3.7.1	Ensure the safe and reliable operation of raw water storages	Compliance with legislative requirements for dam safety management	Regional Services	Fitzroy River Water
1.3.7.2	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Annual review completed by 30 November each year	Regional Services	Infrastructure Planning
1.3.7.3	Conduct an annual preparedness activity in accordance with statutory requirements	Undertake annual Local Disaster Management Group preparedness activity by 30 November	Regional Services	Infrastructure Planning
1.3.7.4	Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities	Annual review of the Local Disaster Management Plan and deliver actions in accordance with the plan	Regional Services	Infrastructure Planning

OPERATIONAL PLAN 2019 - 2020

Active and Healthy Lifestyles

1.4 Healthy living and active lifestyles

1.4.1 Healthy living and active lifestyles				
Reference	Operational Action	Target	Department	Section
1.4.1.1	Provide community sponsorship for activities in various sectors	Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines	Community Services	Communities and Culture
		Community sponsorship and grant funding applied in accordance with the guidelines	Community Services	Directorate
1.4.1.2	Deliver a range of performances, programs and activities for various age groups	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Community Services	Communities and Culture
1.4.1.3	Provide library services	Library services delivered in accordance with Council standards	Community Services	Communities and Culture
1.4.1.4	Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently	Service delivered in accordance with eligibility and funding arrangements	Community Services	Communities and Culture



COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1.4.2 Ensure strategic place making, planning and regional development initiatives are targeted at understanding, promoting and enhancing sustainable development within the Region				
Reference	Operational Action	Target	Department	Section
1.4.2.1	Update traffic modelling for the urban areas of Rockhampton and Gracemere	Complete Transport Corridor Studies for Arterial Roads by 30 June	Regional Services	Infrastructure Planning
1.4.2.2	Consider the Environmental Sustainability Strategy in future planning	Develop strategy and policy for Riparian Management by 30 June	Regional Services	Infrastructure Planning

1.4.3 Provide opportunities for volunteers to contribute to the community				
Reference	Operational Action	Target	Department	Section
1.4.3.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Provide a minimum of 2500hrs of volunteer services per annum	Community Services	Communities and Culture
1.4.3.2	Review and update Volunteer Manual	Review and update Volunteer Manual by 31 October	Community Services	Directorate
1.4.3.3	Engage with and provide support to community and volunteer organisations in the delivery of sport and recreation activities	Make formal contact with all sporting clubs and associations in the Region	Community Services	Parks

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

An Engaged and Connected Community

1.5 Inclusive, connected and informed community

1.5.1 Provide library facilities and programs that are inclusive and promote community development and cohesion				
Reference	Operational Action	Target	Department	Section
1.5.1.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Deliver programs and activities	Community Services	Communities and Culture
1.5.1.2	Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion	Deliver community development programs	Community Services	Communities and Culture
1.5.1.3	Provide a home delivery library service to people who are housebound	Provide a home delivery service with a 70% satisfaction rating	Community Services	Communities and Culture



COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1.5.2 Improve regional and locality signage				
Reference	Operational Action	Target	Department	Section
1.5.2.1	Deliver the Wayfinding Strategy	Deliver the Wayfinding Strategy in accordance with agreed timeframes	Advance Rockhampton	Commercial

1.5.3 Provide the community with information/input about Council services, policies and decisions				
Reference	Operational Action	Target	Department	Section
1.5.3.1	Deliver Community Engagement Strategy actions	Deliver Community Engagement Strategy actions within agreed timeframes	Office of the CEO	Office of the Mayor
1.5.3.2	Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software	Social media levels of reach, engagement and interaction meet benchmark targets	Office of the CEO	Office of the Mayor
1.5.3.3	Position Council and My Rockhampton websites as the go-to place for the Region events and Council information	My Rockhampton and the Council website is updated at least monthly	Advance Rockhampton	Tourism, Events and Marketing
1.5.3.4	Implement and deliver the My Rockhampton magazine and associated platforms	Three magazines designed and distributed per annum	Advance Rockhampton	Tourism, Events and Marketing

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1.6 Our sense of place, diverse culture, history and creativity are valued and embraced

1.6.1 Promote awareness programs of strong indigenous history and significant cultural representation				
Reference	Operational Action	Target	Department	Section
1.6.1.1	Inclusiveness in key projects and events	Facilitate identified celebrations	Advance Rockhampton	Economic Development
1.6.1.2	Develop and deliver a Reconciliation Action Plan	Deliver actions in the Reconciliation Action Plan within approved timelines	Community Services	Directorate

1.6.2 Develop, maintain and promote our Region's history and places of local interest				
Reference	Operational Action	Target	Department	Section
1.6.2.1	Implement Heritage Village Masterplan to increase visitation and revenue	Increase annual visitors to the Heritage Village by 5% in comparison to previous year	Community Services	Communities and Culture
1.6.2.2	Review and update Botanic Gardens Strategic Master Plan	Review and update Botanic Gardens Strategic Master Plan by 30 June	Community Services	Parks

1.6.3 Record, preserve and promote our Region's history and places of local interest				
Reference	Operational Action	Target	Department	Section
1.6.3.1	Preserve the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection	Develop a guideline on the accession and deaccession of donated items	Community Services	Communities and Culture



1.6.4 Develop, nurture and support local and regional events and celebrations that enhance our community's sense of place and promote our cultural diversity				
Reference	Operational Action	Target	Department	Section
1.6.4.1	Deliver and support local events and celebrations	Conduct annual Rockhampton Cultural Festival	Community Services	Communities and Culture
		Conduct Heritage Festival event	Community Services	Communities and Culture
		Conduct Rockhampton Carols by Candlelight annual event	Community Services	Communities and Culture
		Deliver Festive Season display throughout the Region	Community Services	Directorate
		Deliver civic events and ceremonies in collaboration with stakeholders	Office of the CEO	Office of the Mayor
		All sites meet the requirements of events and celebrations	Community Services	Parks
1.6.4.2	Support regional events through the delivery of the Arts Program	Deliver Arts Program at three major events	Community Services	Communities and Culture



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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

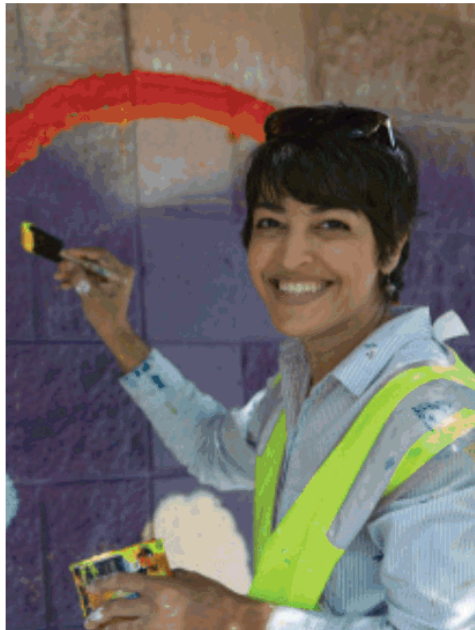
1.6.4.3	Deliver and support major regional events	Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre	Community Services	Communities and Culture
		Increase the number of regional events across the Region by 10%	Advance Rockhampton	Tourism, Events and Marketing
		Deliver the Rockhampton River Festival with an increase in the number of people attending and conduct a satisfaction survey with traders and visitors	Advance Rockhampton	Tourism, Events and Marketing
1.6.4.4	Promote and facilitate the use of the Rockhampton Showgrounds for major events	Rockhampton Showgrounds is used 25% of the year for ground and event uses	Community Services	Communities and Culture



OPERATIONAL PLAN 2019 - 2020

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1.6.5 Provide and support the community's development of and creative participation in the arts				
Reference	Operational Action	Target	Department	Section
1.6.5.1	Deliver a diverse range of creative arts programs	Programs are delivered in accordance with guidelines and schedules	Community Services	Communities and Culture
1.6.5.2	Deliver the Regional Arts Development Fund	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Community Services	Communities and Culture
1.6.5.3	Support the creation of public art throughout the Region	Deliver public art program	Community Services	Communities and Culture



OPERATIONAL PLAN 2019 - 2020



PHOTO: MICHAEL CAVE

2. Economy

OUR GOAL

A thriving regional capital that creates and nurtures diverse opportunities to balance work, play and growth.

RELATED STRATEGIES AND PLANS

- CBD Redevelopment Framework
- Economic Development Strategy 2050
- Mount Morgan Strategy
- Rockhampton Airport Masterplan 2017-2037
- Rockhampton Regional Council Economic Action Plan 2016-2020
- Rockhampton Regional Planning Scheme
- Smart Hub Operational Plan
- Smart Way Forward Action Plan
- The Smart Regional Centre Strategy
- Tourism Action Plan

COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

OPERATIONAL PLAN 2019 - 2020

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Regional Profile and Services

2.1 A destination sought for lifestyle, community events and tourism

2.1.1 Promote local tourism				
Reference	Operational Action	Target	Department	Section
2.1.1.1	Implement Tourism Action Plan initiatives to promote and improve regional tourism opportunities	Activate Tourism Action Plan targets and guidelines	Advance Rockhampton	Tourism, Events and Marketing

2.1.2 Investigate multi-sport usage in singular precinct				
Reference	Operational Action	Target	Department	Section
2.1.2.1	Consider site options for preferred precinct and scope required works	Draft Sport Precinct concept by 31 July	Community Services	Parks

2.1.3 Implement marketing strategies to position the Rockhampton Region as a place to live, invest and visit				
Reference	Operational Action	Target	Department	Section
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Review Marketing Strategy and deliver actions in accordance with timeframe	Advance Rockhampton	Tourism, Events and Marketing

2.1.4 Identify opportunities for Airport growth and utilisation				
Reference	Operational Action	Target	Department	Section
2.1.4.1	Identify and implement business development opportunities for the Airport	Review the Airport Masterplan	Advance Rockhampton	Commercial



PHOTO: PAUL HOLDEN

2.2 Value add to the strengths of industry to deepen regional economic activity

2.2.1 Stimulate economic growth within the Region				
Reference	Operational Action	Target	Department	Section
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Industry stakeholder engagement and opportunity development as per the Economic Development Action Plan update reports presented to Advisory Committee	Advance Rockhampton	Economic Development

2.2.2 Advance education within the Region				
Reference	Operational Action	Target	Department	Section
2.2.2.1	Support community training programs/ education workshops held in the Region	Conduct 40 Certificate IV Business programs by 30 June	Advance Rockhampton	Economic Development

2.2.3 Support programs that assist people with seeking employment				
Reference	Operational Action	Target	Department	Section
2.2.3.1	Provide access to resources and free community technology training courses to develop skills	Conduct satisfaction survey to determine effectiveness of training provided	Community Services	Communities and Culture
2.2.3.2	Provide quality child care services	Services provided meet the national quality standard	Community Services	Communities and Culture

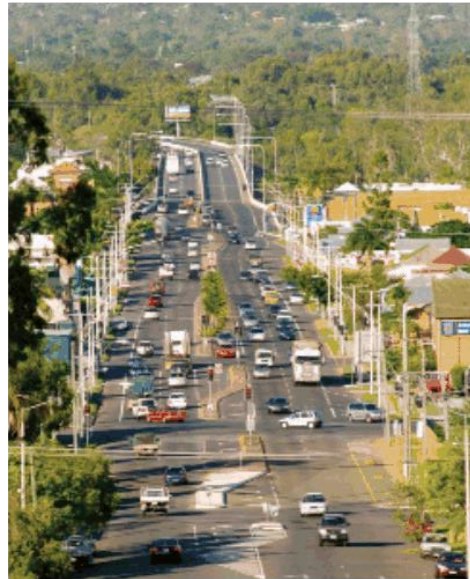


2.2.4 Develop and implement administrative systems that encourage buying locally throughout the Region				
Reference	Operational Action	Target	Department	Section
2.2.4.1	Council's procurement of goods and services are in line with the Local Preference Policy guiding purchasing decisions	Annual local goods and services spend analysis is greater than 70% local	Corporate Services	Corporate and Technology Services

2.2.5 Develop and support programs that encourage small business and startup growth providing employment opportunities				
Reference	Operational Action	Target	Department	Section
2.2.5.1	On-going implementation of programs and activities guided by the SmartHub Operational Plan 2018-20, including the Turbo-Traction Lab program	Maintain 25 to 45 participants of the Turbo-Traction Lab and 75 SmartHub memberships	Corporate Services	Corporate and Technology Services

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles

2.3.1 Revitalisation across all centres is achieved by promoting economic growth and redevelopment

Reference	Operational Action	Target	Department	Section
2.3.1.1	Develop strategies to attract businesses within the Region's centres	Support the key catalyst projects within the CBDs to assist in activating the Region's centres	Advance Rockhampton	Commercial

2.3.2 Revitalisation of the Rockhampton City Centre by promoting economic growth and redevelopment

Reference	Operational Action	Target	Department	Section
2.3.2.1	Provide strategies and marketing to support economic activity and business confidence within the CBD	Consider a façade improvement scheme that encourages businesses within the East Street precinct to upgrade their facades	Advance Rockhampton	Commercial

2.3.3 Develop a CBD Quay Street Cultural Precinct

Reference	Operational Action	Target	Department	Section
2.3.3.1	Effectively deliver the construction of Art Gallery Project	Project completed in accordance with allocated budget and timeframes	Regional Services	Project Delivery



OPERATIONAL PLAN 2019 - 2020

Industry Growth

2.4 Infrastructure services are driven to deliver future economic growth

2.4.1 Provision of infrastructure that supports state of the art technology and services that support public space activation and community safety				
Reference	Operational Action	Target	Department	Section
2.4.1.1	Continued rollout of smart technologies infrastructure in public spaces as guided by the Smart Way Forward Strategy	Implementation of Stage 3E Smart Technologies in partnership with Safer Communities grant program	Corporate Services	Corporate and Technology Services

2.4.2 Implement a planning scheme to support growth				
Reference	Operational Action	Target	Department	Section
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both inside and outside of the Region	Implementation of new Gracemere Industrial Area and Parkhurst Industrial Area documents/information	Advance Rockhampton	Economic Development

2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports

2.5.1 Support the growth of export businesses within the Region				
Reference	Operational Action	Target	Department	Section
2.5.1.1	Deliver Advance Rockhampton forums	Deliver at least four sessions	Advance Rockhampton	Economic Development

2.5.2 Support and encourage new development that attracts and retains skilled works in the Region				
Reference	Operational Action	Target	Department	Section
2.5.2.1	Establish additional commercial activities for Airport operations	An increase in revenue from commercial aviation activities	Advance Rockhampton	Airport

OPERATIONAL PLAN 2019 - 2020

2.5.3 Support initiatives that promote demand for local goods and services				
Reference	Operational Action	Target	Department	Section
2.5.3.1	Engage Regional Skills Investment Strategy Coordinator to facilitate and liaise with business/industry regarding skilling required for our Region	Implement funded training programs in conjunction with State to regional businesses	Advance Rockhampton	Economic Development

2.5.4 Support and encourage entrepreneurial and innovative business in our Region				
Reference	Operational Action	Target	Department	Section
2.5.4.1	Market, promote and deliver the SmartHub Turbo-Traction Lab program to ensure maximum participation of candidates best aligned to the program criteria	25 to 45 participants of the Turbo-Traction Lab and program status reports demonstrating real growth of small business and startups in the SmartHub	Corporate Services	Corporate and Technology Services

2.5.5 Build international relationships that foster and embrace growth for the Region				
Reference	Operational Action	Target	Department	Section
2.5.5.1	Strengthen relationships with our international partners, including Singapore, Japan, China and South Korea	Develop a strategy to strengthen relationship with our international partners by 30 December	Advance Rockhampton	Economic Development

2.6 Promote industry diversification to enhance regional economic resilience

2.6.1 Cement the Rockhampton Region as a lead military training and support hub within Queensland				
Reference	Operational Action	Target	Department	Section
2.6.1.1	Actively engage with the national and international defence forces to maintain and increase current levels of military engagement and exercises and advocate for an increase in exercise activity	Report quarterly to Council on engagement and advocacy actions	Advance Rockhampton	Airport



3. Environment

OUR GOAL

An environmentally balanced and aware community, which preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future generations.

RELATED STRATEGIES AND PLANS

- Biosecurity Plan for Pest Management 2017-2021
- Environmental Sustainability Strategy 2018-2022
- Feral Pig Management Plan 2019-2023
- Rockhampton Regional Planning Scheme
- Waste Reduction and Recycling Plan 2016-2024

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

Protect, Enhance and Sustain our Natural Environment

3.1 Contribute to healthy natural ecosystems

3.1.1 Ensure effective management, protection and future sustainability of the Region through the delivery of the Environmental Strategy				
Reference	Operational Action	Target	Department	Section
3.1.1.1	Leverage strong regional partnerships to protect, maintain and enhance the condition of our natural assets	Deliver at least three collaborative projects with positive environmental outcomes	Corporate Services	Finance

3.1.2 Encourage the sustainable use of water resources				
Reference	Operational Action	Target	Department	Section
3.1.2.1	Promote water wise behaviours and practices	Achievement of annual marketing communications plan activities in accordance with agreed timeframes	Regional Services	Fitzroy River Water
		Provide water rebates for residential water efficient products, and process all rebate applications within 10 business days	Regional Services	Fitzroy River Water



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3.1.3 Provide effective weed, pest animal and environmental health management programs				
Reference	Operational Action	Target	Department	Section
3.1.3.1	Implement strategic plans to advise community on programs	Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes	Community Services	Planning and Regulatory Services

3.1.4 Increase biodiversity and tree canopy cover in urban/suburban areas across the Region, particularly along major thoroughfares to provide cooler micro-climates and improve use of public space and waterways				
Reference	Operational Action	Target	Department	Section
3.1.4.1	Improve parks and streetscapes to provide diversity of streetscapes	Planting in accordance with the Streetscape Design Manual	Regional Services	Infrastructure Planning
3.1.4.2	Develop a Tree Canopy Plan	Develop a Tree Canopy Plan by 30 September and implement actions in accordance with approved timeframes	Community Services	Parks

3.1.5 Develop and implement management practices for improved waterway health				
Reference	Operational Action	Target	Department	Section
3.1.5.1	Minimise nutrient and sediment discharges to local waterways	Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives	Regional Services	Fitzroy River Water

3.1.6 Reduce the amount of waste generated in the Region per capita				
Reference	Operational Action	Target	Department	Section
3.1.6.1	Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation	Achieve targets in line with the Waste Reduction and Recycling Plan	Regional Services	Rockhampton Regional Waste and Recycling



Minimise the Environmental Footprint

3.2 Sustainable and innovative environmental practices

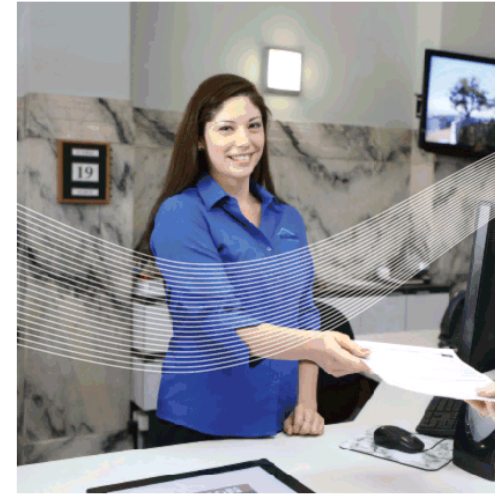
3.2.1 Foster sustainable behaviour within Council and the community				
Reference	Operational Action	Target	Department	Section
3.2.1.1	Implement Environmental Strategy to encourage sustainability awareness and action	Deliver actions in the Environmental Strategy in accordance with agreed timeframes	Corporate Services	Finance

3.2.2 Advocate for and support the development of new energy generation options				
Reference	Operational Action	Target	Department	Section
3.2.2.1	Industry engagement and the provision of support for new energy generation options	Develop a plan to engage with industry in order to develop new energy generation options	Advance Rockhampton	Commercial

3.3 Understand Council's and the community's environmental impacts

3.3.1 Consider the potential impacts of climate change on Council operations				
Reference	Operational Action	Target	Department	Section
3.3.1.1	Ensure climate change is factored into Council planning and decision making	Identify potential impacts of climate change and the Chief Executive Officer report to Council half yearly on outcomes for each department	All Departments	





4. Service Excellence

OUR GOAL

A modern thinking, community outcome focused organisation that effectively balances the community's aspirations with the resources available now and in the future.

RELATED STRATEGIES AND PLANS

- Annual Performance Plan – Fitzroy River Water
- Annual Performance Plan – Rockhampton Airport
- Annual Performance Plan – Rockhampton Regional Waste and Recycling
- Corporate Systems Consolidation Strategy
- Customer Service Standards
- eServices Strategy
- Information and Communications Technology Strategic Plan 2015-2020
- IT Mobility Strategy
- Rockhampton Regional Council Economic Development Action Plan 2016-2020
- Rockhampton Regional Planning Scheme
- Workplace Health and Safety Management System Plan

A Customer Focused Organisation

4.1 Customer focused services

4.1.1 Customer focused organisation that ensures Council's service delivery is efficient and representative of the community's needs and views				
Reference	Operational Action	Target	Department	Section
4.1.1.1	Provide timely and effective delivery of Council's services	Non-compliances of the unit's customer service standards or adopted service levels reported monthly	All Units	
4.1.1.2	Respond to queries and engage with the public through Council's social media sites	Service delivery in accordance with Social Media Strategy	Office of the CEO	Office of the Mayor
4.1.1.3	Respond to queries received from media organisations in a timely manner	Provide responses to the media in accordance with the Media Strategy service standards	Office of the CEO	Office of the Mayor
		Provide responses to the community in accordance with the Community Engagement Strategy service standards	Office of the CEO	Office of the Mayor

4.1.2 Ensure community support and awareness is delivered in accordance with the Animal Management Strategy				
Reference	Operational Action	Target	Department	Section
4.1.2.1	Provide opportunities for community access to discounted animal health services	Deliver two microchipping and/or vaccination clinics	Community Services	Planning and Regulatory Services

4.1.3 Provide effective development assessment programs to educate on the requirements for building, planning and pool regulations				
Reference	Operational Action	Target	Department	Section
4.1.3.1	Ensure educational programs are created and delivered to the community on assessment requirements	Create an educational plan for the community on pool safety, building requirements and planning scheme understanding	Community Services	Planning and Regulatory Services

4.2 Practical and values based compliance frameworks

4.2.1 Ensure public health, safety, policies and local laws are adhered to				
Reference	Operational Action	Target	Department	Section
4.2.1.1	Provide effective development management programs in line with legislative requirements for environment, health, food, safety, noise, odour and dust protection	Compliance with development management programs	Community Services	Planning and Regulatory Services
4.2.1.2	Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations	Education program implemented in accordance with program milestones	Community Services	Planning and Regulatory Services

4.2.2 Monitor compliance and trigger legislative changes				
Reference	Operational Action	Target	Department	Section
4.2.2.1	Manage an annual compliance training program	Implement a six monthly schedule of mandatory training at the end of July and end of January	Office of the CEO	Workforce and Governance
4.2.2.2	Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability	Review and update the enforcement manual by 30 June	Community Services	Planning and Regulatory Services

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

4.3 Accountable and motivated organisation

4.3.1 Council's information and communication systems are strategically planned and actively managed to meet Council and community needs

Reference	Operational Action	Target	Department	Section
4.3.1.1	Ongoing implementation of the Information and Communication Technology Strategic Plan, including the associated eServices, Information Technology Mobility and Corporate System Consolidation Strategies	Deliver the 2019-20 Information and Communication Technology projects within the Information and Communication Technology Strategic Plan timelines	Corporate Services	Corporate and Technology Services

4.3.2 Encourage leaders of today to educate and mentor potential leaders of the future

Reference	Operational Action	Target	Department	Section
4.3.2.1	Implement programs that support leadership development	Deliver approved 2019-20 outcomes from the People Strategy	Office of the CEO	Workforce and Governance

4.3.3 Employees are proactive, take accountability and are clear on expectations

Reference	Operational Action	Target	Department	Section
4.3.3.1	Provide appropriate support and assistance to employees who are not fit for work, and ensure Council fulfils its duty of care obligations	More than 95% of employees on approved suitable duties programs are placed within their own department	Office of the CEO	Workforce and Governance
4.3.3.2	Undertake an employee survey that measures employee engagement and satisfaction with the organisation	Employee survey has a 75% completion rate	Office of the CEO	Workforce and Governance

4.3.4 Encourage personal development whilst ensuring employees have the necessary qualifications and accreditation to safely fulfil the requirements of their position

Reference	Operational Action	Target	Department	Section
4.3.4.1	Implement compliance training programs that also support employee personal development	Deliver annual compliance training program in accordance with the timeframes detailed within the Safety and Training Strategic Plan	Office of the CEO	Workforce and Governance

Regional Planning and Development

4.4 Plan for the future population and economic growth giving consideration to a diverse range of industries and services

4.4.1 Engage with health and aged care providers to expand opportunities				
Reference	Operational Action	Target	Department	Section
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Update Economic Action Plan by December	Advance Rockhampton	Economic Development

4.4.2 Encourage, plan and develop areas for high density living and expand cultural and economic development potential for the CBD				
Reference	Operational Action	Target	Department	Section
4.4.2.1	Ensure land use instruments achieve policy objectives	Continue the implementation of CBD Redevelopment Framework and catalyst projects throughout 2019-20	Advance Rockhampton	Commercial

4.4.3 Ensure statutory land use instruments achieve policy objectives				
Reference	Operational Action	Target	Department	Section
4.4.3.1	Amend the Planning Scheme as required to incorporate policy objectives and outcomes	Planning Scheme Major Amendment is completed and subsequent amendments are initiated and progressed as required	Corporate Services	Strategy and Planning

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4.4.4 Undertake and promote strategic land use planning for sustainable growth and development of the Region				
Reference	Operational Action	Target	Department	Section
4.4.4.1	Identify and pursue opportunities for improved land use planning and policy outcomes	Complete a gap analysis of land use planning and policy	Corporate Services	Strategy and Planning

4.4.5 Contribute to the continuous improvement of Council's strategy development, strategic project management and governance practices				
Reference	Operational Action	Target	Department	Section
4.4.5.1	Review, identify gaps and pursue augmentation of strategic plans and projects	Develop and maintain a current operational register of strategic plans and priority projects	Corporate Services	Strategy and Planning



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PHOTO: SANDRA BULLER

OPERATIONAL PLAN 2019 - 2020

5. Local Government Leader

OUR GOAL

Delivering a high performing and progressive organisation that leads by example.

RELATED STRATEGIES AND PLANS

- Asset Management Plans
- Enterprise Risk Framework
- Fraud and Corruption Control Plan
- Long Term Financial Forecast

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

Consistent and Engaging Leadership

5.1 Productive partnerships with all levels of government and relevant stakeholders

5.1.1 Ensure local government is represented on all key decision making or advocacy groups				
Reference	Operational Action	Target	Department	Section
5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented and identify any groups where inclusion is considered appropriate and report to Council accordingly	Undertake a review by 31 December	Advance Rockhampton	Directorate

5.1.2 Coordinate and support applications for and securing of external grant funding				
Reference	Operational Action	Target	Department	Section
5.1.2.1	Identify and pursue external funding opportunities in collaboration with other business units	Develop and maintain a current operational register of capital grant applications and project information	Corporate Services	Strategy and Planning

5.1.3 Contribute to the development of and advocacy for regional development policy				
Reference	Operational Action	Target	Department	Section
5.1.3.1	Identify and peruse opportunities for advocacy for regional policy and associated outcomes that benefit the Region	Completed policy discussion papers and submissions	Corporate Services	Strategy and Planning

5.2 Strong leadership that provides quality governance to support and service the community

5.2.1 Council's decision making, planning and reporting processes provide transparent and accountable governance				
Reference	Operational Action	Target	Department	Section
5.2.1.1	Internal Audit function is undertaken in accordance with legislative requirements and timeframes	Achievement of 85% of the annual audit plan completed	Corporate Services	Internal Audit
		Audit and Business Improvement Committee Meetings are held at least twice each financial year	Corporate Services	Internal Audit

5.2.1.2	Operational risks are monitored and managed in accordance with legislative requirements	Risks register is being maintained	All Departments	
5.2.1.3	Coordinate Council's Enterprise Risk Management Framework via provision of consulting and reporting services	Risk register updates presented to Council as per the Enterprise Risk Management Framework	Corporate Services	Internal Audit
5.2.1.4	Manage Council's Complaint Management Framework for internal and external complaints and grievances in accordance with legislation and policy requirements	100% actioned in accordance with Council policy and procedure	Office of the CEO	Workforce and Governance
5.2.1.5	Registers of Interest for Councillors are updated on the public website as per legislative requirements	Registers uploaded within three days of being notified of changes	Office of the CEO	Directorate
5.2.1.6	Right to Information and Information Privacy applications are managed and processed in accordance with legislative requirements	100% of Right to Information and Information Privacy applications processed within legislative timeframes	Corporate Services	Corporate and Technology Services
5.2.1.7	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	All Departments	
5.2.1.8	Work with stakeholders to develop an Implementation Plan identifying necessary delegable and authorised person powers and policies in accordance with newly adopted Local Laws	Monitor and report on the actions and timeframes within the Implementation Plan	Office of the CEO	Workforce and Governance

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Fair and Balanced

5.3 Financially sustainable organisation

5.3.1 Ensure the efficient and effective management of Council's finances				
Reference	Operational Action	Target	Department	Section
5.3.1.1	Review operational budgets to ensure effective capture and reporting of activities	Monthly review of the Operational Budget	All Sections*	
5.3.1.2	The annual financial statements meet governance standards	Council's annual financial statements are 'unqualified'	Corporate Services	Finance
		The quality of the financial statements is not rated 'no significant adjustments' by the Queensland Audit Office	Corporate Services	Finance
		The timelines of the annual financial statements as rated by the Queensland Audit Office is not 'untimely'	Corporate Services	Finance
		There are no internal controls as rated by the Queensland Audit Office deemed 'ineffective'	Corporate Services	Finance
5.3.1.3	Review and update long-term financial forecasts to attain a financially sustainable organisation	Long Term Financial Forecast updated at each budget and budget revision	Corporate Services	Finance
		Financial targets as set by the Department of Local Government, Racing and Multicultural Affairs are met in the Long Term Financial Forecast	Corporate Services	Finance
5.3.1.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	The required asset revaluations are completed in accordance with the timeframes set in 2020 External Audit Plan	Regional Services	Infrastructure Planning
		Unpaid rates and charges are managed in accordance with the Debt Recovery Policy, achieving an overdue balance of less than 3% at its lowest point	Corporate Services	Finance
5.3.1.5	Review operational budgets to ensure effective capture and reporting of activities	Carry out detailed review of departmental budget and report to Council on budget variances	All Departments	

5.3.2 Council's asset management and its asset management plans are monitored and reviewed to ensure appropriate replacements and utilisation of resources are undertaken

Reference	Operational Action	Target	Department	Section
5.3.2.1	Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources	A program for the rolling review of Council's existing Asset Management Plans is prepared with the Water and Sewerage Asset Management Plan and the Bridges and Major Culverts Asset Management Plan to be reviewed by 31 December	Regional Services	Infrastructure Planning
		Asset Custodians are provided with long term renewal targets based on an asset sustainability ratio of greater than 90%	Regional Services	Infrastructure Planning

5.3.3 Encourage greater risk taking in the pursuit of innovation, improved processes and the delivery of efficient and effective services

Reference	Operational Action	Target	Department	Section
5.3.3.1	Contribute towards implementation of Technology One Asset Lifecycle Management System	New Asset System implemented by 1 February	Corporate Services	Finance

5.4 Leading public sector employer

5.4.1 Ensure Councillors are supported to govern the Region efficiently

Reference	Operational Action	Target	Department	Section
5.4.1.1	Promote good democratic governance by adhering to legislative requirements for local governments	Present organisational updates and matters impacting local government to Council on a monthly basis	Office of the CEO	Directorate

5.4.2 Encourage greater risk taking in the pursuit of innovation, improved processes and the delivery of efficient and effective services				
Reference	Operational Action	Target	Department	Section
5.4.2.1	Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records	Undertake implementation of Aurion timekeeper module and award interpreter in accordance with agreed timeframes	Office of the CEO	Workforce and Governance
5.4.2.2	Develop and implement required strategies and operational actions from the Certified Agreements	A 100% actioned within the timeframes indicated in the Certified Agreements	Office of the CEO	Workforce and Governance
5.4.2.3	Undertake process review on a key activity within the section	Identify key activity by 30 September and complete process review by 30 June	All Sections*	

5.4.3 A legislatively compliant and skilled workforce				
Reference	Operational Action	Target	Department	Section
5.4.3.1	Implementation of Learning Management System Project Plan	Implementation of Learning Management System Project Plan in accordance with approved timeframes	Office of the CEO	Workforce and Governance

5.4.4 Create an environment where staff are proud of working at Council by the implementation of corporate and staff initiatives				
Reference	Operational Action	Target	Department	Section
5.4.4.1	Undertake a survey to measure the pride of the workforce in working at Council	Maintain 75% of staff that are proud to work at Council	Office of the CEO	Workforce and Governance
5.4.4.2	Update Annual Communication Plan for Internal Communications	Implementation of actions from Annual Communication Plan in accordance with timeframes specified	Office of the CEO	Workforce and Governance

* Excludes Internal Audit



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EXECUTIVE SUMMARY

Rockhampton Regional Council (Council), in its ongoing commitment to transparency and ensuring that the Rockhampton Airport is well placed to meet the demands, both in services and financial management, of its community, elected to prepare a public benefit assessment that met the requirements of associated legislation.

The public benefit assessment undertaken indicated it would be in the interests of the community for the Rockhampton Airport to be corporatised however, Council at its meeting on 28 June 2011 resolved that the airport services be commercialised and the commercialised business unit be named Rockhampton Airport.

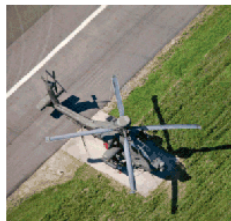
This performance plan is Rockhampton Airport's agreement with Council to deliver those airport services. The plan describes Rockhampton Airport's objectives and functions in respect of:

- Airport operations;
- Commercialisation;
- Community service obligations;
- Customer service;
- Reporting requirements;
- Asset management objectives; and
- Financial policies.

This plan is required by Section 175(2) of the *Local Government Regulation 2012* (the *Regulation*) which states:

1. There must be an annual performance plan for each commercial business unit;
2. A local government's operational plan must include the annual performance plan for each of its commercial business units; and
3. A performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.



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1 STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

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

Mission

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

Values Statement

Rockhampton Airport will provide a service which embraces Council's corporate values.

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

1.2 Objectives

The key objective of the Rockhampton Airport is to safely deliver aeronautical and non-aeronautical services.

Core business includes the following activities:

Aeronautical Activities

This includes all activities that are vital to airport activity and their removal would render the Rockhampton Airport unable to function in an aeronautical capacity. They include the runways, taxiways and aircraft parking apron areas. This is the core activity of the Rockhampton Airport.

Non-aeronautical Activities

This includes all other activities undertaken by Rockhampton Airport and includes the operation of the terminal building, car park facilities, concessions and related leases and licences, etc. All of these activities are ancillary to the operation of a modern airport.

2 OPERATIONS

2.1 Nature and Scope of Activities

The Rockhampton Airport is responsible for the operation and maintenance of assets totalling approximately \$114.1 million.

Broadly, the scope of the Rockhampton Airport (as at 30 June 2020 unless otherwise stated) is as follows:

Operational Revenue	\$15.9 million
Operational Expenditure	\$12.6 million
Net Community Assets	\$115.9 million
Number of staff	22
Estimated Annual Passenger Movements (12 months to 30 June 2020)	548,784

2.2 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation it was considered that the

commercial business unit, Rockhampton Airport, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has Rockhampton Airport within the Advance Rockhampton Department. The internal structure of Rockhampton Airport remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.3 Community Service Obligations

The *Regulation* Chapter 3 Section 24 defines a community service obligation as:

an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.

The community service obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct Rockhampton Airport to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2019-20 is detailed in Annexure 1.

When additional CSOs are identified within the period of this performance plan the valuation of the CSO will be in accordance with Council resolution.

3 COUNCIL SERVICE PROVIDER RIGHTS AND RESPONSIBILITIES

3.1 Provision of Services

Council as the owner of the Rockhampton Airport will be responsible for approving the strategic direction and broad policies for the business unit.

Council will be responsible for providing a number of support services to the Rockhampton Airport including:

- Corporate governance support;
- Corporate business systems;
- Finance support services and systems;
- Human resource services and systems;
- Safety support services and systems;
- IT services support and systems;
- Procurement and tenders;
- Records management support and systems;
- Collection of revenue;
- Supply of fleet and plant;

- Project management; and
- Other miscellaneous support services (payroll, etc).

The Rockhampton Airport is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Advance Rockhampton and the general manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

Rockhampton Airport with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

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

3.2 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this performance plan, Council recognises that the standard of service provided by Rockhampton Airport is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required.

4 ROCKHAMPTON AIRPORT GENERAL RESPONSIBILITIES

4.1 General

Council requires Rockhampton Airport to carry out its undertakings in accordance with the requirements of the following:

- Legislative obligations including the *Local Government Act 2009* and other state and subordinate regulation;
- Council policies and procedures; and
- This performance plan.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. Rockhampton Airport operates to provide target levels of service as part of longer term plans and these are as outlined in Annexure 2.

4.3 Customer Service

Rockhampton Airport is responsible for the contact and commitment with customers in accordance with its customer service charter as per Annexure 3. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

4.4 Delegated Authorities

The Rockhampton Airport's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. Delegated authorities for specific Rockhampton Airport staff are included in Council's Register of Delegations in accordance with Section 260 of the *Local Government Act 2009*.

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

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Advance Rockhampton is responsible for determining:

- The appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Certified Agreements); and
- The most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from Rockhampton Airport operational activities. This performance plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

Rockhampton Airport will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should Rockhampton Airport consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

Rockhampton Airport will deliver aeronautical and non-aeronautical related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future performance plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

Rockhampton Airport will represent Council on relevant industry groups and working parties. Rockhampton Airport will provide advice and recommendations for future planning reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered airport provider with ultimate responsibility for compliance in service delivery.

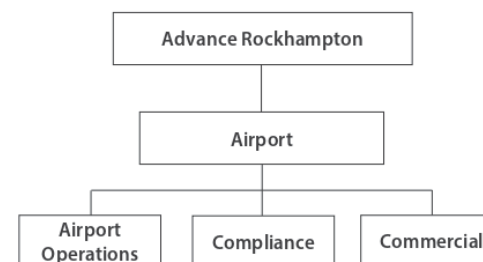
Rockhampton Airport will be responsible for managing the day to day requirements of Council's responsibilities under various licences and will be responsible for preparing all relevant regulatory reports.

4.10 Purchasing of Materials and Services and Disposal of Assets

Rockhampton Airport is bound by Council's purchasing, procurement and asset disposal policies.

5 ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the corporate and operational plans.



6 KEY STRATEGIES

Rockhampton Airport's key strategies for the 2019-20 financial year are set out in Council's 2019-20 Operational Plan.

7 BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

Rockhampton Airport will report to Council through whatever forum the Council decides from time to time.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the local

government and included in the local government's annual report. Rockhampton Airport will provide the following information to Council on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its annual performance plan;
- Particulars of any amendments made to its annual performance plan in the financial year;
- Particulars of any directions to Rockhampton Airport during the financial year (including directions about any CSOs to be carried out); and
- Particulars of the impact that any changes to its annual performance plan may have had on Rockhampton Airport's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Regulation*. Rockhampton Airport will provide Council with the necessary information pertaining to Rockhampton Airport undertakings to enable it to comply with this requirement.

Quarterly Reporting

The Rockhampton Airport will prepare a quarterly report to Council on its operations in accordance with the agreed format after the end of each month or other time as agreed with Council.

The quarterly report will generally include the following:

- Manager's overview;
- Performance against the adopted customer service standards;
- Financial performance against budget;
- Compliance matters;
- Safety management;
- Environmental management; and
- Any amendments proposed to this plan.

Other matters to be reported as required are:

- Risk management and strategic planning;
- Expenditure requirements greater than the delegation of the Chief Executive Officer;
- Exceptional circumstances and issues affecting policy;
- New statutory, regulatory and other information to facilitate informed policy making;
- Policies and future directions requiring Council endorsement; and
- Benchmarking of Rockhampton Airport activities to state and/or nationally recognised published standards.

Annual Reporting

Rockhampton Airport will comply with the *Regulation* and provide an annual statement on its operations for the preceding financial year to Council for inclusion in the local government's annual report. Rockhampton Airport will provide the following information on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its annual performance plan;
- Particulars of any amendments made to its annual performance plan in the financial year;
- Particulars of the impact that any changes to its annual performance plan may have had on Rockhampton Airport's financial position, operating surplus/deficit and prospects; and
- Particulars of any directions given to Rockhampton Airport, by Council, during the financial year (including directions about any CSOs to be carried out).

The annual statement will include all matters included in the monthly report as well as the following financial indicators.

Item	2019-20 Target
Operating surplus ratio	20.4%
Interest coverage ratio	13.1x
Asset sustainability ratio	64.50%
Gross revenue	\$15,874,134
Earnings before interest, tax, depreciation and amortisation (EBITDA)	\$6,995,848
Competitive neutrality ratio (% of gross revenue)	22.2%
Depreciation ratio	22.6%
Total written down asset value	\$111,917,396
Return on assets	2%

Commentary

Operating Surplus Ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that the Rockhampton Airport is

raising enough revenue to meet its operating expenditure.

Interest Coverage Ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. The Rockhampton Airport is able to cover current interest expense 13.1x times with available earnings.

Asset Sustainability Ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Local Government, Racing and Multicultural Affairs (DLGRMA) target is greater than 90% per annum (on average over the long-term). Rockhampton Airport in 2019-20 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds the Rockhampton Airport has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive Neutrality Ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. Rockhampton Airport is contributing 22.2% of its operating revenues to Council's general fund that is, for every dollar of operating revenue earned the Rockhampton Airport returns to Council 22.2 cents.

Depreciation Ratio indicates the extent to which operating revenues are committed to funding depreciation. Rockhampton Airport depreciation is 22.6% of its operating revenues, that is, for every dollar of operating revenue earned, Rockhampton Airport requires 22.6 cents to fund asset renewal.

Return on Assets (ROA) is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. The Rockhampton Airport is generating net income of 2.0 cents for every dollar of investment in non-contributed assets.

Rockhampton Airport will generate indicators as required which are measured annually for collation by state government agencies as part of the state wide annual comparative data collection process and any other aviation reporting requirement.

7.2 Customer Service

Customer Service Standards

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

- Customer feedback;
- Analysis of services provided by other airport authorities; and
- Continuity of services provided.

Information on Rockhampton Airport's customer service standards will be provided through customer service centres and on its web page.

When delivering aviation services Rockhampton Airport recognises that customers are entitled to be guaranteed of a certain level of service.

Customer Contact

Rockhampton Airport will be responsible for customer contact relating to all aviation matters.

7.3 Risk Management

The Rockhampton Airport will identify, assess and manage risks in relation to business risk, major asset failure and interruption to supply or delivery in accordance with Council's Enterprise Risk Management Framework.

7.4 Policy Compliance

Rockhampton Airport shall be bound by Council's corporate policies and procedures until such time that Rockhampton Airport develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

8 ASSETS

8.1 Asset Management

Rockhampton Airport is devolved responsibility for the aeronautical and non-aeronautical assets owned by Council that are required to allow it to operate as an airport service provider.

To align the business goals and objectives with the assets, Rockhampton Airport will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

Rockhampton Airport will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. Rockhampton Airport will prepare and maintain an AMP in line with Council's long term asset management plan and long term financial plan.

Rockhampton Airport will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- Maintaining detailed asset registers;
- Maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Regulation* and the Australian Accounting Standards Board; and
- Detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines, Rockhampton Airport is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9 FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Annexure 4 provide the long term Operating Statement and Statement of Financial Position for Rockhampton Airport for the period 2019-20 to 2027-28.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the Rockhampton Airport capital expenditure program:

Revenue

- Depreciation funding;
- Loan borrowings, with repayments made from depreciation and revenue; and
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2020)	\$0.3 million
Total liability (forecast closing as at 30 June 2020)	\$5.6 million
2019-20 (proposed new loans)	NIL
Capital Expenditure for 2019-20 is approximately	\$2.5 million

9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2019-20 is estimated to be \$15.9 million (inc CSOs) comprising:

Airport Fees	71.6%
Rent Revenue	14.2%
Commission Revenue	12.2%
Community Services Obligations and C.N.A's	1.7%
Other sources	0.3%

Operating expenditure including tax for 2019-20 is estimated to be \$13.6 million, comprising:

Operations Expense	66.5%
Depreciation	26.4%
Income tax	7.1%

10 FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Regulation*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Regulation*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund Rockhampton Airport's infrastructure replacement works. Other sources of funds for capital expenditure may arise from grants and subsidies, loan borrowings and other reserves.

Rockhampton Airport accumulates any unspent depreciation funds for the future capital renewal of assets to either maintain or reinstate their service potential.

10.3 Taxation

Rockhampton Airport is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - Income tax;
 - Land tax; and
 - Stamp duty.

10.4 Treatment of Surpluses/Losses

In accordance with Council resolution, after the required ROA and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held by the Rockhampton Airport.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Regulation* provides that a Council must prepare a debt policy each financial year and the policy must state:

- New borrowings planned for the current financial year and the next nine financial years; and
- The timeframe which it is planned to repay existing and new borrowings.

Rockhampton Airport's AMP Financial Strategy identifies new capital expenditure over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie Council's Debt (Borrowings) Policy:

- Loans will only be used for capital expenditure; and
- Long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where Rockhampton Airport requires debt financing, Council will raise funds for Rockhampton Airport. Council will make explicit the terms and conditions of all funds raised for Rockhampton Airport, having due regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11 PRICING AND REVENUE COLLECTION

11.1 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- Full cost recovery including required rate of return;
- Elimination of cross subsidies;
- Economic, asset and ecological sustainability; and
- Transparency in pricing regarding CSOs.

Rockhampton Airport will actively work with Council to maximise the realisation of the above principles.

11.2 Revenue Collection

Rockhampton Airport in conjunction with Council's Finance Department is responsible for revenue collection for the provision of aeronautical and non-aeronautical services.

11.3 Recovery for Damage to Infrastructure

Rockhampton Airport will recover compensation for third party damage to Rockhampton Airport infrastructure.

12 FINANCIAL STATEMENTS

The *Regulation* requires that Rockhampton Airport must provide to Council an annual statement of operations and this statement must be included in Council's annual report.

13 REVIEW OF PERFORMANCE PLAN

The *Regulation* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- Reviewing Rockhampton Airport's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- Resolution of any of the matters referred to in the plan as being unresolved; and
- Any new direction of Council in relation to the overall strategic direction of the Rockhampton Airport.

ANNEXURE 1: COMMUNITY SERVICE OBLIGATIONS

Community service obligations (CSO) are the activities required by Council that are not in the Rockhampton Airport's commercial interests to perform and do not arise because of an accountability for performance, or competitive neutrality.

CSOs have been identified and adopted by Council for 2019-20 in the following areas. These CSOs will be funded by a contribution from Council to Rockhampton Airport.

Description	Amount
Royal Flying Doctors Service, Capricorn Rescue Helicopter Service and Patient car parking waiver	\$ 239,603
Total (proposed in 2019-20)	\$ 239,603

CSOs as identified and adopted by Council will be funded by a contribution from Council to the Rockhampton Airport. This section of the performance plan will be updated as required to reflect any CSOs adopted.

It should be noted however that the Rockhampton Airport makes an annual donation of landing fees and lease costs to the Royal Flying Doctors Service and the Capricorn Helicopter Rescue Service. This donation is in the form of waiving associated costs.

ANNEXURE 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Non-Financial Performance Targets

Performance Indicator	Target
Passenger Numbers	0%
Aircraft Movements	0%
Bird Strikes	10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Customer Requests Actioned	100%
Airline Engagement Meetings	Quarterly
Military Exercise Briefings Attended	100%

Financial Performance Targets

Indicator	Target	Reporting Frequency
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 5%)	Quarterly or when variations arise



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ANNEXURE 3: ROCKHAMPTON AIRPORT CUSTOMER SERVICE CHARTER

Rockhampton Airport is owned and operated by Council. A key strategic objective for the Rockhampton Airport is for customers to expect and receive a high level of customer service throughout their travel experience.

Rockhampton Airport leverages its relationship with Council to provide guidance and direction in relation to the service of its customers.

Council is committed to service excellence and monitors its service to ensure that it meets the standards set out in this service charter.

Rockhampton Airport has several groups of customers, each with their specific needs and expectations. Some examples of customers include but are not limited to:

The General Public

- Travellers (airline, bus, taxi and pedestrian);
- People meeting or assisting travellers; and
- People attending the Rockhampton Airport for other reasons.

Regional Partners

- Government agencies and their personnel;
- Local, regional and state development organisations;
- Significant businesses; and
- Visiting business people.

Business Partners

- Airlines, their staff, contractors and representatives;
- Lessees, licences and concessionaires, their staff, contractors and representatives;
- Service agents and associated facilities maintenance personnel; and
- Sales representatives.

WHAT CUSTOMERS CAN EXPECT:

Where possible we will resolve your enquiry at the first point of contact. We will aim for seven out of ten enquiries to be resolved by our Customer Service Officers.

Customer requests for service will be entered into Council's Request Management System on the same day that they are received.

WE ASK OUR CUSTOMERS TO:

- Provide complete and accurate information;
- keep us informed of any changes to personal details;

- Offer suggestions on service improvements; and
- Seek appointments for complex enquiries.

FRONTLINE CUSTOMER SERVICE:

- You will be greeted in a friendly, professional manner;
- Wherever possible, a one stop service will be provided at the first point of contact;
- All enquiries will be processed accurately and efficiently by the Customer Service Officers; and
- You will be afforded respect and courtesy.

ON THE TELEPHONE:

- Your call will be answered promptly;
- Staff will introduce themselves;
- Wherever possible, a one stop service will be provided at the first point of contact; and
- We are conscious your time may be precious and we actively work to reduce call waiting times. Please note that in peak periods, delays are inevitable.

Please note: Our Call Centre system does allow you to either leave a contact telephone number or voice mail message. Both of these options are presented to you after 45 seconds. If you choose to take these options your place in the queue is retained and you will receive a call from a Customer Service Officer when your call would have reached the head of the queue.

IN WRITING:

- We will forward a letter, email or facsimile of reply within 10 working days of receiving your correspondence.
- We will forward an interim letter advising progress of correspondence if there is a delay in answering your enquiry.

RESPECT FOR YOUR PRIVACY:

- We will respect and protect your personal information through our policies created under Right to Information and Privacy Legislation.

YOUR FEEDBACK:

- We welcome and encourage feedback or suggestions and will take these into account to continually improve our levels of service on our path to customer service excellence.

RESPONSE AND RESOLUTION TARGETS:

The following are the target response and resolution times to your enquiries.

General Public

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/ days)
Carparking		
Disabled Access	Immediate	2 hours
Refunds/Equipment Failures	Immediate	5 days
General Enquiries	3 days	10 days
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
General Enquiries	3 days	10 days
Commercial		
General Enquiries	3 days	10 days

Regional Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/ days)
VIP Activities	Immediate	3 hours
Media/Time Critical Enquiries	Immediate	3 hours
General Information Requests	3 days	5 days

Business Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/ days)
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
Operationally Sensitive Enquiries	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
Development Requests	3 days	30 days
General Enquiries	3 days	10 days
Commercial		
Operationally Sensitive Enquiries	Immediate	3 hours
Lease/Licence Enquiries	3 days	10 days
Development Proposals	3 days	30 days
General Enquiries	3 days	10 days

CUSTOMER FACILITIES:

Rockhampton Airport's carpark, access points and general terminal layout has been designed to provide a safe and efficient passenger experience for all airport customers.

Rockhampton Airport has published a Disability Access Facilitation Plan that explains the services and facilities available to assist customers with limited mobility or specialised requirements.

OPERATIONAL INFORMATION:

We will endeavour to communicate changes to our operations and our daily flight schedule via our web site (www.rrc.qld.gov.au) and Council's social network sites (Twitter and Facebook). In emergencies all external communication must be channelled through the Chair of the Local Disaster Management Group. In most instances, this will be the Mayor of Council.

Annexure 4: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for Airport Business 2020 to 2028 (\$'000,s)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income									
Revenue									
Operating revenue									
Fees and charges	11,360	11,758	12,170	12,535	12,911	13,298	13,697	14,108	14,531
Rental income	2,250	2,295	2,341	2,388	2,436	2,484	2,534	2,585	2,636
Interest received	40	31	16	9	38	90	86	43	60
Other income	2,224	2,263	2,303	2,344	2,385	2,428	2,471	2,515	2,560
Total operating revenue	15,874	16,347	16,830	17,275	17,769	18,301	18,788	19,251	19,787
Total revenue	15,874	16,347	16,830	17,275	17,769	18,301	18,788	19,251	19,787
Total income	15,874	16,347	16,830	17,275	17,769	18,301	18,788	19,251	19,787
Expenses									
Operating expenses									
Employee benefits	2,498	2,597	2,700	2,781	2,864	2,950	3,039	3,130	3,224
Materials and services	6,341	6,597	6,863	7,105	7,355	7,615	7,883	8,161	8,449
Finance costs	205	189	187	147	129	89	55	27	(36)
Depreciation and amortisation	3,589	3,675	3,748	3,792	3,830	3,856	3,963	4,110	4,155
Total operating expenses	12,633	13,058	13,498	13,826	14,178	14,511	14,940	15,427	15,792
Total expenses	12,633	13,058	13,498	13,826	14,178	14,511	14,940	15,427	15,792
Net result	3,241	3,289	3,331	3,449	3,591	3,790	3,848	3,824	3,995

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Tax equivalents

Net result before tax equivalents	3,241	3,289	3,331	3,449	3,591	3,790	3,848	3,824	3,995
Tax equivalents payable	972	985	1,001	1,028	1,068	1,120	1,131	1,120	1,156
Net result after tax equivalents	2,269	2,304	2,331	2,422	2,523	2,670	2,716	2,704	2,839
Total comprehensive income for the year	3,241	3,289	3,331	3,449	3,591	3,790	3,848	3,824	3,995

Operating result

Operating revenue	15,874	16,347	16,830	17,275	17,769	18,301	18,788	19,251	19,787
Operating expenses	12,633	13,058	13,498	13,826	14,178	14,511	14,940	15,427	15,792
Operating result	3,241	3,289	3,331	3,449	3,591	3,790	3,848	3,824	3,995

Statement of Financial Position for Airport Business 2020 to 2028 (\$'000,s)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Assets									
Current assets									
Cash and cash equivalents	7,901	7,557	7,301	7,543	10,064	12,467	10,740	9,728	12,483
Trade and other receivables	1,276	1,319	1,360	1,397	1,432	1,475	1,515	1,557	1,595
Inventories	50	50	50	50	50	50	50	50	50
Other current assets	8	8	8	8	8	8	8	8	8
Total current assets	9,235	8,934	8,719	8,998	11,554	14,000	12,313	11,343	14,137
Non-current assets									
Property, plant and equipment	114,129	116,100	118,119	119,718	119,147	118,804	122,595	125,634	124,995
Other non-current assets	9	82	63	45	26	8	-	-	-
Total non-current assets	114,138	116,182	118,182	119,762	119,173	118,812	122,595	125,634	124,995
Total assets	123,374	125,116	126,901	128,760	130,726	132,812	134,908	136,977	139,131
Liabilities									
Current liabilities									
Trade and other payables	1,493	1,557	1,620	1,675	1,727	1,791	1,853	1,916	1,976
Borrowings	322	334	345	357	370	383	397	411	426
Provisions	288	288	288	288	288	288	288	288	288
Total current liabilities	2,104	2,179	2,253	2,320	2,386	2,463	2,538	2,615	2,690
Non-current liabilities									
Borrowings	5,354	5,020	4,675	4,318	3,947	3,564	3,167	2,756	2,330
Provisions	46	46	46	46	46	46	46	46	46
Total non-current liabilities	5,400	5,066	4,721	4,364	3,993	3,610	3,213	2,802	2,376
Total liabilities	7,503	7,245	6,974	6,684	6,379	6,073	5,750	5,417	5,066
Net community assets	115,870	117,871	119,927	122,076	124,347	126,740	129,157	131,560	134,066

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Community equity									
Asset revaluation surplus	40,339	42,907	45,565	48,326	51,188	54,128	57,144	60,253	63,460
Retained surplus	75,531	74,964	74,362	73,750	73,159	72,612	72,013	71,308	70,606
Total community equity	115,870	117,871	119,927	122,076	124,347	126,740	129,157	131,560	134,066

FITZROY RIVER WATER 2019 - 2020 PERFORMANCE PLAN

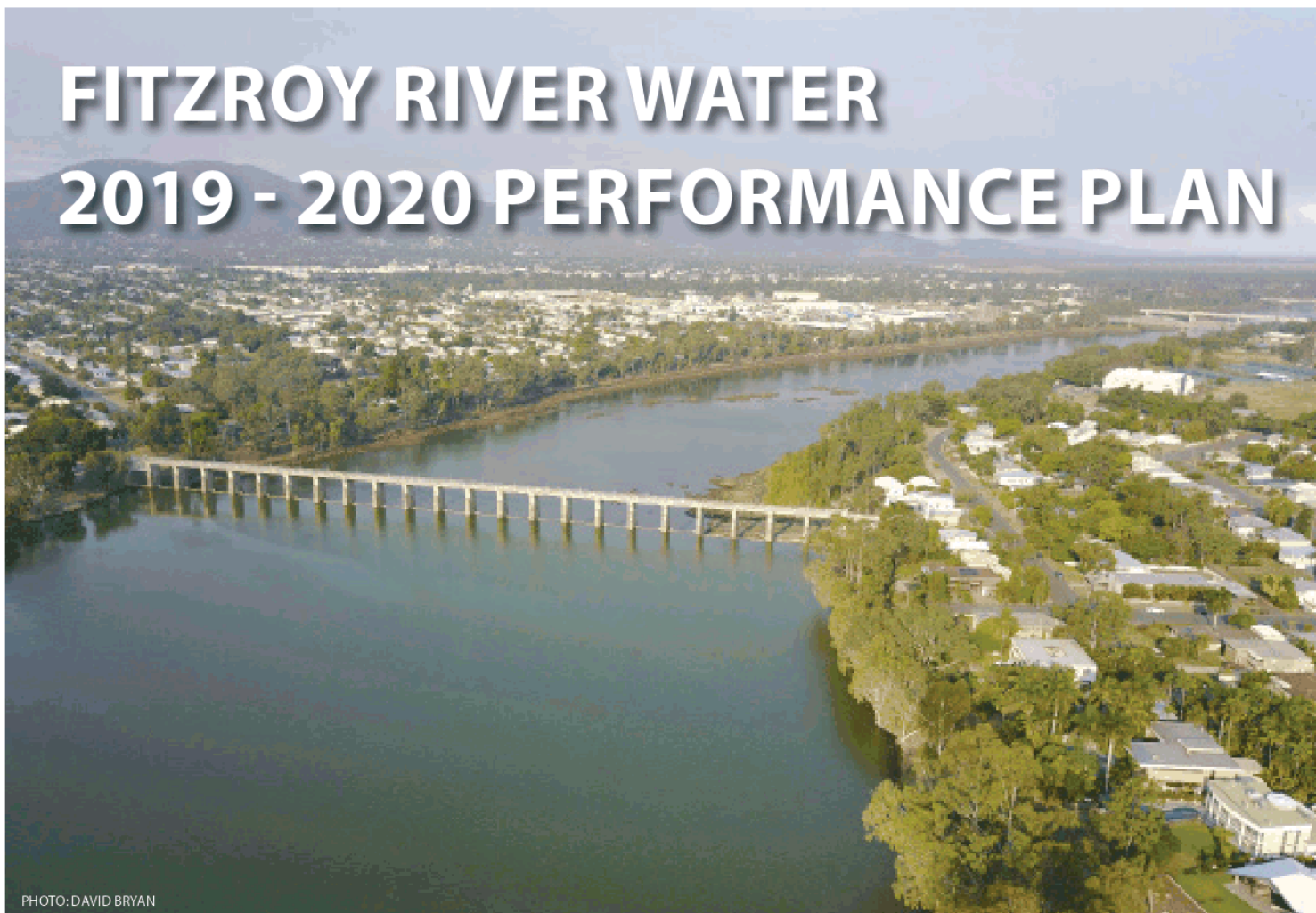


PHOTO: DAVID BRYAN

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

EXECUTIVE SUMMARY

Fitzroy River Water (FRW) is a commercial business unit of Rockhampton Regional Council (Council) and is charged with the responsibility as a water service provider to deliver water and sewerage services.

Under the provisions of the *Local Government Act 2009*, on 9 June 2009, Council considered reform options for this business activity and adopted the option of commercialisation for its Type 2 water and sewerage business activity.

FRW provides water and sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan describes FRW's objectives and functions, commercialisation objectives, risk management objectives, community service obligations, customer service standards, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This plan is required by Section 175 of the *Local Government Regulation 2012* (the *Regulation*) which states that:

1. There must be an annual performance plan for each commercial business unit;
2. A local government's operational plan must include the annual performance plan for each of its commercial business units; and
3. A performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.



COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

1 STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

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

Mission

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

Values Statement

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

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for the Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

FRW will also conduct its activities having regard for the following:

- Our people;
- Public health;
- Environment;
- Customer service;
- Business efficiency;
- Integrity;
- Quality and safety; and
- Innovation.

1.2 Objectives

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this performance plan and other documents as set by Council.

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

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

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

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

2 OPERATIONS

2.1 Nature and Scope of Activities

FRW is responsible for the operation and maintenance of water and sewerage assets totalling approximately \$554.0 million.

General functions of these assets include the storage and supply of raw water for urban, commercial and agricultural purposes. Treating and distributing potable water for urban and industrial use and the collection, treatment and discharge of treated effluent or supply of recycled water. All opportunities for re-use will be investigated having regard for both economic and environmental drivers.

Broadly, the scope of FRW (as at 30 June 2020 unless otherwise stated) is as follows:

Operational Revenue	\$68.6 million
Operational Expenditure	\$35.3 million
Net Community Assets	\$572.0 million
Number of staff (as at 30/06/18)	107
Properties served* – Water (as at 30/06/17)	39,542
Properties served* – Sewerage (as at 30/06/17)	51,731
Water Treated	19,920 ML
Sewage Treated	6,513 ML
Barrage	1
Dams	1
Water Treatment Plants (providing full treatment)	2
Sewage Treatment Plants	4
Water Mains (including common services)	864.4 km
Potable Water Supply Reservoirs	20
Water Pumping Stations and Bores	41
Sewer Mains	742.0 km
Sewerage Pumping Stations	54

**Not including vacant land*

2.2 Asset Protection Functions

The asset protection functions to be performed by FRW for Council include:

- Building over/adjacent sewers policy and compliance;
- Permit to work process;
- Infrastructure charges policy;
- Drinking water quality management plan implementation and compliance;
- Trade waste environmental management plan implementation and compliance;
- Catchment management;
- Dam safety management for the Mount Morgan No. 7 Dam;
- Identification of illegal connections; and
- Assessment of water and sewerage aspects of development applications.

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation, it was considered that the commercial business unit, FRW, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure it has the opportunity to meet its objectives. To facilitate this, the corporate structure has FRW within the Regional Services Department. The internal structure of FRW remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The *Regulation Chapter 3 Section 24* defines a community service obligation as:

an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.

The community service obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct FRW to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2019-20 is detailed in Annexure1.

When additional CSOs are identified within the period of this performance plan the valuation of the CSO will be in accordance with Council resolution.

3 COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council as the owner of FRW, will be responsible for approving the strategic direction and broad policies for the business unit.

Council will be responsible for providing a number of support services to FRW including:

- Corporate governance support;
- Corporate business systems;
- Financial support services;
- Procurement and logistics support services;
- Safety support services and systems;
- Human resource services and systems;
- IT services support and systems;
- Records management support and systems;
- Collection of revenue and infrastructure charges;
- Supply of fleet and plant; and
- Other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers. FRW is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the general manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

FRW with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

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

3.2 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this performance plan, Council recognises that the standard of service provided by FRW is heavily dependent upon Council's internal support service providers.

4 FITZROY RIVER WATER'S GENERAL RESPONSIBILITIES

4.1 General

Council requires FRW to carry out its undertakings in accordance with the requirements of the following:

- Legislative obligations including the *Local Government Act 2009*, *Water Supply (Safety and Reliability) Act 2008* and other state and federal legislation and subordinate regulation;
- Council policies and procedures; and
- This performance plan.

While this plan details FRW's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. FRW operates to provide target levels of service as part of longer term plans and these are as outlined in Annexure 2.

4.3 Customer Service

FRW is responsible for the contact with, and commitment to, customers in accordance with customer service standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

4.4 Delegated Authorities

FRW's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. Delegated authorities for specific FRW staff are included in Council's Register of Delegations in accordance with Section 260 of the *Local Government Act 2009*.

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

- Barrage and dam;
- Water treatment plants;
- Water pumping stations;
- Reservoirs;
- Water mains;
- Sewage treatment plants;
- Sewerage pumping stations; and
- Sewerage mains.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and FRW will be responsible for managing and controlling the water and sewerage infrastructure that is in place at any given time.

A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegations as applicable according to the *Water Supply (Safety and Reliability) Act 2008*.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the Manager FRW is responsible for determining:

- The appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Certified Agreements); and
- The most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from water and sewerage activities. This performance plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

FRW will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should FRW consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

FRW will deliver water and sewerage related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future performance plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

FRW will represent Council on relevant industry groups and working parties. FRW will provide advice and recommendations for future planning and/or water allocation reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered water service provider with ultimate responsibility for compliance in service delivery.

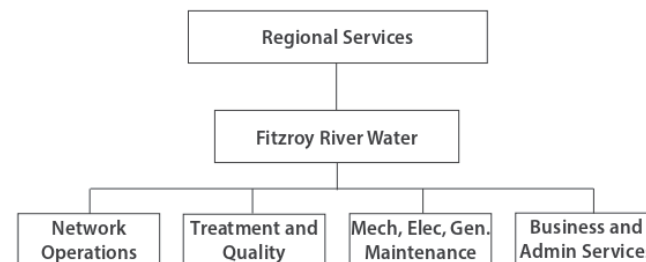
FRW will be responsible for managing the day to day requirements of Council's responsibilities under various licences including the Resource Operations Licence, Environmental Authority approvals and will be responsible for preparing all relevant regulatory reports.

4.10 Purchasing of Materials and Services and Disposal of Assets

FRW is bound by Council's purchasing, procurement and asset disposal policies.

5 ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the corporate and operational plans.



6 KEY STRATEGIES

FRW's key strategies for the 2019-20 financial year are set out in the Council's 2019-20 Operational Plan.

7 BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

FRW will report to Council through whatever forum Council decides from time to time but such reporting will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. FRW will provide the following information to Council on its annual performance:

- Information to enable an informed assessment of the operations of FRW including a comparison with its annual performance plan;
- Particulars of any amendments made to its annual performance plan in the financial year;
- Particulars of any directions to FRW during the financial year (including directions about any CSOs to be carried out); and
- Particulars of the impact that any changes to its annual performance plan

may have had on FRW's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Regulation*. FRW will provide Council with the necessary information pertaining to the water supply and sewerage undertakings to enable it to comply with this requirement.

Quarterly Reporting

FRW will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- Manager's overview;
- Performance against the adopted Customer Service Standards;
- Financial performance against budget;
- Compliance matters;
- Safety management;
- Environmental management; and
- Any amendments proposed to this Plan.

Other matters to be reported as required are:

- Risk management and strategic planning;
- Expenditure requirements greater than the delegation of the Chief Executive Officer;
- Exceptional circumstances and issues affecting policy;
- New statutory, regulatory and other information to facilitate informed policy making;
- Policies and future directions requiring Council endorsement; and
- Benchmarking of FRW activities to state and/or nationally recognised published standards.

Annual Reporting

FRW will prepare an annual report within one month after the auditor-general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Regulation*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators.

Item	2019-20 Target
Operating surplus ratio	48.6%
Interest coverage ratio	5.9 times
Asset sustainability ratio	73.2%
Gross revenue	\$68,635,924
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$48,661,814
Competitive neutrality ratio (% of gross revenue)	31.1%
Depreciation ratio	20.5%
Total written down asset value	\$554,034,410
Return on assets	5.8%

Commentary/Definitions

Operating surplus ratio is an indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that FRW is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that FRW is able to cover current interest expense 5.9 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). FRW in 2019-20 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds FRW has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. FRW is contributing 31.1% of its operating revenues to Council's general fund that is, for every dollar of operating revenue earned FRW returns to Council 31.1 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. FRW depreciation is 20.5% of its operating revenues, that is, for every dollar of operating revenue earned FRW requires 20.5 cents to fund asset renewal.

Return on assets (ROA) is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. FRW's ROA indicates it is generating moderate earnings from its investment in capital. FRW is generating net income of 5.8 cents for every dollar of investment in non-contributed assets.

The *Regulation* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the local government and included in the Local Government's Annual Report. FRW will provide the following information on its annual performance:

- a) Information to enable an informed assessment of the operations of FRW including a comparison with its annual performance plan;
- b) Particulars of any amendments made to its annual performance plan in the financial year;
- c) Particulars of the impact that any changes to its annual performance plan may have had on FRW's financial position, operating surplus/deficit and prospects; and
- d) Particulars of any directions given to FRW, by Council, during the financial year (including directions about any CSOs to be carried out).

FRW will generate indicators as required which are measured annually for collation by state government agencies as part of the state wide annual comparative data

collection process.

7.2 Customer Service

Customer Service Standards

FRW is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through:

- Customer feedback;
- Analysis of services provided by other water authorities; and
- Continuity of services provided.

FRW's customer service standards will be provided through customer service centres and on its web page.

When delivering services such as water treatment, water supply and sewage treatment, FRW recognises that customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements.

FRW's Customer Service Standards are detailed in Annexure 2.

Customer Contact

FRW will be responsible for customer contact relating to all water and sewerage matters.

7.3 Risk Management

FRW will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Billing

Responsibility for processing water and sewerage billing will lie with the Finance department; however, FRW will set the billing framework and provide metering information for the bills to be issued. The water consumption bills will bear the FRW branding.

7.5 Water and Sewerage Pricing

FRW will be required to submit forward pricing proposals with annual reviews in line with the rating process. FRW's proposed pricing for water and sewerage are to be in line with Council's objectives.

7.6 Policy Compliance

FRW shall be bound by Council's corporate policies and procedures until such time that FRW develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.7 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.8 Water Restrictions

FRW is required to prepare, monitor and review the Drought Management Plan and recommend when restrictions are required to be enforced.

Power to restrict water supply in response to drought will be the responsibility of the Mayor with emergency powers to restrict water supply being delegated to the Chief Executive Officer.

7.9 Environment

FRW is committed to providing its services in a manner which will value and protect the urban, rural, riverine and marine environment for the present and future residents and visitors to the Rockhampton Region.

Responsible management of the environment is an essential part of achieving business objectives.

Accordingly, FRW will conduct activities in ways which will:

- Continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- Comply with environmental legislation, regulation and licence standards for all operations and environmentally relevant activities; and
- Promote waste minimisation, water conservation and energy efficiency within operations.

FRW is responsible for meeting Council's obligations under the *Environmental Protection Act 1994* relating to the delivery of water and sewerage services. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the environmental regulator on performance against the licence requirements.

FRW is also responsible for compliance with the Environmental Authority for sewerage services and sewage treatment activities and water treatment plant

discharge management.

FRW will investigate options for the re-use of treated effluent water from both an environmental and economic perspective.

7.10 Contracts of Supply

FRW will maintain contracts for storage of water allocations held behind the Fitzroy River Barrage in accordance with the Resource Operations Plan. Council has not devolved ownership rights of the 50,383ML water allocation held behind the Fitzroy River Barrage to FRW nor the allocations for Mount Morgan No. 7 Dam and Fletchers Creek; however, FRW will deal commercially with these allocations as requested on Council's behalf.

Contracts of supply will be developed and/or maintained with all customers outside of Council adopted water areas as per the *Water Supply (Safety and Reliability) Act 2008*.

8 ASSETS

8.1 Asset Management

FRW is devolved responsibility for the water and sewerage assets owned by Council that are required to allow it to operate as a Water Service Provider.

To align the business goals and objectives with the assets, FRW will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

FRW will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. FRW will prepare appropriate AMPs in line with Council's Long Term Asset Management Plan and Long Term Financial Plan.

FRW will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- Maintaining detailed asset registers;
- Maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Regulation*, and the Australian Accounting Standards Board; and
- Detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the Council of Australian Governments (COAG) reform agenda, FRW is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

8.3 New Works and Strategic Initiatives

Council is responsible for Land Use Planning. FRW will identify the required needs for water and sewerage infrastructure based on that planning.

FRW will maintain information on and models of existing infrastructure that will be utilised to allow high level analysis of options for meeting future demands on services to be carried out.

8.4 Contributed Assets

FRW will be responsible for ensuring contributed assets meet the purpose for which those assets were intended.

9 FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Annexure 3 provide the long term Operating Statement and Statement of Financial Position for FRW for the period 2019-20 to 2027-28.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the water supply and sewerage capital expenditure program:

Revenue

- Loan borrowings, with repayments made from depreciation;
- Developer contributed headworks funding;
- Existing operational funds;
- Depreciation funding;
- CSOs provided by Council; and
- State and federal grants and subsidies.

Loans

Current liability/redemption (forecast closing as at 30 June 2020)	\$7.4 million
Total liability (forecast closing as at 30 June 2020)	\$26.2 million
2019-20 (proposed new loans)	\$1.8 million

Grants and Subsidies

Total	\$1.6 million
Capital Expenditure for 2019-20 is approximately	\$14.9 million

9.4 Operational Budget

The Operational Budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2019-20 is estimated to be \$68.6 million (inc. CSOs) comprising:

Water and Sewerage Rates and Charges	90%
Bulk Water Sales	5.7%
Fees and Charges	1.8%
Private and Recoverable Works	0.5%
Community Services Obligations and CNA's	1.2%
Interest Received from Investments	0.4%
Other sources	0.4%

Operating expenditure including tax and return for 2019-20 is estimated to be \$56.9 million, comprising:

Management and Administration	5.5%
Operations and Maintenance Expense	21%
Corporate Overheads	7.7%
Depreciation	24.7%
Loan Interest	2.6%
Tax Equivalents and Dividends	38.4%

10 FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Regulation*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Regulation*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund FRW's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

FRW accumulates any unspent depreciation funds for the future capital renewal of water supply and sewerage assets to either maintain or reinstate their service potential.

10.3 Taxation

FRW is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - Income tax;
 - Land tax; and
 - Stamp duty.

10.4 Treatment of Surpluses / Losses

In accordance with Council resolution, after the required ROA and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in FRW Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works

expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Regulation* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- New borrowings planned for the current financial year and the next nine financial years; and
- The timeframe which it is planned to repay existing and new borrowings.

FRW's AMP Financial Strategy identifies new capital expenditure for water and sewer projects over the ten year planning horizon providing the basis for future borrowings.

The following principles underlie FRW's Borrowing Policy:

- Loans will only be used for capital expenditure; and
- Long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where FRW requires debt financing, Council will raise funds for FRW. Council will make explicit the terms and conditions of all funds raised for FRW, having due regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11 PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

While it is Council's responsibility for price setting, the State Government has applied state-based prices oversight legislation to Local Government business activities. On 29 June 2002, the State Government acting on the Queensland Competition Authority's (QCA) recommendation, has declared the water and sewerage services of the largest 18 local government's (nominated Councils) water and sewerage businesses as Monopoly Business Activities under section 19 of the *Queensland Competition Authority Act 1997*. FRW falls within this criteria.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- Full cost recovery including required rate of return;

- Elimination of cross subsidies;
- Economic, asset and ecological sustainability; and
- Transparency in pricing regarding CSOs.

FRW will actively work with Council to maximise the realisation of the above principles.

11.3 Revenue Collection

FRW in conjunction with Council's Finance department is responsible for revenue collection for the provision of water and sewerage services. Billing and debt management is the responsibility of the Finance department.

11.4 Recovery for Damage to Infrastructure

FRW will recover compensation for third party damage to water and sewerage infrastructure.

12 FINANCIAL STATEMENTS

The *Regulation* requires that FRW must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13 REVIEW OF PERFORMANCE PLAN

The *Regulation* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This Plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- Reviewing FRW's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- Resolution of any of the matters referred to in the plan as being unresolved; and
- Any new direction of Council in relation to the overall strategic direction of FRW.



ANNEXURE 1: COMMUNITY SERVICE OBLIGATIONS

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

FRW CSOs have been identified in the following areas. FRW have identified \$628,365 as CSOs during the 2019-20 financial year.

WATER	
Sporting Bodies Water Access and Consumption	\$26,665
Undetected Leak Rebates	\$110,000
SEWERAGE	
Combined Line Charges (expenses)	\$103,300
Combined Lines and Raising Access Chambers Capital	\$150,600
Raising Access Chambers	\$150,600
Sporting Bodies Sewerage Access	\$87,200
TOTAL (PROPOSED IN 2019-20)	\$628,365

The following CSOs will be funded by a contribution from Council to FRW.

Water	Objective
Other Rate Remissions	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a CSO by FRW.
Sporting Bodies Rate Remissions	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Undetected Leak Rebates	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and commercial customers be identified as a CSO to the amount of \$110,000 per annum.



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Sewerage	Objective
Combined Line Charges (expenses)	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a CSO.
Combined Line Charges (capital)	Further to the above resolution regarding the maintenance of combined lines, FRW has begun a full replacement program of these assets. As a result the cost of the replacing of these combined lines also constitutes a CSO and the full cost incurred is claimed.
Raising Access Chambers (capital)	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a CSO.
Sporting Bodies Rate Remissions	Council upon review of applications, at times, grants remissions for sewerage charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Other Rate Remissions	Council upon review of applications grants remissions for sewerage charges. These amounts when remitted are then claimed as a CSO by FRW.

ANNEXURE 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards – Rockhampton Regional Council

Non-Financial Performance Targets

Customer Service Standards

Water – Day to Day Continuity

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS1	Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)	< 80	< 80
CSS2	Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)	< 30	< 30
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)	> 90%	> 90%
CSS4	Customer interruption frequency:		
	1 interruption per year	12%	12%
	2 interruptions per year	2%	2%
	3 interruptions per year	1%	1%
	4 interruptions per year	0.5%	0.5%
	5 or more interruptions per year	0.25%	0.25%
CSS5	Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)	> 30%	> 30%
CSS6	Average interruption duration – planned and unplanned (hours)	3 hours	3 hours
CSS7	Response time		
	Priority 1 – 1 hour response	95%	95%
	Priority 2 – 2 hours response	95%	95%
	Priority 3 – 24 hours response	95%	95%
	Restoration time		
	Priority 1 – 5 hours restoration	95%	95%
	Priority 2 – 24 hours restoration	95%	95%
	Priority 3 – 5 days restoration	95%	95%

Adequacy and Quality of Normal Supply of Water Supply

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS8	Minimum pressure standard at the water meter	220 kPa	220 kPa
CSS9	Minimum flow standard at the water meter	9 L/min	9 L/min
CSS10	Connections with deficient pressure and/or flow (% of total connections)	< 2.5%	< 2.5%
CSS11	Drinking water quality (compliance with industry standard) ¹	> 98%	> 98%
CSS12	Drinking water quality complaints (number per 1,000 connections)	< 5	< 5
CSS13	Drinking water quality incidents (number per 1,000 connections)	< 5	< 5

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

Long Term Continuity of Water Services

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS14	Water main breaks (number per 100 km main)	< 40	< 40
CSS15	Water services breaks (number per 1,000 connections)	< 40	< 40
CSS16	System water loss (litres per connection per day)	< 200 L	≤ 200 L
CSS17	Sewage overflows – total (number per 100 km main)	< 30	< 10
CSS18	Sewage overflows to customer property (number per 1,000 connections)	< 10	< 5
CSS19	Odour complaints (number per 1,000 connections)	< 1	< 1
CSS20	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	> 95%	> 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	> 95%	> 95%

Long Term Continuity of Sewage Services

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS21	Sewer main breaks and chokes (number per 100 km main)	< 50	< 20
CSS22	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)	< 5	< 5

Customer Service Standards

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

Financial Performance Targets

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise

ANNEXURE 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for FRW Water and Sewerage Business 2020 to 2028 (\$'000,s)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income									
Revenue									
Operating revenue									
Net rates, levies and charges	61,757	64,227	66,796	69,134	71,553	74,058	76,650	79,333	82,109
Fees and charges	1,266	1,311	1,357	1,397	1,439	1,482	1,527	1,573	1,620
Rental income	319	325	331	338	345	352	359	366	373
Interest received	260	289	294	255	335	523	691	853	1,192
Sales revenue	4,236	4,342	4,451	4,562	4,676	4,793	4,913	5,036	5,162
Other income	798	798	798	798	798	798	799	799	799
Total operating revenue	68,636	71,292	74,027	76,485	79,147	82,006	84,938	87,958	91,255
Capital revenue									
Grants, subsidies, contributions and donations	1,629	1,669	1,711	1,754	1,798	1,843	1,889	1,936	1,984
Total revenue	70,265	72,962	75,738	78,239	80,945	83,849	86,826	89,895	93,239
Total income	70,265	72,962	75,738	78,239	80,945	83,849	86,826	89,895	93,239
Expenses									
Operating expenses									
Employee benefits	7,243	7,531	7,830	8,065	8,306	8,556	8,812	9,077	9,349
Materials and services	12,471	12,900	13,410	13,874	14,354	14,851	15,365	15,898	16,449
Finance costs	1,491	1,147	742	250	80	26	(14)	(47)	(109)
Depreciation and amortisation	14,056	14,399	14,758	15,157	15,583	16,018	16,481	16,966	17,408
Total operating expenses	35,261	35,977	36,740	37,346	38,323	39,450	40,644	41,893	43,097
Total expenses	35,261	35,977	36,740	37,346	38,323	39,450	40,644	41,893	43,097
Net result	35,004	36,984	38,998	40,893	42,622	44,399	46,183	48,001	50,142

OPERATIONAL PLAN 2019 - 2020

Tax equivalents

Net result before tax equivalents	35,004	36,984	38,998	40,893	42,622	44,399	46,183	48,001	50,142
Tax equivalents payable	11,029	11,622	12,229	12,780	13,306	13,831	14,360	14,901	15,528
Net result after tax equivalents	23,975	25,362	26,769	28,113	29,317	30,568	31,823	33,101	34,614

Total comprehensive income for the year

35,004	36,984	38,998	40,893	42,622	44,399	46,183	48,001	50,142
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Operating result

Operating revenue	68,636	71,292	74,027	76,485	79,147	82,006	84,938	87,958	91,255
Operating expenses	35,261	35,977	36,740	37,346	38,323	39,450	40,644	41,893	43,097
Operating result	33,375	35,315	37,287	39,139	40,825	42,556	44,294	46,065	48,157

Statement of Financial Position for FRW Water and Sewage Business 2020 to 2028 (\$'000,S)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Assets									
Current assets									
Cash and cash equivalents	26,264	27,280	27,877	27,077	35,178	43,712	50,690	58,684	79,068
Trade and other receivables	5,540	5,771	5,995	6,200	6,395	6,632	6,859	7,094	7,317
Inventories	315	315	315	315	315	315	315	315	315
Total current assets	32,119	33,366	34,187	33,592	41,888	50,660	57,864	66,093	86,700
Non-current assets									
Property, plant and equipment	571,248	585,219	600,741	620,274	637,674	656,671	678,718	701,446	713,696
Total non-current assets	571,248	585,219	600,741	620,274	637,674	656,671	678,718	701,446	713,696
Total assets	603,367	618,585	634,928	653,866	679,563	707,330	736,582	767,540	800,396
Liabilities									
Current liabilities									
Trade and other payables	3,135	3,258	3,388	3,503	3,612	3,744	3,871	4,002	4,126
Borrowings	7,404	7,806	6,603	1,262	657	670	553	294	303
Provisions	1,721	1,721	1,721	1,721	1,721	1,721	1,721	1,721	1,721
Other current liabilities	80	80	80	80	80	80	80	80	80
Total current liabilities	12,341	12,865	11,792	6,566	6,070	6,215	6,225	6,097	6,230
Non-current liabilities									
Borrowings	18,774	10,968	4,365	3,103	2,446	1,776	1,223	928	626
Provisions	210	210	210	210	210	210	210	210	210
Total non-current liabilities	18,984	11,178	4,575	3,313	2,656	1,986	1,433	1,138	836
Total liabilities	31,325	24,043	16,367	9,879	8,726	8,201	7,658	7,236	7,066

Net community assets	572,043	594,543	618,561	643,987	670,837	699,129	728,925	760,304	793,330
Community equity									
Asset revaluation surplus	150,609	165,296	180,689	196,860	213,837	231,616	250,260	269,819	290,178
Retained surplus	421,434	429,247	437,872	447,127	457,000	467,513	478,665	490,485	503,152
Total community equity	572,043	594,543	618,561	643,987	670,837	699,129	728,925	760,304	793,330

ROCKHAMPTON REGIONAL WASTE AND RECYCLING 2019 - 2020 PERFORMANCE PLAN



OPERATIONAL PLAN 2019 - 2020

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COMMUNITY | ECONOMY | ENVIRONMENT | SERVICE EXCELLENCE | LOCAL GOVERNMENT LEADER

EXECUTIVE SUMMARY

Rockhampton Regional Council's (Council) Waste and Recycling (RRWR) services were identified as a Type 2 business activity as defined in the *Local Government Act 2009*.

Council, at its meeting on 24 August 2010, resolved that the waste and recycling business be commercialised.

RRWR commenced operations as a Commercial Business Unit on 1 July 2011.

This performance plan is RRWR's agreement with Council to deliver Waste and Recycling services. The plan describes RRWR's objectives and functions, commercialisation objectives, community service obligations, customer service objectives, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This Plan is required by Section 175 of the *Local Government Regulation 2012* (the *Regulation*) which states that:

1. There must be an annual performance plan for each commercial business unit;
2. A Local Government's operational plan must include the annual performance plan for each of its commercial business units; and
3. A performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this Plan.



1 STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

Contribute to the region's liveability, growth and development by being a leading waste and recycling business.

Mission

To efficiently and reliably provide both sustainable, high quality waste and recyclables collection management, landfill management, waste transfer station and bin station management.

Values Statement

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

Council Values and Behaviours

Accountable – We are proactive and take personal responsibility. We are clear on our expectations, if in doubt we seek clarification. We do what we say we will do and deliver our promises on time. We hold ourselves and others accountable. We take personal accountability for our own and others safety. We trust individuals to do their job.

Customer Focused – We are timely and responsive to our customers and community. Our decisions and actions have the customer and community at the front of mind. We engage with and listen to the customer. We support each other to achieve the best outcome for the customer.

People Development – Leaders coach, support and listen to their people. We support and develop our people to ensure they can reach their full potential. We will seek and provide feedback with the constructive intent. Development is focused on technical and behavioural capability. People are valued and treated with respect regardless of position.

One Team – We work together to find solutions and opportunities. We openly share knowledge, information and resources in order to deliver the best outcome for Council. We talk with each other and seek ways to collaborate. We understand our shared goals and how each area fits together. We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others. Communication and engagement are priorities at all levels.

Continuous Improvement – We take the time to explore better ways to do things. We listen to and genuinely value ideas from all staff. We accept mistakes will happen and we ensure we share the learnings. Continuous improvement is valued as an opportunity not an expense. We will be open to change, have an open mind and maintain a positive attitude.

1.2 Objectives

The key objectives of RRWR are to deliver commercially viable waste and recycling services that satisfy adopted customer service standards.

Core business includes the following activities:

General

- Setting the strategic direction for Council's Waste Management Strategy.
- Support of public education programs in relation to waste minimisation, refuse and recycling.

Waste

- Operation and management of the landfill site at Rockhampton (Lakes Creek Road Landfill).
- Providing waste management services to events and activities.
- Collection and disposal of domestic and commercial waste within the Rockhampton Region.
- Operation and management of seven staffed transfer station facilities with one additional transfer station facility to commence operation in the coming financial year. All unstaffed roadside bin stations were closed from 1 October 2018. Current facilities located at:
 - **Staffed Transfer Stations:** Lakes Creek Road, Gracemere, Alton Downs, Bouldercombe, Mount Morgan, Bajool (opened 6 April 2019) and Bushley (forecast opening October 2019).

Recycling

- Management of contracted recycling service providers.

2 OPERATIONS

2.1 Nature and Scope of Activities

RRWR is responsible for the operation and maintenance of waste and recycling assets totalling approximately \$46.1 million.

General functions of these assets include:

- The provision of waste collection points for the bulk transport of waste to Lakes Creek Road Landfill.
- The provision of 'airspace' to receive the Region's waste in an environmentally sound process; and
- Associated recycling and reuse support facilities at the landfill and transfer stations.

Broadly, the scope of RRWR (as at 30 June 2020 unless otherwise stated) is as follows:

Operational Revenue	\$24.2 million
Operational Expenditure	\$17.8 million
Net Community Assets	\$25.3 million
Number of staff (as at 30 June 2018)	36
Properties served – General Waste (as at 30 June 2018)	31,974
Properties served – Recycling (as at 30 June 2018)	31,745
Total Waste to Landfill - including kerbside waste collection but not including cover material (tonnes) (as at 30 June 2018)	55,529t
Kerbside Waste Collection (tonnes) (as at 30 June 2018)	23,074t
Kerbside Recycling Collection (tonnes) (as at 30 June 2018)	5,240t
Landfills	1
Transfer Stations – Staffed	7

2.2 Asset Protection Issues

The asset protection functions to be performed by RRWR for Council include:

- RRWR site based management plans for each facility; and
- RRWR work instructions (for example, Acceptance of Asbestos).

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, by establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of the unit.

To assist in satisfying the principles of commercialisation it was considered that the commercial business unit, RRWR, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has RRWR within the Regional Services Department. The internal structure of RRWR remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The *Regulation* Chapter 3 Section 24 defines a community service obligation as: *an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.*

The community service obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct RRWR to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2019-20 is detailed in Annexure 1.

When additional CSOs are identified within the period of this performance plan the valuation of the CSO will be in accordance with Council resolution.

3 COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council, as the owner of RRWR, will be responsible for approving the strategic direction and broad policies for the Business Unit.

Council will be responsible for providing a number of support services to RRWR including:

- Corporate governance support;
- Corporate business systems;
- Financial support services;
- Human resource services and systems;
- Safety support services and systems;
- IT services support and systems;
- Records management support and systems;
- Collection of revenue and infrastructure charges;
- Supply of fleet and plant; and
- Other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers. RRWR is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the general manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

RRWR with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

- Providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a CSO and appropriate funding provided.

3.2 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this performance plan, Council recognises that the standard of service required of RRWR is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required.

4 ROCKHAMPTON REGIONAL WASTE AND RECYCLING GENERAL RESPONSIBILITIES

4.1 General

Council requires RRWR to carry out its undertakings in accordance with the requirements of the following:

- Legislative obligations including the *Local Government Act 2009* and other state and federal legislation;
- Council policies and procedures;
- Licence conditions; and
- This performance plan.

While this plan details RRWR's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. RRWR operates to provide target levels of service as part of longer term plans and these are as outlined in Annexure 2.

4.3 Customer Service

RRWR is responsible for the contact and commitment with customers in accordance with Customer Service Standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

4.4 Delegated Authorities

RRWR's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. Delegated authorities for specific RRWR staff are included in Council's Register of Delegations in accordance with Section 260 of the *Local Government Act 2009*.

To protect its assets and to ensure that it can meet its performance agreement with

Council, RRWR is responsible for managing and controlling the operations and development of the following where required in accordance with Council's adopted policies:

- One landfill site at Rockhampton; and
- Seven staffed transfer station facilities.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and RRWR will be responsible to manage and control the waste infrastructure that is in place from time to time.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Regional Services is responsible for determining:

- The appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Certified Agreements); and
- The most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from waste and recycling activities. This performance plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

RRWR will, as far as possible, be responsible for driving performance improvements to ensure target dividends are returned. Should RRWR consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

RRWR will deliver waste and recycling related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future performance plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

RRWR will represent Council on relevant industry groups and working parties. RRWR will provide advice and recommendations for future planning and issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered waste and recycling service provider with ultimate responsibility for compliance in service delivery.

RRWR will be responsible for managing the day to day requirements of Council's responsibilities under various licences and preparing required reports.

RRWR is responsible for the development of regulatory reports and delivery on the outcomes of the final approved plans including associated reporting.

4.10 Purchasing of Materials and Services and Disposal of Assets

RRWR is bound by Council's purchasing, procurement and asset disposal policies.

5 ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure for RRWR as appropriate for delivering its objectives as set out in the corporate and operational plans.



6 KEY STRATEGIES

RRWR's key strategies for the 2019-20 financial year are set out in Council's 2019-20 Operational Plan.

7 BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

RRWR will report to Council through whatever forum Council decides from time to time but such will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information to Council on its annual performance:

- Information to enable an informed assessment of the operations of RRWR;
- Including a comparison with its annual performance plan;
- Particulars of any amendments made to its annual performance plan in the financial year;
- Particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- Particulars of the impact that any changes to its annual performance plan may have had on RRWR's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Regulation*. RRWR will provide Council with the necessary information pertaining to waste and recycling services to enable it to comply with this requirement.

Quarterly Reporting

RRWR will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- Manager's overview;
- Performance against the adopted Customer Service Standards;
- Financial performance against budget;
- Compliance matters;
- Safety management;
- Environmental management; and
- Any amendments proposed to this plan.

Other matters to be reported as required are:

- Risk management and strategic planning;
- Expenditure requirements greater than the delegation of the Chief Executive Officer;
- Exceptional circumstances and issues affecting policy;
- New statutory, regulatory and other information to facilitate informed policy making;
- Policies and future directions requiring Council endorsement; and
- Benchmarking of RRWR activities to state and/or nationally recognised published standards.



Annual Reporting

RRWR will prepare an annual report within one month after the auditor general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Regulation*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators:

Item	2019-20 Target
Operating surplus ratio	26.2%
Interest coverage ratio	2.7 times
Asset sustainability ratio	90%
Gross revenue	\$24,168,997
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$8,501,022
Competitive neutrality ratio (% of gross revenue)	9.3%
Depreciation ratio	6.3%
Total written down asset value	\$46,144,944
Return on assets	9.6%

Commentary

Operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that RRWR is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which the operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that RRWR is able to cover current interest expense 2.7 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). RRWR in 2019-20 is currently not replacing or renewing existing infrastructure assets as they are being depreciated.

EBITDA is a measure of profitability used as comparison within and across industry

and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds RRWR has available to fund interest payments and principle repayments on debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. RRWR is contributing 9.3% of its operating revenue to Council's general fund, that is for every dollar of operating revenue earned RRWR returns to Council 9.3 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. RRWR depreciation is 6.3% of its operating revenues, that is for every dollar of operating revenue earned RRWR requires 6.3 cents to fund asset renewal.

Return on assets (ROA) is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. RRWR ROA indicates it is generating moderate earnings from its investment in capital. RRWR is generating net income of 9.6 cents for every dollar of investment in assets.

The *Regulation* requires that an annual statement on the operations of the commercial business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information on its annual performance:

- a) Information to enable an informed assessment of the operations of RRWR including a comparison with its annual performance plan;
- b) Particulars of any amendments made to its annual performance plan in the financial year;
- c) Particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- d) Particulars of the impact that any changes to its annual performance plan may have had on RRWR's financial position; operating surplus/deficit and prospects.

RRWR will generate indicators as required which are measured annually for collation by state government agencies as part of the state wide annual comparative data collection process and the reporting requirements in respect of the waste levy in accordance with the *Waste Reduction and Recycling Act 2011*.

7.2 Customer Service

Customer Service Standards

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

- Customer feedback;
- Analysis of services provided by other waste management agencies; and
- General waste collection.

Information on RRWR's customer service standards will be provided through customer service centres and on its web page.

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

Specific Customer Service Standards are detailed in Annexure 2.

Customer Contact

RRWR will be responsible for customer contact relating to all waste and recycling matters.

Contracts for Service Provision

RRWR will maintain contracts for recycling collection services within Council's collection area in accordance with Council's resolution dated 23 February 2010.

7.3 Risk Management

RRWR will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Policy Compliance

RRWR shall be bound by Council's corporate policies and procedures until such time that RRWR develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.5 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.6 Environment

Responsible management of environmental issues is an essential part of achieving business objectives.

Accordingly, RRWR will conduct activities in ways which will:

- Continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- Promote the open exchange of environmental information with customers, suppliers and the community to improve environmental awareness and to obtain feedback on environmental performance;
- Ensure that environmentally appropriate practice is encouraged and integrated into business practices; and
- Promote waste minimisation and energy management within day to day operations.

RRWR is responsible for meeting Council's obligations under the *Environmental Protection Act 1994* relating to waste and recycling. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the relevant state government bodies on performance aspects covered by any licences.

8 ASSETS

8.1 Asset Management

RRWR will manage assets to minimise the whole of life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- Maintaining detailed asset registers;
- Maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Regulation*, and the Australian Accounting Standards Board; and
- Detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the Council of Australian Governments (COAG) reform agenda, RRWR is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9 FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Annexure 3 provide the long term Operating Statement and Statement of Financial Position for RRWR for the period 2019-20 to 2027-28.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the waste and recycling capital expenditure program:

Revenue

- Loan borrowings, with repayments made from depreciation and revenue;
- Depreciation funding; and
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2020)	\$2.9 million
Total liability (forecast closing as at 30 June 2020)	\$16.1 million
2019-20 (proposed new loans)	\$4.5 million
Capital Expenditure for 2019-20 is approximately	\$6.4 million

9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating revenue for 2019-20 is estimated to be \$24.2 million (inc CSO's) comprising:

Waste and Recycling Utility and Charges	60.2%
Fees and Charges	24.3%
Subsidies and Other Income	10.4%
Community Services Obligations and C.N.A's	5.1%

Operating expenditure including tax for 2019-20 is estimated to be \$19.7 million comprising:

Operations Expense	79.3%
Depreciation	7.7%
Loan Interest	3.4%
Tax equivalents	9.6%

10 FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Regulation*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Regulation*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund RRWR's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

RRWR accumulates any unspent depreciation funds for the future capital renewal of waste and recycling assets to either maintain or reinstate their service potential.

10.3 Taxation

RRWR is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - Income tax;
 - Payroll tax;
 - Land tax; and
 - Stamp duty.

10.4 Treatment of Surpluses/Losses

In accordance with Council resolution, after the required ROA and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Regulation* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- New borrowings planned for the current financial year and the next nine financial years; and
- The timeframe which it is planned to repay existing and new borrowings.

RRWR's AMP Financial Strategy identifies new capital expenditure for projects over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie RRWR's Borrowing Policy:

- Loans will only be used for capital expenditure; and
- Long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where RRWR requires debt financing, Council will raise funds for RRWR. Council will make explicit the terms and conditions of all funds raised for RRWR, having due regard to Council's determination on RRWR's capital structure. RRWR will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11 PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

Council will be responsible for setting the price for waste and recycling services on an annual basis. RRWR will be responsible for:

- Recommending to Council revenue targets for waste and recycling services;
- Recommending price structures and price paths; and
- Pro-actively communicating Council's decisions with respect to pricing to customers.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- Full cost recovery including required rate of return;
- Elimination of cross subsidies;
- Economic, asset and ecological sustainability; and
- Transparency in pricing regarding CSOs.

RRWR will actively work with Council to maximise the realisation of the above principles.

11.3 General Fees and Charges for Miscellaneous Activities

In addition to the primary services of waste and recycling services, RRWR provides a number of other miscellaneous services directly to customers, such as:

- Collection and disposal of waste from carnivals and special events including bin delivery, recovery and cleansing; and
- Sale of mobile bins.

RRWR is responsible for recommending appropriate general fees and charges for such services to Council.

Where these are monopoly services, the basis for price setting will be full cost recovery. Where the services are provided into a competitive market, prices will be set having regard to the sustainability of the business activity and the market price for the services.

11.4 Revenue Collection

RRWR in conjunction with Council's Finance department is responsible for revenue collection for the provision of waste and recycling services. Billing and debt management is the responsibility of the Finance department.

11.5 Recovery for Damage to Infrastructure

RRWR will recover compensation for third party damage to waste and recycling infrastructure.

12 FINANCIAL STATEMENTS

The *Regulation* requires that RRWR must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13 REVIEW OF PERFORMANCE PLAN

The *Regulation* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

This plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- Reviewing RRWR's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- Resolution of any of the matters referred to in the plan as being unresolved; and
- Any new direction of Council in relation to the overall strategic direction of RRWR.

ANNEXURE 1: COMMUNITY SERVICE OBLIGATIONS

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

RRWR CSOs have been identified in the following areas. RRWR have identified \$1,182,144 as CSOs during the 2019-20 financial year. CSOs have been identified and adopted by Council for 2019-20 in the following areas. These CSOs will be funded by a contribution from Council to RRWR.



OPERATIONAL PLAN 2019 - 2020

TRANSFER

Roadside Bins ops (Collection)	\$34,180
Roadside Bins Disposal Cost	\$1,700
	<hr/>
	\$35,880

DISPOSAL

Old Landfills maintenance works	\$108,847
Chemicals, Fridge Degassing, Gas Bottles	\$28,532
Other	\$179,611
Charity Waste Policy	\$50,832
Green Waste	\$679,376
	<hr/>
	\$1,047,198

STRATEGIC MANAGEMENT

Waste Education	\$55,000
Waste Audit	\$44,066
	<hr/>
	\$99,066

Total (proposed in 2019-20)	\$1,182,144
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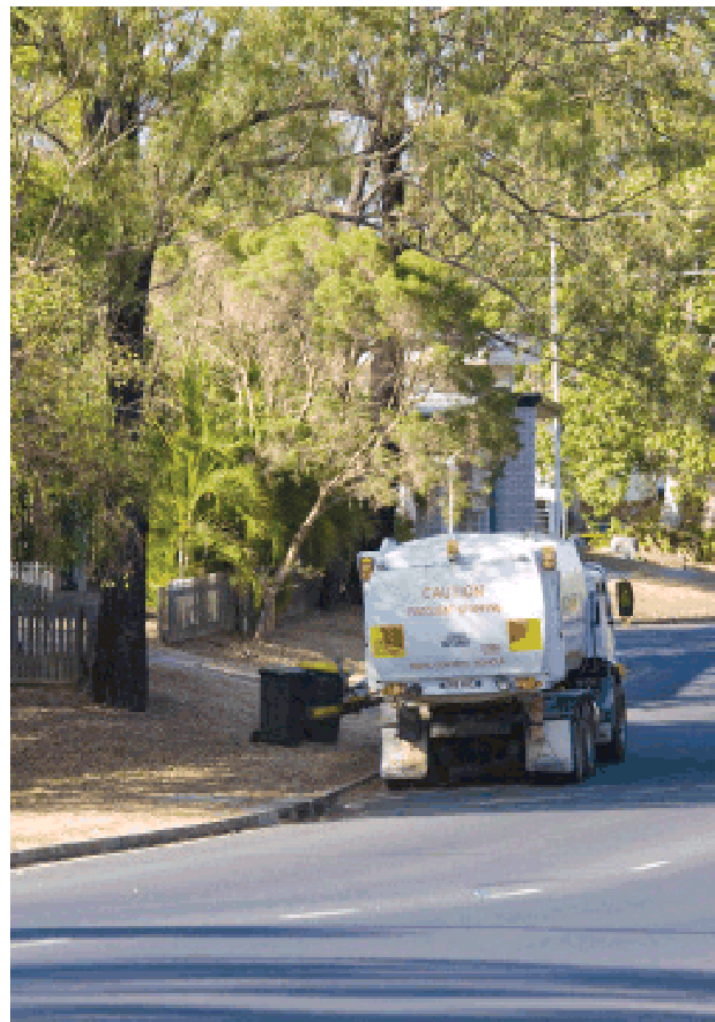


ANNEXURE 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards

Performance Indicator	Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within four working days upon application by the owner	98%
Provision of assisted services within ten working days from application by the resident	100%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification	100%

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise



OPERATIONAL PLAN 2019 - 2020

ANNEXURE 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for RRWR 2020 to 2028 (\$'000,s)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income									
Revenue									
Operating revenue									
Net rates, levies and charges	14,538	15,556	16,178	16,744	17,330	17,937	18,565	19,214	19,887
Fees and charges	5,869	6,397	6,653	6,886	7,127	7,376	7,635	7,902	8,178
Interest received	24	27	29	28	31	33	32	36	36
Other income	1,513	1,519	1,524	1,530	1,536	1,542	1,548	1,554	1,560
Grants, subsidies, contributions and donations	2,224	2,269	2,314	2,360	2,407	2,456	2,505	2,555	2,606
Total operating revenue	24,169	25,767	26,698	27,549	28,432	29,344	30,284	31,261	32,267
Total revenue	24,169	25,767	26,698	27,549	28,432	29,344	30,284	31,261	32,267
Total income	24,169	25,767	26,698	27,549	28,432	29,344	30,284	31,261	32,267
Expenses									
Operating expenses									
Employee benefits	3,812	3,964	4,122	4,245	4,373	4,504	4,639	4,778	4,922
Materials and services	11,832	12,304	12,796	13,243	13,705	14,183	14,679	15,192	15,723
Finance costs	677	669	518	479	412	355	303	256	174
Depreciation and amortisation	1,525	1,593	1,534	1,649	1,744	1,839	1,929	2,024	2,094
Total operating expenses	17,845	18,530	18,969	19,617	20,234	20,881	21,549	22,249	22,913
Total expenses	17,845	18,530	18,969	19,617	20,234	20,881	21,549	22,249	22,913
Net result	6,324	7,237	7,729	7,932	8,198	8,463	8,734	9,012	9,354
Tax equivalents									
Net result before tax equivalents	6,324	7,237	7,729	7,932	8,198	8,463	8,734	9,012	9,354
Tax equivalents payable	1,896	2,081	2,030	2,375	2,446	2,513	1,440	2,657	2,739
Net result after tax equivalents	4,427	5,156	5,698	5,557	5,751	5,950	7,294	6,356	6,615

OPERATIONAL PLAN 2019 - 2020

Total comprehensive income for the year	6,324	7,237	7,729	7,932	8,198	8,463	8,734	9,012	9,354
Operating result									
Operating revenue	24,169	25,767	26,698	27,549	28,432	29,344	30,284	31,261	32,267
Operating expenses	17,845	18,530	18,969	19,617	20,234	20,881	21,549	22,249	22,913
Operating result	6,324	7,237	7,729	7,932	8,198	8,463	8,734	9,012	9,354

Statement of Financial Position for RRWR 2020 to 2028 (\$'000,s)

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Assets									
Current assets									
Cash and cash equivalents	4,931	5,852	6,055	4,712	7,194	7,889	9,138	9,003	13,677
Trade and other receivables	1,877	2,014	2,090	2,160	2,226	2,307	2,384	2,464	2,540
Inventories	194	194	194	194	194	194	194	194	194
Non-current assets held for sale	-	-	-	-	-	-	-	-	35
Total current assets	7,002	8,060	8,339	7,066	9,614	10,390	11,716	11,662	16,446
Non-current assets									
Property, plant and equipment	51,215	51,149	55,941	59,547	60,813	64,020	64,147	68,477	68,134
Total non-current assets	51,215	51,149	55,941	59,547	60,813	64,020	64,147	68,477	68,134
Total assets	58,217	59,209	64,280	66,613	70,426	74,410	75,863	80,139	84,581
Liabilities									
Current liabilities									
Trade and other payables	2,667	2,782	2,893	2,993	3,087	3,202	3,312	3,425	3,533
Borrowings	2,910	3,061	2,157	879	911	942	975	1,008	1,043
Provisions	1,313	1,983	1,014	1,030	1,047	4,874	1,082	1,100	357
Total current liabilities	6,891	7,826	6,064	4,902	5,045	9,018	5,368	5,533	4,934
Non-current liabilities									
Borrowings	13,147	10,086	12,436	11,557	10,646	9,704	8,730	7,722	6,679
Provisions	12,843	11,217	10,560	9,887	9,197	4,680	3,955	3,212	3,212
Total non-current liabilities	25,990	21,303	22,996	21,444	19,843	14,384	12,684	10,934	9,890
Total liabilities	32,880	29,129	29,060	26,346	24,888	23,402	18,053	16,467	14,824
Net community assets	25,337	30,080	35,220	40,268	45,539	51,008	57,810	63,672	69,757

OPERATIONAL PLAN 2019 - 2020

Community equity									
Asset revaluation surplus	3,009	4,168	5,392	6,723	8,138	9,631	11,190	12,831	14,555
Retained surplus	22,328	25,912	29,828	33,544	37,401	41,376	46,621	50,841	55,201
Total community equity	25,337	30,080	35,220	40,268	45,539	51,008	57,810	63,672	69,757



ROCKHAMPTON REGIONAL COUNCIL

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5.2 ADOPTION OF 2019/2020 BUDGET**File No:** 8785**Attachments:** 1. Rockhampton Regional Council Budget 2019/2020 [↓](#)**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Alicia Cutler - Chief Financial Officer**SUMMARY**

In accordance with Chapter 5, Part 2, Division 3 of the Local Government Regulation 2012, a local government must adopt, for each financial year a budget for its Operations prior to 1 August in the financial year. The budget papers were circulated via memo to all Councillors on 10 June 2019.

OFFICER'S RECOMMENDATION – REVENUE STATEMENT 2019/2020

THAT Pursuant to sections 169(2) and 172 of the *Local Government Regulation 2012*, Council adopt the **Revenue Statement 2019/2020** as tabled.

OFFICER'S RECOMMENDATION- DIFFERENTIAL GENERAL RATES

THAT

- (a) Pursuant to section 81 of the *Local Government Regulation 2012*, the categories in to which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category is as follows:

No.	Category	Description	Identifiers (Land Use Codes)
1	Commercial/ light industry	Land used, or intended to be used, in whole or in part, for commercial or light industrial purposes, other than land included in categories 2(a), 2(b), 2(c), 3 and 22.	1,4,6,7, 10 to 49 (excl. 31, 35, 37, 40 and lands in any other category).
2 (a)	Major shopping centres with a floor area 0 – 10,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area up to 10,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001
2 (b)	Major shopping centres with a floor area 10,001 - 50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area between 10,001m ² and 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001
2 (c)	Major shopping centres with a floor area >50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area greater than 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001

3	Heavy and noxious industry	Land used, or intended to be used, for:- (a) a fuel dump; (b) fuel storage; (c) an oil refinery; (d) heavy industry; (e) general industry; (f) noxious industry which emanates noise, odour or dust, including an abattoir.	31, 35, 37
4	Power Generation	Land used, or capable of being used, for the generation of greater than 400 megawatts of electricity.	37
5	Extractive	Land used, or intended to be used, in whole or in part, for:- (a) the extraction of minerals or other substances from the ground; and (b) any purpose associated or connected with the extraction of minerals and other substances from the ground.	40
6	Agriculture, farming and other rural	Land used, or intended to be used, for non-residential rural, agricultural or farming purposes.	60 to 89 and 93 to 94 (excl. 72 excl. lands in any other category).
8A	Residential Other	Land with a value of less than \$110,001 used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; or (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
8B	Residential Other	Land with a value of \$110,001 or more used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; or (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
9	Residential 1	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of less than \$105,001.	1, 2, 4, 5, 6 and 94 with a rateable valuation <\$105,001 (excl. lands in any other category).

10	Residential 2	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$105,001 and \$170,000.	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$105,000 but <\$170,001 (excl. lands in any other category).
11	Residential 3	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$170,001 and \$250,000.	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$170,000 but <\$250,001 (excl. lands in any other category).
12	Residential 4	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value between \$250,001 and \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$250,000 but <\$500,001 (excl. lands in any other category).
13	Residential 5	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value more than \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$500,000 (excl. lands in any other category).
21	Strata (residential)	Land, which is a lot in a community title scheme or residential group title, used as the owner's principal place of residence.	Land use codes 8 and 9 (excl. lands in any other category).
22	Strata (commercial/ industrial)	Land, which is a lot in a community title scheme or building unit, which is used, or intended to be used, for commercial or industrial purposes.	Land use codes 8 and 9
24	Vacant urban/rural land >\$430,000	Vacant land intended for use for development purposes with a value of more than \$430,000.	Land use code 1 and 4 with a rateable valuation > \$430,000
25	Developer concession	Land, which qualifies for a discounted valuation pursuant to section 50 of the <i>Land Valuation Act</i> .	Land use code 72
26	Special uses	Land, used, or intended to be used, for non-commercial purposes such as social and community welfare, defence or education purposes.	Land use codes 21, 50 – 59, 92, 96 – 100

27 (a)	Other \$0 - \$60,000	Land, with a value of \$60,000 or less, which is not otherwise categorised.	Land use codes 1, 4, 90, 91 and 95
27 (b)	Other - >\$60,000	Land, with a value of more than \$60,000, which is not otherwise categorised.	Land use codes 1, 4, 90, 91 and 95

- (b) Council delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.
- (c) Pursuant to section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the *Local Government Regulation 2012*, the minimum general rate to be made and levied for each differential general rate category, is as follows:

Category No.	Category	General Rate (cents in the Dollar of Rateable Value)	Minimum General Rate (\$)
1	Commercial/light Industry	1.9915	1,458
2 (a)	Major shopping centres with a floor area 0 – 10,000 sqm	2.4669	20,034
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 sqm	3.2899	228,790
2 (c)	Major shopping centres with a floor area >50,000 sqm	6.7716	1,728,678
3	Heavy and noxious industry	2.9043	3,041
4	Power Generation	5.5353	3,041
5	Extractive	7.7903	2,482
6	Agriculture, farming and other rural	1.2312	1,354
8A	Residential Other, \$ 0 - \$110,000	1.3523	968
8B	Residential Other, >\$110,000	1.2255	1,489
9	Residential 1, \$ 0 - \$105,000	1.181	736
10	Residential 2, \$105,001 - \$170,000	1.0569	1,241
11	Residential 3, \$170,001 - \$250,000	1.0079	1,780
12	Residential 4, \$250,001 - \$500,000	0.9226	2,529
13	Residential 5, > \$500,000	0.8314	4,613

21	Strata (residential)	1,2184	736
22	Strata (commercial/industrial)	2.1724	1,458
24	Vacant urban land >\$430,000	1.9643	1,458
25	Developer concession	1.1633	0
26	Special uses	1.4173	2,369
27 (a)	Other \$0 - \$60,000	1.64	627
27 (b)	Other >\$60,001	2.4192	1,458

- (d) For the 2019/20 financial year Council will not be resolving to limit any increases in rates and charges.

OFFICER'S RECOMMENDATION- SEPARATE CHARGE ROAD NETWORK

THAT Pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council make and levy a separate charge to be known as the Road Network Separate Charge, in the sum of \$450.00 per rateable assessment, to be levied equally on all rateable land in the region, for the defraying part of the cost of maintaining the road network within the region.

OFFICER'S RECOMMENDATION- SEPARATE CHARGE NATURAL ENVIRONMENT

THAT Pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council make and levy a separate charge to be known as the Natural Environment Separate Charge, in the sum of \$50.00 per rateable assessment, to be levied equally on all rateable land in the region, for the defraying part of formulating and implementing initiative for environmental protection, enhancement and conservation, including the many varied initiatives that contribute to these outcomes within the region.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to the Natural Environment Separate Charge.

OFFICER'S RECOMMENDATION- SPECIAL CHARGE

THAT Pursuant to section 128A of the *Fire and Emergency Services Act 1990* and section 94 of the *Local Government Act 2009*, make and levy special charges for the provision of rural fire fighting services to certain parts of the Region. The charges shall be levied on all land which specially benefits from the provision of rural fighting services.

For 2019/2020, the Council shall make a special charge, in the following amounts, for each of the following Rural Fire Brigades.

Rural Fire Brigade	Levy 2019/20	Rural Fire Brigade	Levy 2019/20
Alton Downs	\$40.00	Garnant	-
Archer Ulam	\$40.00	Gogango	\$25.00
Aricia	-	Gracemere	\$20.00
Bajool	\$25.00	Kalapa	\$20.00
Bouldercombe	\$50.00	Marmor	\$20.00
Calioran	-	Mornish	-
Calliungal	\$50.00	Stanwell	-
Dalma	\$20.00	South Ulam	-
Faraday	-	Westwood	\$50.00

The rateable land to which each of the special charges will apply is land within the areas separately described on a map titled "RURAL FIRE BRIGADE BOUNDARIES" (attachment A of Revenue Statement- page 50 of Budget Book), administered by the Queensland Fire and Emergency Services.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to these charges.

Overall Plan

The Overall Plan for each of the special charges is as follows:-

1. The service, facility or activity for which each special charge is levied is to fund the provision of fire prevention and firefighting services, equipment and activities by the rural fire brigades identified in the special charge table in the defined benefit areas.
2. The time for implementing the overall plan is one (1) year ending 30 June 2020. However, provision of fire- fighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2020.
4. The estimated cost of implementing the overall plan is approximately \$100,000.
5. The special charge is intended to raise all funds necessary to carry out the overall plan. Primarily to supply operational and fire prevention services and activities within the defined area.

The rateable land or its occupier specifically benefits, or will specifically benefit, from the implementation of the overall plan, comprising fire-fighting services, because rural fire brigades are charged with fire-fighting and fire prevention under the *Fire & Emergency Services Act 1990* and whose services could not be provided or maintained without the imposition of the special charge.

OFFICER'S RECOMMENDATION- SEWERAGE UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy sewerage utility charges, for the supply of sewerage services by the Council, as follows:

<u>Declared Sewered Area</u>	<u>Amount of Charge</u>	<u>Amount of Vacant Land Charge</u>
Gracemere	\$832.00	\$790.00
Mount Morgan	\$769.00	\$730.00
Rockhampton	\$637.00	\$606.00

- (b) The application of the above levied sewerage utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2019/2020.

OFFICER'S RECOMMENDATION- WATER UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and sections 99 and 101 of the *Local Government Regulation 2012*, Council make and levy water utility charges, for the supply of water services by the Council, as follows:

Gracemere Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>	
20mm	\$	420.00
25mm	\$	655.00
32mm	\$	1,072.00
40mm	\$	1,674.00
50mm	\$	2,617.00
Special 60mm	\$	3,818.00
65mm	\$	4,422.00
75mm	\$	5,887.00
80mm	\$	6,699.00
100mm	\$	10,465.00
150mm	\$	23,547.00
200mm	\$	41,865.00
Vacant Land	\$	420.00

Gracemere Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Gracemere Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

Mount Morgan Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>	
20mm	\$	432.00
25mm	\$	675.00
32mm	\$	1,106.00
40mm	\$	1,726.00
50mm	\$	2,696.00
65mm	\$	4,558.00
75mm	\$	6,067.00
80mm	\$	6,811.00
100mm	\$	10,785.00
150mm	\$	24,267.00
200mm	\$	43,141.00
Vacant Land	\$	432.00

Mount Morgan Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Mount Morgan Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

Rockhampton Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>	
20mm	\$	394.00
25mm	\$	615.00
32mm	\$	1,007.00
40mm	\$	1,572.00
50mm	\$	2,456.00
65mm	\$	4,152.00
75mm	\$	5,529.00
80mm	\$	6,290.00
100mm	\$	9,828.00
150mm	\$	22,110.00
200mm	\$	39,308.00
Vacant Land	\$	394.00

Rockhampton Water Supply Scheme – Non Residential Water Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Rockhampton Water Supply Scheme – Residential Water Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0..80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

- (b) The application of the above levied water utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2019/2020.
- (c) Pursuant to section 102(2) of the *Local Government Regulation 2012*, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

OFFICER'S RECOMMENDATION- WASTE MANAGEMENT UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

<u>Schedule of Waste Collection and Recycling Charges</u>	
<u>Service</u>	<u>Annual Charge</u>
Combined General Waste/Recycling Service	\$430.00
Additional General Waste Service – same day service as nominated service day	\$330.00
Additional Recycling Service – same day service as nominated service day	\$194.00
Commercial Services	
General Waste Service	\$423.00
Recycling Service	\$233.00
Commercial Residential Waste Service	\$354.00
Combined General Waste/Recycling Service	\$430.00

- (b) The application of the above levied waste management utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2019/2020.

OFFICER'S RECOMMENDATION- DISCOUNT

THAT Pursuant to section 130 of the *Local Government Regulation 2012*,

- the differential general rates,
- separate charges (excluding Natural Environment Separate Charge),
- special charge,
- sewerage utility charges
- water utility charges excluding water consumption charges,
- waste management utility charges

made and levied shall be subject to a discount of ten percent (10%)] if paid within the discount period of 30 clear days of the date of issue of the rate notice provided that:

- (a) all of the aforementioned rates and charges are paid within 30 clear days of the date of issue of the rate notice;
- (b) all other rates and charges appearing on the rate notice (that are not subject to a discount) are paid within 30 clear days after the date of issue of the rate notice; and
- (c) all other overdue rates and charges relating to the rateable assessment are paid within 30 clear days of the date of issue of the rate notice.

OFFICER'S RECOMMENDATION- INTEREST

THAT Pursuant to section 133 of the *Local Government Regulation 2012*, compound interest on daily rests at the rate of nine and one half percent (9.5%) per annum is to be charged on the balance of all rates and charges remaining outstanding 30 clear days after the due date.

OFFICER'S RECOMMENDATION- LEVY AND PAYMENT

THAT

- (a) Pursuant to section 107 of the *Local Government Regulation 2012* and section 114 of the *Fire and Emergency Services Act 1990*, Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy be levied:
 - for the half year 1 July 2019 to 31 December 2019* - in July/August 2019; and
 - for the half year 1 January 2020 to 30 June 2020* - in January/February 2020
- (b) Pursuant to section 118 of the *Local Government Regulation 2012*, that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be paid on the day that is 30 clear days after the date of the issue of the rate notice.

OFFICER'S RECOMMENDATION- STATEMENT OF FINANCIAL POSITION

THAT Pursuant to section 205 of the *Local Government Regulation 2012*, the statement of the financial operations and financial position of the Council in respect of the previous financial year ("the Statement of Estimated Financial Position") be received and its contents noted.

OFFICER'S RECOMMENDATION- DEBT (BORROWINGS) POLICY

THAT Pursuant to section 192 of the *Local Government Regulation 2012*, the Debt (Borrowings) Policy (page 51 of Budget Book) for the 2019/2020 financial year be adopted.

OFFICER'S RECOMMENDATION- ADOPTION OF BUDGET

THAT Pursuant to section 107A of the *Local Government Act 2009* and sections 169 and 170 of the *Local Government Regulation 2012*, Council's Budget for the 2019/2020 financial year, incorporating:

- i. The statements of financial position;
- ii. The statements of cash flow;
- iii. The statements of income and expenditure;
- iv. The statements of changes in equity;
- v. The long-term financial forecast;
- vi. The revenue statement;
- vii. The revenue policy;
- viii. The relevant measures of financial sustainability; and
- ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget,
- x. Estimated Activity Statement for Business Activities: a statement showing the estimated costs of Council's significant business activities and commercial business units.

as tabled, be adopted.

OFFICER'S RECOMMENDATION- WORKING PAPERS

THAT Council receives the remainder of the documentation as working papers to support the 2019/2020 adopted budget including the Capital Budget Listing for 2019/20 to 2021/22 (page 66 of Budget Book) and Budget Report (page 3 of Budget Book).

COMMENTARY/CONCLUSION

The attached budget Documentation is fairly self-explanatory and details the range of documents presented for Council approval.

The Budget report commencing on Page 4, describes the budget in plain words and is a good overall summary of the budget.

For this budget adoption the resolutions are much more detailed due to implementing the recommendations from the Queensland Audit Office and their review of Council's rates and charges and budget documents.

ADOPTION OF 2019/2020 BUDGET

Rockhampton Regional Council Budget 2019/2020

Meeting Date: 26 June 2019

Attachment No: 1



Rockhampton Regional Council Budget

As proposed by Mayor Margaret Strelow subject
to adoption by Council on 26 June 2019

2019 - 2020



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2019-2020
Budget Report

2019/20 Budget Report

The 2019/20 budget has been restrained with a number of areas under pressure to keep costs within targets set. It is vitally important that our rates increases are kept low when many businesses within our region are doing it tough. To stimulate the economy, Council is investing substantially in Economic Development and Events and is optimistic that within 12 months, improvement in the local economy will be evident. With the recent Federal Election and the subsequent commitment on timeframes for Adani by the State, a move forward in the Galilee Basin will be good for the economics of our own region.

Despite the challenges, the budget is reporting a slight surplus (\$33,000), but more importantly, this is the 7th successive year of reporting a surplus budget, proving the culture of diligence and solid budget management. Council's long-term Financial Position and Community Equity is forecast to improve.

2019/20 Budget key points

- An operating surplus (albeit small of \$33,000)
- Additional funding for events, in particular the RockyNats (\$800,000)
- A typical Residential Ratepayer increase of 2.8%
- Rural rates (agriculture, farming and other rural) held at 2018/19 levels – that is no increase
- Additional concessions to pensioners, community groups and sporting clubs
- Total Capital Expenditure of \$149.3 million with \$66.2 million funded by Capital Grants:
 - South Rockhampton Flood Levee (Subsidy \$50 million) - \$76.6 million
 - New Art Gallery Construction (Subsidy \$23.6 million) - \$34 million
 - Gracemere Sewerage Treatment Plant Augmentation - \$4.8 million
 - Alexandra St- Richardson Rd to Moores Creek Rd - \$4.7 million
 - Airport Terminal Works and Upgrading of Security Scanners and Upgrade of Air-conditioning (Subsidy \$980K) - \$4.67 million
 - Quay Street - Gavial Creek Bridge Renewal - \$4.2 million
 - Annual Road Reseal Program - \$4.2 million
 - Wackford Street Drainage Improvements (Subsidy \$1.8 million) - \$3.8 million
 - Solar Energy at Glenmore Water Treatment Plant - \$2.65 million
 - Macquarie Street - Foster Street to Douglas Street - \$2.3 million
 - Gravel Road Re-sheeting - \$2 million
 - Fitzroy Riverbank Protection works - funded by Works for Queensland Grant -\$1.75 million
 - Capping and Closure of Gracemere Landfill -\$1.3 million
 - Riverbank Playground Amenities and Access Upgrade - funded by Works for Queensland Grant - \$1.09 million
 - New Footpaths funded by Works for Queensland Grant - \$550,000

New Art Gallery will commence construction

The long-awaited New Art Gallery will commence construction in the 2019/20 year with demolition to commence early on. During the 2018/19 year a detailed design has been completed and a fly-through has been developed and is available on Council's website.

This building is set to transform the Riverbank Precinct and enable Council to showcase the art collections held as well as bringing key art programs to the region.

Progress toward the South Rockhampton Flood Levee will intensify

During 2018/19 the South Rockhampton Flood Levee became a State coordinated project and funding was secured from both State and Federal Government. A significant allocation of \$76.6 million over 2 years has been made on the basis that full approvals will be received early in the 2019/20 financial year. The flood levee will allow for urban regeneration as well as reduced future costs of disasters. With each flood event, there is damage to tourism markets and industry which can be avoided. With the new normal of extreme weather events, building resilience through flood mitigation infrastructure makes good business sense. Consultation has commenced for this project and all documents including a flyover area are available on the Department of State Development, Manufacturing, Infrastructure and Planning website.

Solar at Glenmore Water Treatment Plant will offset Electricity Costs

During the 2018/19 budget, up to \$5 million was made available for the creation of a Sustainable Rockhampton Investment Fund. Fitzroy River Water proposed a major solar development at the Glenmore Water Treatment Plant which will utilise vacant land surrounding the plant. This investment in solar power generation will provide the vast majority of electricity supply to the Glenmore WTP site over an annual period with reliance only on grid electricity during peak power demand periods or when solar resources are not available. Benefits through significant reductions in operating costs and carbon emissions are expected.

Economic development stimulus activity continues to receive priority

Council has continued to allocate resources in the area of economic development to ensure that we have a stake in any opportunities that arise. The last two years have seen a low level of development across the region. Council is optimistic that some improvement will be noticeable within the 2019/20 year as there are a number of projects within the region that are kicking off and will no doubt have a positive economic impact on our area. These include:

- Shoalwater Bay Military Training Area Remediation Project
- Capricornia Correctional Centre Expansion
- Rookwood Weir Project
- Rockhampton Ring Road
- Rockhampton Northern Access Upgrade
- Capricorn Highway Duplication Project between Rockhampton and Gracemere
- South Rockhampton Flood Levee
- New Art Gallery
- Opening of the Galilee Basin and approval of the Carmichael Mine

Council's continued effort and funding of Economic Development is across a number of areas:

- Funding for a major flagship event being Rockynats, which is projected to have 30,000 to 40,000 attend the event.
- Increasing allocation for marketing of Rockhampton to the international and domestic tourism markets.
- Continuing the development of the Rockhampton Smart Hub support at Customs House.

- The Airport precinct has many opportunities that are being pursued similar to Alliance and working with Australian Defence Force, State and Commonwealth Government Agencies and business to maximise supply chain benefits and working with Airlines to develop new routes and seat capacity.
- Council is also continuing to support the major events that will showcase the potential of the region. Funding has been provided for the following key events:
 - o Rockhampton River Festival
 - o Rocky River Run
 - o Rockhampton Agricultural Show
 - o Golden Mount Festival
 - o Rockhampton Swap
 - o Challenge the Mountain
 - o Capricorn Food & Wine Festival
 - o Rockhampton Cultural Festival
 - o Christmas Fair
 - o Many other events that are funded through Council's Sponsorship program

Key Financial Information

Councils Operational Budget

The final budgeted operating result is a small **Surplus Position of \$33,000**. A 10-year financial forecast forms part of each budget and Council is forecasting small operating surpluses for future years.

Rating

Rates and Charges represent 70% of our total Operating Income. As Fees and Charges have declined with economic activity, this percentage share has become greater. The setting of this year's rates and charges has been relatively straight forward with no new Land Valuations for the region to take effect.

The overall average residential ratepayer demonstrates a 2.8% increase to the total rates levied. This is made up of the following increases per line item on the rate notice.

General Rates	7.6%
Environment Levy	0%
Road Levy	0%
Water	2.1%
Sewerage	2.1%
Waste	-5.0%
Overall typical Residential Ratepayer Increase	2.8%

The percentage increase to the Total Rates Paid will vary from property to property (particularly for non-residential properties) depending on the proportion of each of the charges.

It should be noted the Waste Collection Charge has been decreased by \$22 per service or 5%. In 2018/19 the collection charge was increased in recognition of additional recycling costs which were expected. Through negotiations as well as the impact of the container recycling scheme, this is no longer required. In the short term the funds raised have been used to reduce loans, and in the 2019/20 year the collection charge has been reduced.

The announcement of the new State Tax by way of the \$75/tonne Waste Levy that will commence on 1 July 2019 is the Queensland Government's response to address national waste issues. In 2019/20 we have increased the commercial waste collection charge by \$69 to accommodate the additional Waste Levy. Residential waste is exempt and Councils will receive an advance payment from the State Government to ensure that residential waste collection charges do not increase as a result of the Waste Levy.

The Typical Residential Ratepayer (based on the Average Valuation) is as follows:

Average Residential Ratepayer				
	18/19	19/20	Difference \$	Difference %
Valuation	\$ 107,707.00	\$ 107,707.00	\$ -	0%
General Rates	\$ 1,153.00	\$ 1,241.00	\$ 88.00	7.63%
Water Access	\$ 386.00	\$ 394.00	\$ 8.00	2.07%
Sewerage Charge	\$ 624.00	\$ 637.00	\$ 13.00	2.08%
Waste & Recycling	\$ 452.00	\$ 430.00	-\$ 22.00	-4.87%
Road Levy	\$ 450.00	\$ 450.00	\$ -	0.00%
Environment Levy	\$ 50.00	\$ 50.00	\$ -	0.00%
Gross Rates	\$ 3,115.00	\$ 3,202.00	\$ 87.00	2.79%
Discount	\$ 306.50	\$ 315.20	\$ 8.70	2.84%
Net Rates	\$ 2,808.50	\$ 2,886.80	\$ 78.30	2.79%

Concessions to Sporting Clubs and Community Organisations

Council has provided an increase in the concessions to Sporting Clubs and Community Organisations in recognition that rates are a substantial component of many club's operating costs. Every sporting club (without poker machines) should have a reduction in rates paid and nearly a quarter have a reduction of \$250 or more from their half-yearly bill.

Zero increase on Rates for Rural Properties

Properties in Category 6, defined as Agriculture, farming and other rural land have been maintained at the same rate levels as those set in the 2018/19 budget. By freezing the rate levels in this category, Council is providing support to those properties that are now drought-declared as well as bringing rate levels back to be more comparable to our surrounding local government areas.

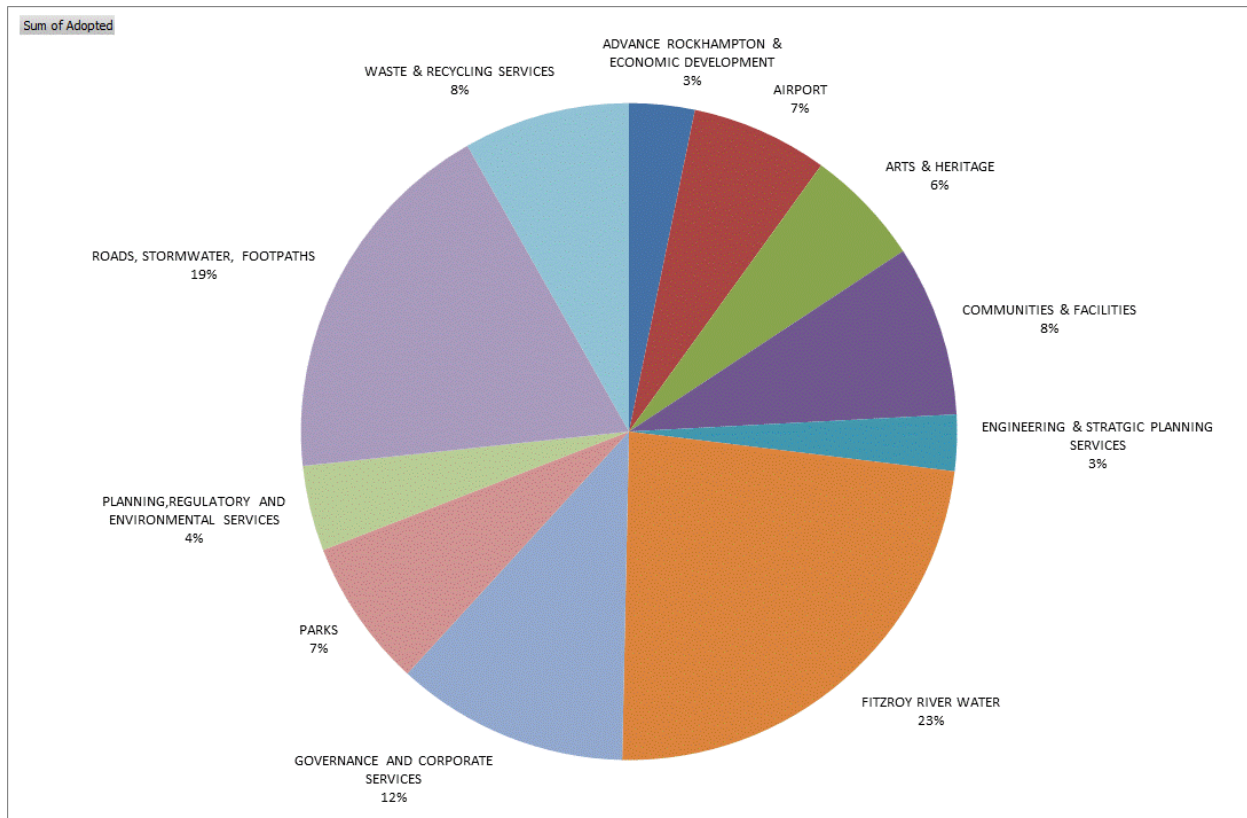
Fees and Charges

Fees and Charges make up 12% of Council's total operational revenue. These fees are reviewed and updated annually as part of the budget process. The schedule of Fees and Charges was adopted by Council on 4 June 2019.

Operational Expenses

Council's Operational Expenses have been closely monitored throughout the budget preparation period, with a performance target set to maintain existing levels of expenditure or reduce. Total operational expenses for the year are \$212 million which are allocated across Council functions as shown below:

2019/20 Operational Expenditure by key area

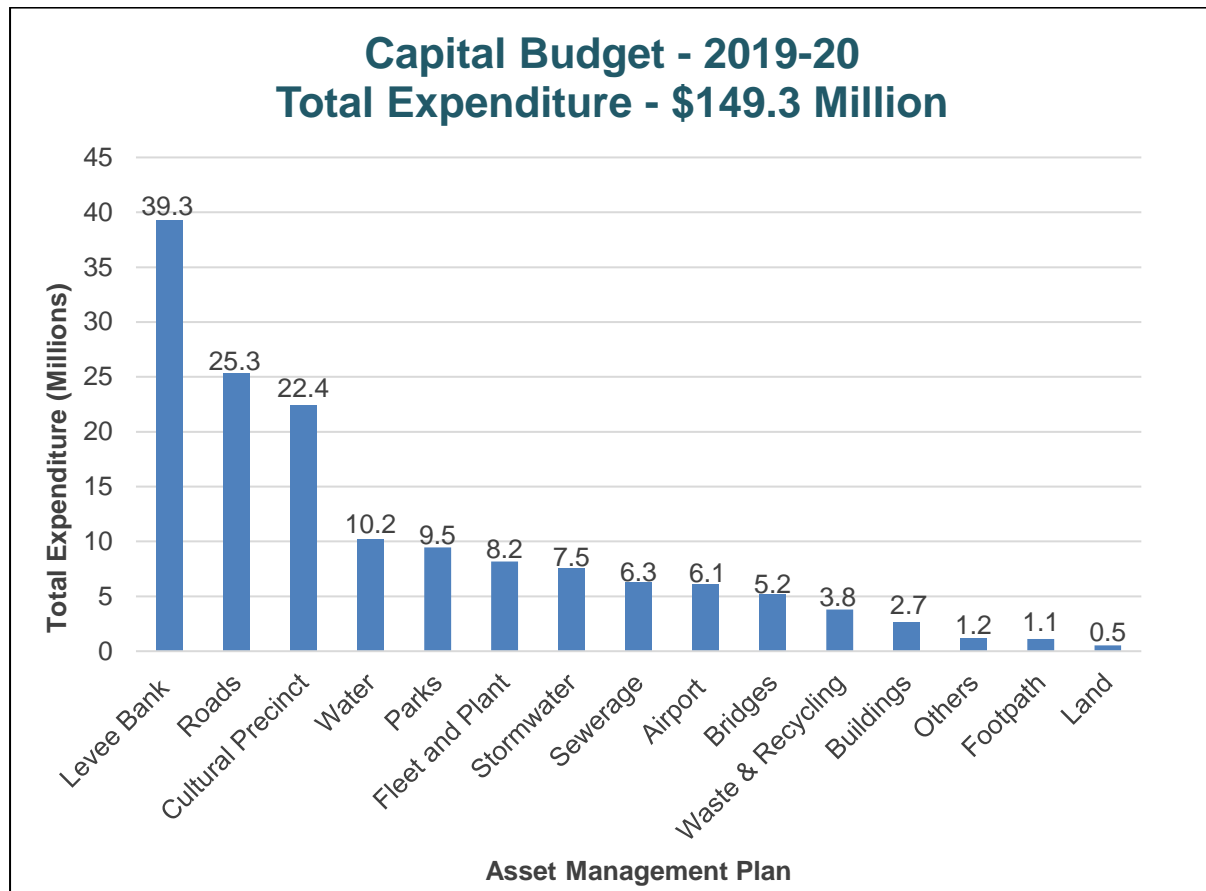


Capital Expenditure and associated funding

Council has a large and ambitious Capital Program with a number of transformational projects that will boost the local economy.

A substantial portion of the capital expenditure of \$149.3 million is funded through capital grants and subsidies (\$66.2 million). Due credit should be given to the benefactors of projects as without these funds, the projects would not have been undertaken to the same scale. Other sources of funding for Capital Expenditure is by way of depreciation (funds from Operations) and increases in loan funding (see the following section for commentary).

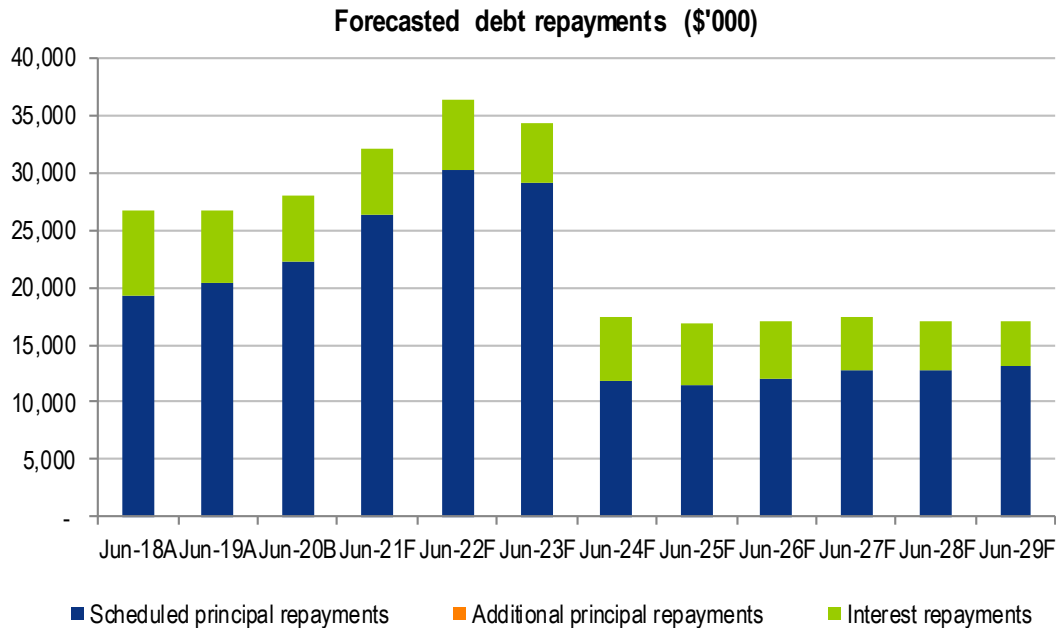
The Capital Expenditure can be broken into the following asset classes:



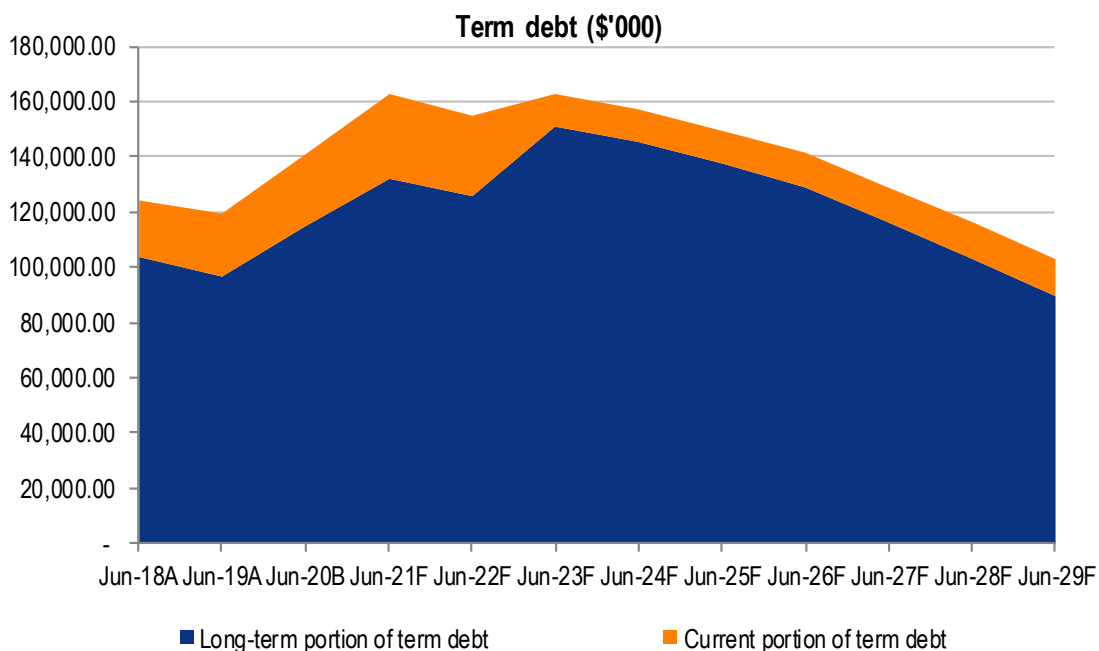
Strategy for Debt

In early 2016, Council committed to a faster repayment plan for its existing debt at that time with a view to making savings in interest expense. The weighted average interest rate on Council's existing debt at that stage was 5.75% when compared with new loans that were less than 4%. It was estimated that by reducing the loan term from 20 years to 8 years at that stage, the saving in interest was \$8.4million over the loan term. The downside of this approach was a higher short-term commitment to loan repayments and a reduced Debt Service Cover Ratio. Debt Service Cover is one of the Key Financial Ratios that monitors Council's required loan repayments as a portion of Cash Flows. As the repayments increase, the ratio decreases. As a guide, the Debt Service Ratio should be not less than 2 times. Council does not meet the benchmark indicator in the short term until 2023/24 as a direct result of this accelerated loan repayment strategy. This indicator should be read in conjunction with the Interest Coverage Ratio, which is improving in the forecast period.

The following graph shows how the repayment of debt drops substantially from 2022/23.



The following graph shows the proportion of loan principal that is being paid each year. As the current portion of term debt becomes higher, the debt service ratio becomes less.



Council's future borrowings are formally adopted within the Debt (Borrowings) policy which is included under separate cover.

Movement in Debt

The following table shows historic debt levels as well as the debt forecast for the 2019/20 Budget year. The future debt levels are shown in the graph above.

Year Ended	Total Loans Outstanding \$'000	Comments
30-Jun-13	160,603	
30-Jun-14	157,903	A reduction of \$2.7 million
30-Jun-15	156,180	A reduction of \$1.7 million
30-Jun-16	154,032	A reduction of \$2.1 million
30-Jun-17	143,180	A reduction of \$10.85 million.
30-Jun-18	123,959	A reduction of \$19.12 million.
30-Jun-19	119,041	A reduction of \$4.92 million Original budget planned to borrow \$54.6 million in 2018/19, however this has been revised down to \$15.45 million, the majority has been deferred to the 2019/20 year
30-Jun-20	140,780	An increase of \$21.7 million. Mostly shifted from 18/19 year. Where possible reviews will be undertaken to minimise this amount if the Capital Expenditure for the year is not realised.

Each year in budget Council is ambitious with its Capital Expenditure targets. Throughout the year, many things change such as scope, timing, other funding available, design changes and so on. When projects are deferred, the loan funds are also deferred. In recent years, Council has drawn substantially less loans than what was projected in budget. During the 2018/19 year, the budget had planned to draw upon \$54.6 million of new loans, however due to deferral of projects and improved budget position, only \$15.45 million new loans are now proposed. The above table highlights the real reduction in debt levels. Loans are typically drawn at the end of the Financial Year so that a review of financing of capital projects can be achieved.

As things stand, a reduction of \$41.56 million in loan balances has been achieved over the six financial years to June 2019.

Long Term Financial Forecast

With each Budget revision and adoption, Council also adopts a Long-Term Financial Forecast (LTFF). Council uses this future forecast constantly when planning capital projects and making significant decisions around operations. A good example is the South Rockhampton Flood Levee and the New Art Gallery projects where future operational costs are provided for in the LTFF.

Council's future financial position is reported in the Financial Statements, however this summary provides some commentary on the outlook for a 10-year period as well as key assumptions made.

The LTFF is built within the custom model provided by the Queensland Treasury Corporation. This model is submitted annually to the Department of Local Government and receives scrutiny as part of Council's loan application.

The LTFF provides for natural price increases such as Consumer Price Index, however for Council operations most costs move at an index referred to as Council Cost Index. Council has assumed that costs will increase by 2% each year into the future.

A large part of Council operations depends upon population growth. The Queensland Government Statisticians office projects that Rockhampton Region will grow by near to 1% each year in population. It is assumed therefore that our organisation will also grow by 1% and that new rateable properties will grow by 1%.

Council's new enterprise bargaining agreements are provided for within employee costs. For the 2019/20 year, the projected increase is approximately 2.55%.

Capital Projects are individually listed and itemised in detail for the immediate 2 years. For years 3 and 4 they have less detail, but a reasonable level of reliability. Beyond year 4, the Capital program is largely formed from allocations within Asset Management Plans and Local Government Planning Infrastructure Projects. Beyond the immediate 2 years, the level of Capital Grants budgeted drops substantially as they are not confirmed.

Known extra costs over and above inflation are also provided for. Examples of these are costs for new major assets such as the Levee Bank and the New Art Gallery and future election costs that fall every four years.

The LTFF model provides estimates for Interest Revenue and Interest Expense based upon current interest rates and provides full Financial Key Performance Indicators to ensure that Council is budgeting to be financially sustainable.

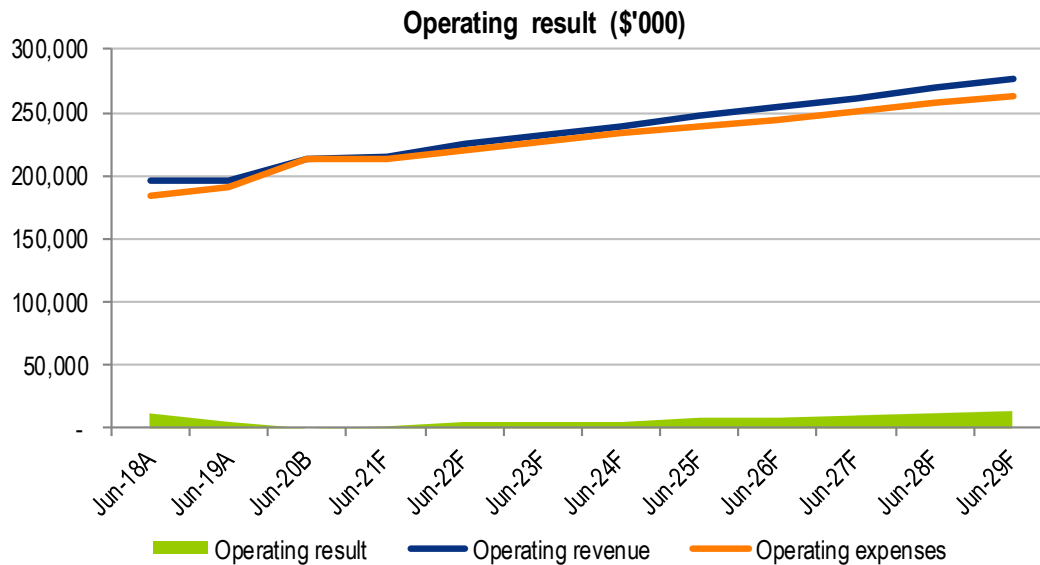
Councils Forward Operating Position

The statement of Comprehensive Income provides forecast Revenue and Expenditure. The key performance aspect of this statement is that Expenses do not exceed forecast Revenue. If this is the case, it is an indicator that the current generation of ratepayers are not recovering costs. If losses are consistent, it also leads to less money for Council infrastructure and the possibility that the required condition of assets is not maintained.

Rockhampton Regional Council's forecast Operating result is a surplus that is growing over time. The goal is to increase the surplus that then allows surplus funds to be allocated toward debt reduction. The forecast rate increases are slightly above Council Cost Index in the short term to accommodate the additional costs of the New Art Gallery and the South Rockhampton Flood Levee.

Council's Total Comprehensive Income also includes the Capital Grants that Council expects to receive. In the short term (first 2 years), Council is showing \$99 million of Capital Grants which is primarily attributed to the New Art Gallery, South Rockhampton Flood Levee and Works for Queensland projects. After the first two years the Capital Grants drop significantly, however Council will continue to lobby other levels of Government for Capital Grants to take our region forward.

The following Graph shows the forecast Operating Result for Council.



Councils Balance Sheet – Statement of Financial Position

The Statement of Financial Position shows Council's Assets and Liabilities over the forecast period as well as Community Equity. Ideally Council's Community Equity improves year on year. If the Statement of Comprehensive Income is showing a surplus it follows that Community Equity will increase.

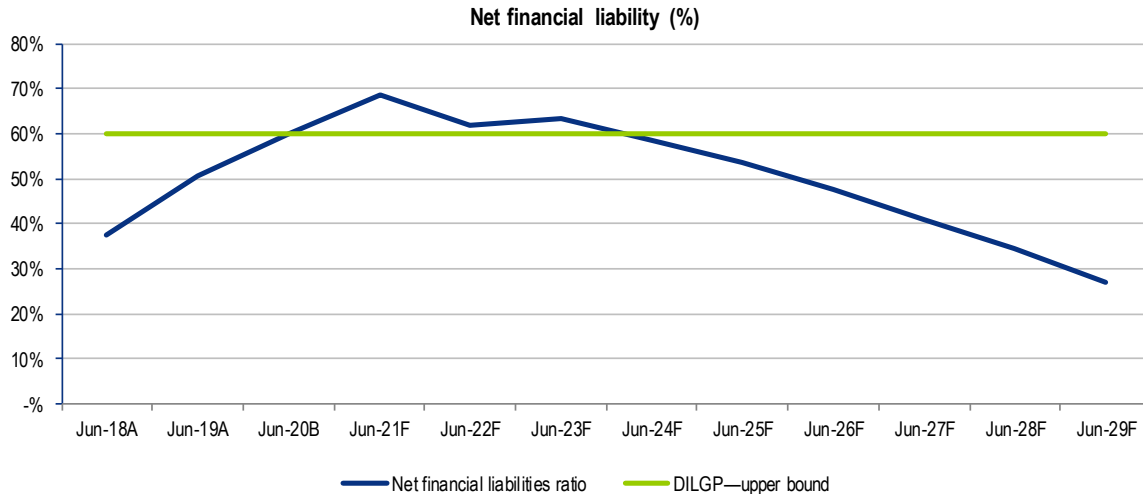
The model allocates a level of short-term debtors, depending on the level of Revenue as well as an amount for Trade and Other Payables. This allows Council to manage its forward cash holdings. Any additional Cash Holdings are managed in line with Council's Investment Policy which minimises Council's financial exposure.

Any Capital Expenditure that is forecast results in an improvement in Property Plant and Equipment values and will then flow into annual depreciation. There is also allowance for price increases in Non-Current Asset Valuations.

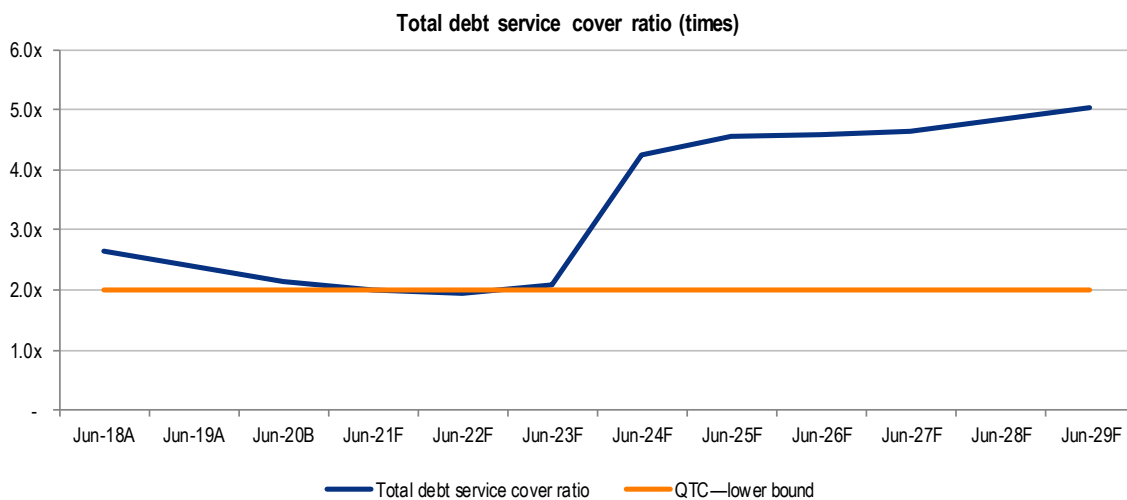
The provisions shown on Councils balance sheet relate to; (1) employee leave entitlements, and (2) Council's obligation for remediation of landfills and quarries. These represent Council's obligation if we had to 'pay up' on the reporting date. Having said this, Council plans for the longevity for many generations to come and actual payment will happen with natural turnover and when the need for remediation arises.

There are a number of indicators that measure the health of Council's Balance Sheet that are reported and managed. These are:

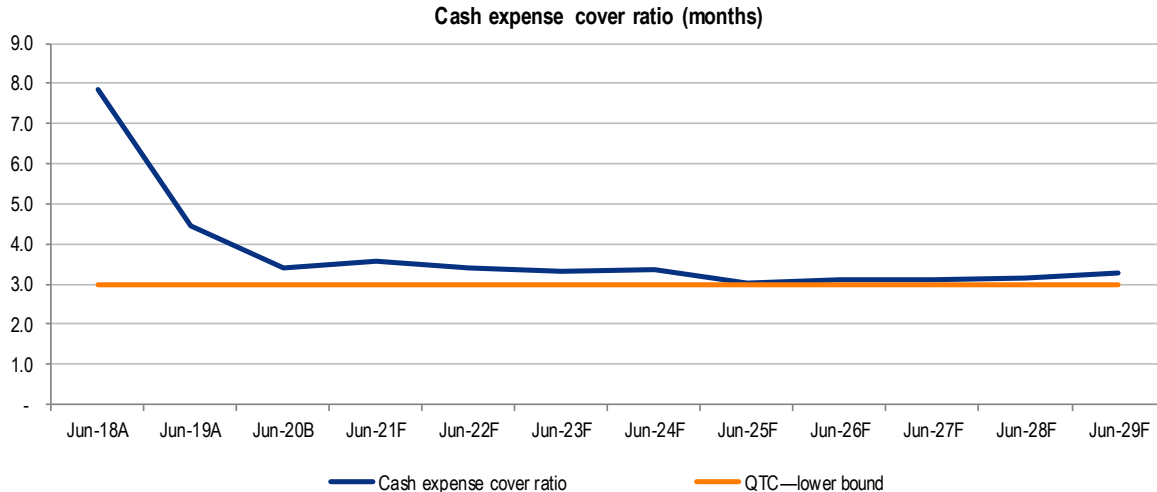
The Net Financial Liabilities Ratio: - total liabilities less current assets as a percentage of Operating Revenue. In budget, Council has periods where the indicator is above the upper bound set by the Department of Local Government. In recent years, the actual results have always been much better than budget as a result of conservative budgeting.



The Total Debt Service Cover Ratio shows interest expense and loan repayments as a percentage of Operating result before depreciation and interest. The QTC benchmark is 2 and Council goes close to being within the appropriate range. Further commentary is provided in the section titled “Strategy for Debt”.



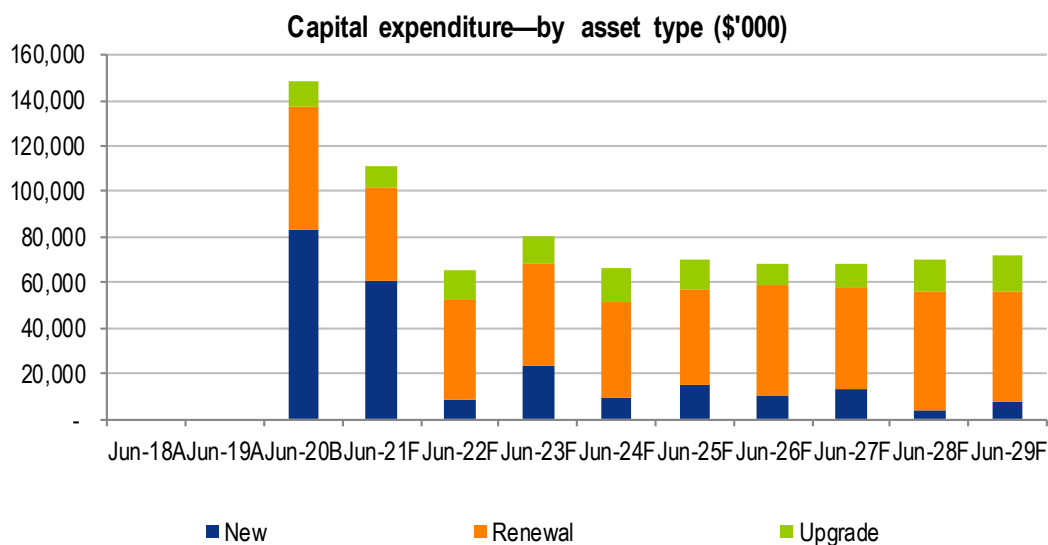
The Cash Expense Cover Ratio shows the number of months of operating expenditure (excluding depreciation and finance costs) covered by Council’s cash holdings. Council’s cash holdings runs close to the benchmark due to limiting debt financing wherever possible over the forecast term.



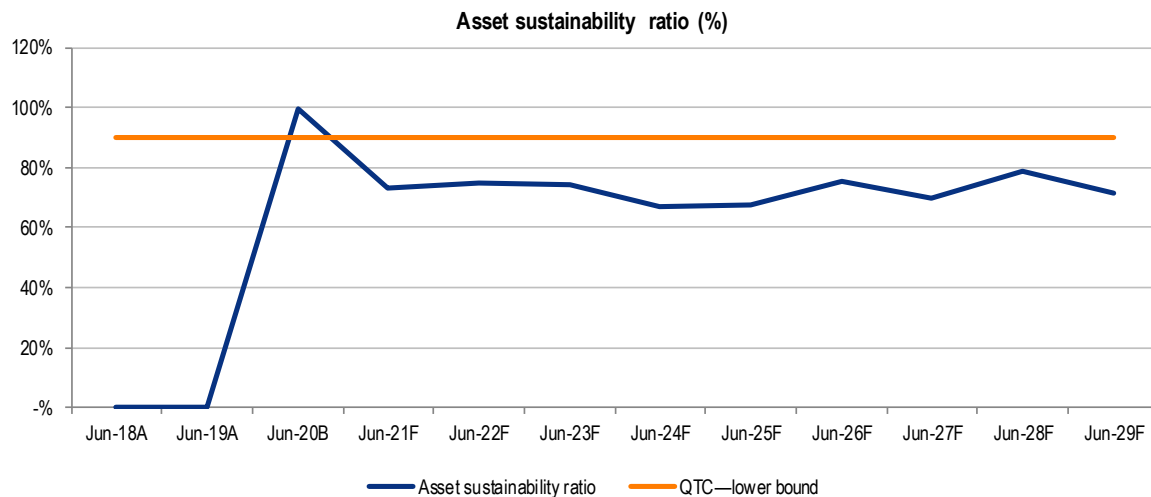
Asset Sustainability

With \$2.6 billion worth of assets deployed in the provision of services to our community, much of what Council does rests with the maintenance and replacement of these assets. Each year as part of the Annual Budget process, there are critical reviews of the highest needs across the asset classes. Renewals are not always the same amount each year depending on the asset that is due. The Airport Runway Resurfacing Project during 2018/19 year was \$12.5 million, whereas there is only a small amount of renewals to the airport in the next few years. Overall Council is aiming to maintain the condition of its assets and ensure the risks of any asset in poor condition is managed adequately. Council has Asset Management Plans for infrastructure assets that provide more detail around the renewal requirements and condition of assets.

The following graph shows Council's Capital expenditure broken up into new expenditure, renewal expenditure and upgrade expenditure.



The following graph shows Council's renewal expenditure compared to depreciation expense (a measure of the consumption or using up of assets). The Department of Local Government sets a benchmark that renewal expenditure should meet 90% of depreciation expense. Many Councils including Rockhampton do not meet this benchmark, but the overall spending on assets is well above these levels. In other words, Council has deemed that new infrastructure has the higher need at that time.



Credit Review Process gives assurance

The Department of Local Government from time to time undertake a Credit Review of Council's Financial Plan and operations. In 2018/19 this was undertaken and Council's rating was maintained as Moderate with a Neutral Outlook.

A Moderate rating means:

The local government's capacity to meet its financial commitments is Moderate in the short to medium-term but is at an acceptable level in the long-term. This capacity may be weakened by adverse changes in general business and economic conditions including unforeseen financial shocks. It may also be weakened by adverse changes to its business and operational environment. The capacity to manage core business risks is Moderate.

A Neutral Outlook means:

Existing financial performance is consistent with the assigned rating. There are no known foreseeable events that would have a direct impact on the local government's capacity to meet its financial commitments. There is a low likelihood of a rating change over a one to two-year period.

Conclusion

This report has provided the major budget highlights as well as key financial information to support the Financial Statements being adopted and the background and results of the Long-Term Financial Forecast.



2019-2020
Budget & Forward
Projections

ROCKHAMPTON REGIONAL COUNCIL

Statement of Comprehensive Income

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Income										
Revenue										
Operating revenue										
Rates and utility charges excluding discounts and rebates	165,171	172,949	182,444	188,048	193,834	200,214	206,399	212,785	219,381	226,193
Less rebates and discounts	(15,544)	(16,333)	(17,290)	(17,827)	(18,383)	(19,001)	(19,596)	(20,210)	(20,844)	(21,500)
Fees and charges	26,271	27,728	29,076	30,470	31,042	32,014	32,974	33,963	34,982	36,032
Rental income	3,118	3,180	3,244	3,309	3,375	3,443	3,511	3,582	3,653	3,726
Interest received	934	1,231	1,576	1,369	1,772	1,778	1,781	1,884	1,942	2,010
Sales revenue	13,293	7,122	7,264	7,409	7,558	7,709	7,863	8,020	8,181	8,344
Other income	4,424	4,512	4,603	4,695	4,789	4,884	4,982	5,082	5,183	5,287
Grants, subsidies, contributions and donations	14,762	14,452	14,741	15,036	15,337	15,644	15,957	16,276	16,601	16,933
Total operating revenue	212,429	214,843	225,658	232,508	239,324	246,684	253,871	261,382	269,079	277,026
Capital revenue										
Government subsidies and grants—capital	64,357	30,072	6,272	3,013	2,920	2,860	2,862	2,922	2,924	2,986
Contributions from developers	1,866	2,749	2,093	2,860	2,917	2,975	3,035	3,095	3,157	3,221
Grants, subsidies, contributions and donations	66,223	32,821	8,365	5,873	5,837	5,835	5,897	6,017	6,082	6,207
Total revenue	278,652	247,664	234,023	238,381	245,161	252,518	259,768	267,399	275,161	283,233
Capital income	-	-	-	-	-	-	-	-	-	-
Total income	278,652	247,664	234,023	238,381	245,161	252,518	259,768	267,399	275,161	283,233
Expenses										
Operating expenses										
Employee benefits	83,397	85,791	87,521	90,147	92,851	95,637	98,506	101,461	104,505	107,640
Materials and services	68,057	63,770	67,065	69,700	71,809	73,414	75,630	77,914	80,900	82,690
Finance costs	6,047	6,252	6,404	5,612	5,871	5,676	5,419	5,135	4,717	4,268
Depreciation and amortisation	54,366	57,126	59,061	60,556	62,223	63,520	64,569	65,736	67,060	68,203
Other expenses	530	545	563	580	597	615	633	652	671	691
Total operating expenses	212,396	213,484	220,614	226,595	233,352	238,861	244,757	250,898	257,853	263,493
Capital expenses	-	-	-	-	-	-	-	-	-	-
Total expenses	212,396	213,484	220,614	226,595	233,352	238,861	244,757	250,898	257,853	263,493
Net result	66,256	34,179	13,409	11,786	11,809	13,657	15,011	16,501	17,308	19,740
Operating result										
Operating revenue	212,429	214,843	225,658	232,508	239,324	246,684	253,871	261,382	269,079	277,026
Operating expenses	212,396	213,484	220,614	226,595	233,352	238,861	244,757	250,898	257,853	263,493
Operating result	33	1,358	5,044	5,913	5,972	7,822	9,114	10,484	11,227	13,533

Statement of Financial Position

	2019-2020 \$000	2020-2021 \$000	2021-2022 \$000	2022-2023 \$000	2023-2024 \$000	2024-2025 \$000	2025-2026 \$000	2026-2027 \$000	2027-2028 \$000	2028-2029 \$000
Assets										
Current assets										
Cash and cash equivalents	44,066	44,538	44,091	44,438	46,461	42,756	45,496	46,786	48,897	51,917
Trade and other receivables	17,336	17,557	18,418	18,998	19,471	20,129	20,720	21,329	21,897	22,604
Inventories	2,092	2,092	2,092	2,092	2,092	2,092	2,092	2,092	2,092	2,092
Other current assets	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297
Non-current assets held for sale	-	-	-	-	-	-	-	-	-	1,502
Total current assets	65,791	66,484	66,898	67,825	70,322	67,274	70,605	72,504	75,182	80,412
Non-current assets										
Property, plant & equipment	2,632,147	2,739,160	2,799,616	2,876,061	2,939,537	3,007,650	3,075,003	3,143,207	3,213,915	3,286,190
Other non-current assets	3,251	2,977	2,990	2,727	2,316	1,787	1,578	1,827	1,922	2,196
Total non-current assets	2,635,398	2,742,137	2,802,606	2,878,788	2,941,852	3,009,437	3,076,581	3,145,035	3,215,837	3,288,386
Total assets	2,701,189	2,808,621	2,869,504	2,946,613	3,012,174	3,076,710	3,147,186	3,217,539	3,291,019	3,368,798
Liabilities										
Current liabilities										
Trade and other payables	22,299	21,805	22,631	23,429	24,069	24,752	25,497	26,264	27,101	27,868
Borrowings	26,320	30,282	29,197	11,877	11,497	12,098	12,704	12,718	13,174	13,635
Provisions	12,015	12,015	12,015	12,015	15,553	12,705	12,015	12,015	12,015	12,015
Other current liabilities	345	345	345	345	345	345	345	345	345	345
Total current liabilities	60,979	64,447	64,188	47,666	51,463	49,901	50,561	51,342	52,636	53,863
Non-current liabilities										
Borrowings	114,460	132,402	125,739	150,919	145,431	137,340	128,642	115,924	102,749	89,114
Provisions	15,118	15,118	15,118	15,118	11,579	10,889	10,889	10,889	10,889	10,889
Other non-current liabilities	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763
Total non-current liabilities	131,341	149,282	142,620	167,800	158,774	149,992	141,294	128,576	115,401	101,766
Total liabilities	192,320	213,729	206,808	215,465	210,237	199,892	191,855	179,917	168,037	155,629
Net community assets	2,508,869	2,594,891	2,662,696	2,731,148	2,801,937	2,876,818	2,955,332	3,037,621	3,122,983	3,213,170
Community equity										
Asset revaluation surplus	958,443	1,010,286	1,064,681	1,121,347	1,180,326	1,241,550	1,305,053	1,370,841	1,438,894	1,509,341
Retained surplus	1,550,426	1,584,606	1,598,015	1,609,801	1,621,610	1,635,268	1,650,279	1,666,780	1,684,088	1,703,828
Total community equity	2,508,869	2,594,891	2,662,696	2,731,148	2,801,937	2,876,818	2,955,332	3,037,621	3,122,983	3,213,170

Statement of Cash Flows

	2019-2020 \$000	2020-2021 \$000	2021-2022 \$000	2022-2023 \$000	2023-2024 \$000	2024-2025 \$000	2025-2026 \$000	2026-2027 \$000	2027-2028 \$000	2028-2029 \$000
Cash flows from operating activities										
Receipts from customers	192,419	195,741	205,265	212,244	218,392	225,196	232,063	239,064	246,344	253,687
Payments to suppliers and employees	(149,155)	(150,959)	(154,688)	(160,002)	(164,998)	(169,369)	(174,420)	(179,663)	(185,650)	(190,674)
Interest received	934	1,231	1,576	1,369	1,772	1,778	1,781	1,884	1,942	2,010
Rental income	3,104	3,175	3,239	3,304	3,370	3,436	3,506	3,576	3,648	3,719
Non-capital grants and contributions	14,625	14,475	14,718	15,012	15,316	15,615	15,931	16,249	16,578	16,902
Borrowing costs	(5,696)	(5,894)	(6,039)	(5,239)	(5,491)	(5,288)	(5,023)	(4,731)	(4,305)	(3,849)
Payment of provision	(1,477)	-	-	-	-	(3,538)	(690)	-	-	-
Net cash inflow from operating activities	54,756	57,769	64,070	66,687	68,361	67,830	73,147	76,379	78,556	81,795
Cash flows from investing activities										
Payments for property, plant and equipment	(146,958)	(111,634)	(64,342)	(79,410)	(65,663)	(69,321)	(67,563)	(67,477)	(69,013)	(70,781)
Payments for intangible assets	(882)	(387)	(793)	(662)	(644)	(560)	(649)	(924)	(796)	(1,026)
Grants, subsidies, contributions and donations	66,223	32,821	8,365	5,873	5,837	5,835	5,897	6,017	6,082	6,207
Net cash inflow from investing activities	(81,616)	(79,201)	(56,769)	(74,199)	(60,470)	(64,045)	(62,315)	(62,384)	(63,727)	(65,600)
Cash flows from financing activities										
Proceeds from borrowings	44,026	48,150	22,500	37,000	6,000	4,000	4,000	-	-	-
Repayment of borrowings	(22,287)	(26,246)	(30,248)	(29,141)	(11,868)	(11,491)	(12,092)	(12,704)	(12,718)	(13,174)
Net cash inflow from financing activities	21,739	21,904	(7,748)	7,859	(5,868)	(7,491)	(8,092)	(12,704)	(12,718)	(13,174)
Total cash flows										
Net increase in cash and cash equivalent held	(5,122)	472	(447)	347	2,023	(3,706)	2,740	1,290	2,110	3,020
Opening cash and cash equivalents	49,188	44,066	44,538	44,091	44,438	46,461	42,756	45,496	46,786	48,897
Closing cash and cash equivalents	44,066	44,538	44,091	44,438	46,461	42,756	45,496	46,786	48,897	51,917

Statement of Changes in Equity

	2019-2020 \$000	2020-2021 \$000	2021-2022 \$000	2022-2023 \$000	2023-2024 \$000	2024-2025 \$000	2025-2026 \$000	2026-2027 \$000	2027-2028 \$000	2028-2029 \$000
Asset revaluation surplus										
Opening balance	909,913	958,443	1,010,286	1,064,681	1,121,347	1,180,326	1,241,550	1,305,053	1,370,841	1,438,894
Increase in asset revaluation surplus	48,530	51,843	54,395	56,666	58,979	61,224	63,503	65,788	68,053	70,447
Closing balance	958,443	1,010,286	1,064,681	1,121,347	1,180,326	1,241,550	1,305,053	1,370,841	1,438,894	1,509,341
Retained surplus										
Opening balance	1,484,170	1,550,426	1,584,606	1,598,015	1,609,801	1,621,610	1,635,268	1,650,279	1,666,780	1,684,088
Net result	66,256	34,179	13,409	11,786	11,809	13,657	15,011	16,501	17,308	19,740
Closing balance	1,550,426	1,584,606	1,598,015	1,609,801	1,621,610	1,635,268	1,650,279	1,666,780	1,684,088	1,703,828
Total										
Opening balance	2,394,083	2,508,869	2,594,891	2,662,696	2,731,148	2,801,937	2,876,818	2,955,332	3,037,621	3,122,983
Net result	66,256	34,179	13,409	11,786	11,809	13,657	15,011	16,501	17,308	19,740
Increase in asset revaluation surplus	48,530	51,843	54,395	56,666	58,979	61,224	63,503	65,788	68,053	70,447
Closing balance	2,508,869	2,594,891	2,662,696	2,731,148	2,801,937	2,876,818	2,955,332	3,037,621	3,122,983	3,213,170

Measures of Financial Sustainability & Required Disclosure

Reported Change in Rates And Utility Charges				
	30/06/2019	30/06/2020	\$ Increase	% Increase
Budgeted Gross Rate Revenue	\$159,162,806	\$164,897,789	\$5,734,983	3.6%

	Forecast								
	30/06/2020	30/06/2021	30/06/2022	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027	30/06/2028
1 Operating Surplus Ratio - Target Benchmark between 0% and 10%									
(Net Operating Surplus / Total Operating Revenue) (%)	0.0%	0.6%	2.2%	2.5%	2.5%	3.2%	3.6%	4.0%	4.2%
2 Net Financial Asset / Liability Ratio - Target Benchmark not greater than 60%									
((Total Liabilities - Current Assets) / Total Operating Revenue) (%)	59.6%	68.5%	62.0%	63.5%	58.5%	53.8%	47.8%	41.1%	34.5%
3 Asset Sustainability Ratio - Target Benchmark greater than 90%									
(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) (%)	99.8%	73.3%	74.6%	74.3%	67.0%	67.4%	75.7%	69.6%	78.6%



Revenue Policy

REVENUE POLICY 2019-2020

STATUTORY POLICY



1 Scope

This policy is Rockhampton Regional Council's strategic Revenue Policy which applies for the financial year 1 July 2019 to 30 June 2020.

2 Purpose

The purpose of this policy is to provide Council with a contemporary Revenue Policy to:

- (a) Comply with legislative requirements; and
- (b) Set principles used by Council in 2019-2020 for:
 - (i) The making and levying of rates and charges;
 - (ii) Exercising its powers to grant rebates and concessions for rates and charges;
 - (iii) Recovery of overdue rates and charges; and
 - (iv) Cost-recovery methods.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Planning Act 2016

Debt Recovery Policy

Development Incentives Policy - 15 May 2018 to 31 December 2020

Development Incentives Policy – 1 August 2017 to 14 May 2018

Development Incentives Policy – 1 December 2013 to 31 July 2017

Fees and Charges Schedule

Infrastructure Charges Collection Policy

Rates Concession Policy

Reconfiguration of a Lot Incentives Policy

Revenue Statement

Rockhampton Region Planning Scheme

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Adopted/Approved:	DRAFT	Department:	Corporate Services
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4 Definitions

To assist in interpretation, the following definitions apply:

CEO	Chief Executive Officer A person who holds an appointment under section 194 of the <i>Local Government Act 2009</i> . This includes a person acting in this position.
Council	Rockhampton Regional Council
Region	Area defined by the electoral boundaries of Rockhampton Regional Council.

5 Policy Statement

In accordance with the *Local Government Act 2009*, this Revenue Policy is used in developing the revenue budget for 2019-2020.

Where appropriate Council is guided by the principles of equity and "user pays" in the making of rates and charges to minimise the impact of rating on the efficiency of the local economy.

5.1 Making and Levying of Rates and Charges

In making rates and charges, Council is required to comply with legislative requirements.

Council will also have regard to the principles of:

- (a) Equity by taking into account the actual and potential demands placed on Council, location and use of land, unimproved and site value of land, and land's capacity to earn revenue;
- (b) Transparency in the making of rates and charges;
- (c) Having in place a rating regime that is simple and efficient to administer;
- (d) National competition principles where applicable (user pays);
- (e) Clarity in terms of responsibilities (Council's and ratepayers) in regard to the rating process; and
- (f) Timing the levy of rates to take into account the financial cycle of local economic activity, in order to assist the smooth running of the local economy.

5.2 Granting Concessions for Rates and Charges

In considering the application of concessions, Council is guided by the principles of:

- (a) Equity by having regard to the different levels of capacity to pay within the local community;
- (b) Transparency by making clear the requirements necessary to receive concessions;
- (c) Flexibility to allow Council to respond to local economic issues;
- (d) The same treatment for ratepayers with similar circumstances; and
- (e) Responsiveness to community expectations of what activities should attract assistance from Council.

Consideration may be given by Council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.

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5.3 Recovering Overdue Rates and Charges

Council exercises its recovery powers pursuant to the provisions of Chapter 4 Part 12 of the *Local Government Regulation 2012*, in order to reduce the overall rate burden on ratepayers.

Council is guided by the principles of:

- (a) Transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
- (b) Clarity and cost effectiveness in the processes used to recover outstanding rates and charges;
- (c) Equity by having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;
- (d) Providing the same treatment for ratepayers with similar circumstances; and
- (e) Flexibility by responding where necessary to changes in the local economy.

5.4 Principles Used for Cost-Recovery Fees

Section 97 of the *Local Government Act 2009* allows Council to set cost-recovery fees.

Council recognises the validity of fully imposing the user pays principle for its cost-recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the Region's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council is cognisant of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

5.5 Other Matters

5.5.1 Purpose of Concessions

Statutory provision exists for Council to rebate or defer rates in certain circumstances. In considering the application of concessions, Council is guided by the principles set out in paragraph 5.2.

5.5.2 Physical and Social Infrastructure Costs for New Development

Council requires developers to pay reasonable and relevant contributions towards the cost of physical and social infrastructure required to support the development. Specific charges are detailed in Council's town planning schemes.

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016*. These schemes are based on normal anticipated growth rates. Where a new development is of sufficient magnitude to accelerate the growth rate of a specific community within the Region, it may be necessary to bring forward physical and social infrastructure projects. Where this occurs, Council expects developers to meet sufficient costs to ensure the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

5.5.3 Development Incentives Policies

Council has adopted development incentives policies to stimulate the economic growth of the Region. The development incentives policies can be found on Council's website. The focus of the policies are to provide relief of fees and charges to those applications which:

- (a) Create new jobs and investment;
- (b) Value-add through enhanced service delivery or supply chains;
- (c) Generate growth within identified strategic industrial and commercial locations; and
- (d) Diversify and make the local economy more sustainable.

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5.6 Delegation of Authority

Authority for implementation of the Revenue Policy is delegated by Council to the CEO in accordance with section 257 the *Local Government Act 2009*.

Authority for the day to day management of the Revenue Policy is the responsibility of the Deputy Chief Executive Officer/General Manager Corporate Services and/or the Chief Financial Officer.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – reviewed each financial year at the beginning of the annual budget process;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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Revenue Statement

REVENUE STATEMENT 2019/2020



SCOPE

The Revenue Statement is produced in accordance with s104 of the *Local Government Act 2009* and s169 and 172 of the *Local Government Regulation 2012*.

OVERVIEW

The purpose of this revenue statement is:

- to provide an explanatory statement outlining and explaining the revenue raising measures adopted in the budget, and
- to comply in all respects with legislative requirements.

REFERENCE

- *Local Government Act 2009*
- *Local Government Regulation 2012*

APPLICABILITY

This revenue statement applies to the financial year from 1 July 2019 to 30 June 2020. It is approved in conjunction with the Budget as presented to Council on 26 June 2019.

It is not intended that this revenue statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence should clarification be required.

GUIDELINE

Pursuant to the provisions of the *Local Government Act 2009* and the *Local Government Regulation 2012* the following explanation of revenue raising measures adopted in the 2019/2020 Budget are provided.

1. RATES AND CHARGES (LGA s94)

For the financial year beginning 1 July 2019, Rockhampton Regional Council will make and levy rates and charges. Rates and Charges will include:-

- A. Differential General Rates,
- B. Special Rates and Charges,
- C. Separate Charges, and
- D. Utility Charges for Water, Sewerage and Waste Management.

The Statement deals with the principles used by Council in fixing rates and charges and if applicable, how the Council will apply user pays principles to utility and general charges.

2. GENERAL RATES RATIONALE

Council accepts that the basis for levying general rates in Queensland is land valuations. Ideally, the general rate would be determined by dividing the total income needed from general rates by the rateable valuation of lands. However there is considerable diversity in the Region in terms of land use and location (such as between the urban and rural areas), land values, access to, and actual and potential demands for services and facilities.

Council is committed to spreading the general rates burden equitably among broad classes of ratepayer. This does not mean the general rate is levied on a “user pays system”. Instead, Council has designed the general rating system taking into account the following factors:

- the relative rateable value of lands and the general rates that would be payable if only one general rate were levied;
- the use of the land as it relates to actual and potential demand for Council services;
- location of the land as it relates to actual and potential demand for Council services; and
- the impact of rateable valuations on the level of general rates to be paid. Council is of the opinion that a common rating policy and structure should be embraced for the whole region.

3. GENERAL RATES – CATEGORIES AND DESCRIPTIONS (LGR Part 5 Division 1)

Council adopts differential general rating for the following reasons:

- Council is committed to spreading the general rates burden equitably;
- the use of a single general rate would not result in an equitable distribution of the rates burden among ratepayers;
- certain land uses and locations of lands require and/or impose greater demands on Council services relative to other land uses and locations; and
- valuation relativities between commercial/industrial, rural, urban, productive and residential uses, do not reflect the intensity of land use nor the actual or potential demands on Council services and facilities.

Land rating categories are defined by separating the town and rural locations of the Council area and then differentiating properties based on the use to which the land is being put. Where it is considered appropriate, relative valuations are used to define land rating categories in order to reduce the variation in general rate charges between consecutive years and limit increases to a reasonable level across all land uses.

The Council, for the purpose of making and levying differential general rates, has resolved to categorise all rateable land in its area into twenty two (22) categories and sub categories specified hereunder in the schedule. The Council delegates to the CEO the power to identify the rating category to which each parcel of rateable land belongs. In undertaking this task the CEO will be guided by the descriptions of each category. The terms LV, ‘Land Valuation’, ‘SV’ and ‘Site Valuation’ refer to the Land Valuation and Site Valuation assigned by the Queensland Department of Natural Resources, Mines and Energy for the applicable year of valuation.

The term “principal place of residence” is a single dwelling house or dwelling unit that is the

permanent place of residence at which at least one owner of the land predominantly resides.

In establishing principal place of residence Council may consider but not be limited to, the owner's declared address for electoral roll, driver's licence or any other form of evidence deemed acceptable to Council.

GENERAL RATING CATEGORIES 2019-20

No.	Category	Description	Identifiers (Land Use Codes)
1	Commercial/ light industry	Land used, or intended to be used, in whole or in part, for commercial or light industrial purposes, other than land included in categories 2(a), 2(b), 2(c), 3 and 22.	1,4,6,7, 10 to 49 (excl. 31, 35, 37, 40 and lands in any other category).
2 (a)	Major shopping centres with a floor area 0 – 10,000 m ²	Land used, or intended to be used, as a shopping centre with a gross floor area up to 10,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001
2 (b)	Major shopping centres with a floor area 10,001 - 50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area between 10,001m ² and 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001
2 (c)	Major shopping centres with a floor area >50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area greater than 50,000m ² and a value greater than \$2,500,001.	12 to 16 inclusive and 23, with a rateable valuation >\$2,500,001
3	Heavy and noxious industry	Land used, or intended to be used, for:- (a) a fuel dump; (b) fuel storage; (c) an oil refinery; (d) heavy industry; (e) general industry; (f) noxious industry which emanates noise, odour or dust, including an abattoir.	31, 35, 37
4	Power Generation	Land used, or capable of being used, for the generation of greater than 400 megawatts of electricity.	37

5	Extractive	Land used, or intended to be used, in whole or in part, for:- (a) the extraction of minerals or other substances from the ground; and (b) any purpose associated or connected with the extraction of minerals and other substances from the ground.	40
6	Agriculture, farming and other rural	Land used, or intended to be used, for non-residential rural, agricultural or farming purposes.	60 to 89 and 93 to 94 (excl. 72 excl. lands in any other category).
8A	Residential Other	Land with a value of less than \$110, 001 used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; or (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
8B	Residential Other	Land with a value of \$110,001 or more used, or intended to be used, for:- (a) residential purposes, other than as the owner's principal place of residence; or (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
9	Residential 1	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of less than \$105, 001.	1, 2, 4, 5, 6 and 94 with a rateable valuation <\$105,001 (excl. lands in any other category).
10	Residential 2	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$105,001 and \$170,000.	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$105,000 but <\$170,001 (excl. lands in any other category).

11	Residential 3	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value of between \$170,001 and \$250,000.	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$170,000 but <\$250,001 (excl. lands in any other category).
12	Residential 4	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value between \$250,001 and \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$250,000 but <\$500,001 (excl. lands in any other category).
13	Residential 5	Land used or intended to be used for residential purposes, as the owner's principal place of residence with a value more than \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$500,000 (excl. lands in any other category).
21	Strata (residential)	Land, which is a lot in a community title scheme or residential group title, used as the owner's principal place of residence.	Land use codes 8 and 9 (excl. lands in any other category).
22	Strata (commercial/ industrial)	Land, which is a lot in a community title scheme or building unit, which is used, or intended to be used, for commercial or industrial purposes.	Land use codes 8 and 9
24	Vacant urban/rural land >\$430,000	Vacant land intended for use for development purposes with a value of more than \$430,000.	Land use code 1 and 4 with a rateable valuation >\$430,000
25	Developer concession	Land, which qualifies for a discounted valuation pursuant to section 50 of the <i>Land Valuation Act</i> .	Land use code 72
26	Special uses	Land, used, or intended to be used, for non-commercial purposes such as social and community welfare, defence or education purposes.	Land use codes 21, 50 – 59, 92, 96 – 100
27 (a)	Other \$0 - \$60,000	Land, with a value of \$60,000 or less, which is not otherwise categorised.	Land use codes 1, 4, 90, 91 and 95

27 (b)	Other - >\$60,000	Land, with a value of more than \$60,000, which is not otherwise categorised.	Land use codes 1, 4, 90, 91 and 95
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General Rates and Minimum General Rates

For the 2019/20 financial year differential general rates and minimum general rates will be levied pursuant to section 94 of the *Local Government Act 2009*, on the differential general rate categories as follows-

Category No.	Category	General Rate (cents in the Dollar of Rateable Value)	Minimum General Rate (\$)
1	Commercial/light Industry	1.9915	1,458
2 (a)	Major shopping centres with a floor area 0 – 10,000m ²	2.4669	20,034
2 (b)	Major shopping centres with a floor area 10,001 - 50,000m ²	3.2899	228,790
2 (c)	Major shopping centres with a floor area >50,000m ²	6.7716	1,728,678
3	Heavy and noxious industry	2.9043	3,041
4	Power Generation	5.5353	3,041
5	Extractive	7.7903	2,482
6	Agriculture, farming and other rural	1.2312	1,354
8A	Residential Other, \$ 0 - \$110,000	1.3523	968
8B	Residential Other, >\$110,000	1.2255	1,489
9	Residential 1, \$ 0 - \$105,000	1.181	736
10	Residential 2, \$105,001 - \$170,000	1.0569	1,241
11	Residential 3, \$170,001 - \$250,000	1.0079	1,780
12	Residential 4, \$250,001 - \$500,000	0.9226	2,529
13	Residential 5, > \$500,000	0.8314	4,613
21	Strata (residential)	1.2184	736

22	Strata (commercial/industrial)	2.1724	1,458
24	Vacant urban land >\$430,000	1.9643	1,458
25	Developer concession	1.1633	0
26	Special uses	1.4173	2,369
27 (a)	Other \$0 - \$60,000	1.64	627
27 (b)	Other >\$60,001	2.4192	1,458

4. **LIMITATION ON RATE INCREASE – LGR Part 9, Division 3**

For the 2019/20 financial year Council will not be resolving to limit any increases in rates and charges.

5. **SPECIAL RATES/CHARGES (LGA s94)**

Rural Fire Services Levies

Council will, pursuant to section 128A of the *Fire and Emergency Services Act 1990* and section 94 of the *Local Government Act 2009*, make and levy special charges for the provision of rural fire fighting services to certain parts of the Region. The charges shall be levied on all land which specially benefits from the provision of rural fighting services.

For 2019/20, the Council shall make a special charge, in the following amounts, for each of the following Rural Fire Brigades.

Rural Fire Brigade	Levy 2019/20	Rural Fire Brigade	Levy 2019/20
Alton Downs	\$40.00	Garnant	-
Archer Ulam	\$40.00	Gogango	\$25.00
Aricia	-	Gracemere	\$20.00
Bajool	\$25.00	Kalapa	\$20.00
Bouldercombe	\$50.00	Marmor	\$20.00
Calioran	-	Mornish	-
Calliungal	\$50.00	Stanwell	-
Dalma	\$20.00	South Ulam	-
Faraday	-	Westwood	\$50.00

The rateable land to which each of the special charges will apply is land within the areas separately described on a map titled "RURAL FIRE BRIGADE BOUNDARIES" MAP 1, administered by the Queensland Fire and Emergency Services (Attachment 1, page 50).

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to these charges.

Overall Plans

The Overall Plan for each of the special charges is as follows:-

1. The service, facility or activity for which each special charge is levied is to fund the provision of fire prevention and fire fighting services, equipment and activities by the rural fire brigades identified in the special charge table in the defined benefit areas.
2. The time for implementing the overall plan is one (1) year ending 30 June 2020. However, provision of fire fighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2020.
4. The estimated cost of implementing the overall plan (being the cost of planned works and activities for 2019/20) is approximately \$100,000.
5. The special charge is intended to raise all funds necessary to carry out the overall plan.

The occupier of the land to be levied with the special charge has specifically benefited, or will specifically benefit, from the implementation of the overall plan, comprising fire-fighting services, because rural fire brigades are charged with fire-fighting and fire prevention under *the Fire & Emergency Services Act 1990* and whose services could not be provided or maintained without the imposition of the special charge.

6. SEPARATE CHARGES (LGA s94)

Council will make and levy separate rates pursuant to section 94 of the *Local Government Act 2009* to defray the expense it incurs in providing identified services or facilities or engaging in identified activities for the benefit of its local governed area. The charges are calculated on the basis of the estimated cost to Council of providing these services. Revenue raised from these charges will only be used to fund either all or part of the costs associated with the activities.

Council considers that the benefit of each service, facility or activity is shared equally by all parcels of rateable land, regardless of their value.

Road Network Separate Charge

Council will make and levy a separate charge to defray part of the cost of maintaining the road network within the region. Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Road Network Separate Charge will be \$450.00 per annum per rateable assessment throughout the region.

Natural Environment Separate Charge

Council will make and levy a separate charge to defray part of the cost of formulating and implementing initiatives for environmental protection, enhancement and conservation, including the many and varied initiatives that contribute to these outcomes.

Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Natural Environment Separate Charge will be \$50.00 per annum per rateable assessment throughout the region.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to the Natural Environment Separate Charge.

7. UTILITY CHARGES (LGA s94)

Council will make and levy utility service charges, pursuant to section 94 of the *Local Government Act 2009*, for the financial year beginning 1 July 2019 on the basis of an equitable distribution of the burden on those who utilise, or stand to benefit from, the provision of the utility services.

WATER

Water charges will be set to recover all of the costs associated with the provision of water services by Council in the financial year.

Subject to any express provision to the contrary Council will charge all land connected to its water supply, or capable of connection to the supply, a two-part tariff for the period 1 July 2019 to 30 June 2020, comprising:-

- a graduated single tier access charge for land connected to Council's water supply, or capable of connection to the supply; and
- a multi-tiered consumption charge for residential users and a single tier charge for non-residential users.

There are three (3) water supply areas: Gracemere, Mount Morgan and Rockhampton.

The following additional policy is adopted in relation to access charges:

- (a) The access charge for an individual residential community title lot will be the sum payable for a 20mm water meter connection, regardless of the true size of the connection to the lot itself or to the development of which it forms part.
- (b) The access charge for premises that contain residential flats will be the sum payable for a 20mm water meter connection multiplied by the number of flats upon the premises, regardless of the true size of the connection to the premises.
- (c) To prevent doubt, a management lot in a staged residential community titles scheme is not a residential community title lot.
- (d) The access charge for an individual commercial community title lot will be:
 - i. If the size of the water meter at the boundary of the scheme land (i.e. the meter to which the property services to individual scheme lots connect) is not greater than 50mm, then the access charge per lot shall be the sum payable for a 20mm water meter connection.
 - ii. If the size of the water meter at the boundary of the scheme land is greater than 50mm, the standard non-residential access charges according to the meter size will apply.

The following additional policy is adopted in relation to consumption charges:

- (a) Where water is supplied to premises that comprise a residential flats development, the consumption volume allowed in each tier will be multiplied by the number of flats upon the premises.
- (b) Where water is supplied to a lot which forms part of a community titles scheme, and the supply to each individual lot and the common property is not separately metered, Council will levy the consumption charges for the water supplied to the premises (the scheme) in a manner permitted by section 196 of the *Body Corporate and Community Management Act 1997*, namely:
 - i. Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the contribution schedule lot entitlement of the owner's lot to the aggregate of contribution schedule lot entitlements recorded in the community management statement for the community titles scheme; or
 - ii. For a community titles scheme in which there is only a single schedule of lot entitlements rather than a contributions schedule and an interest schedule (i.e. a scheme that continues to be governed by the Building Units and Group Titles Act rather than by the *Body Corporate and Community Management Act 1997*), Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the lot entitlement of the owner's lot to the aggregate of lot entitlements recorded in the building units plan or the group title plan of which the lot is part; or
 - iii. Alternatively to levying the consumption charges on the basis of lot entitlement, Council may exercise its discretion to enter with the body corporate for a community titles scheme to which the *Body Corporate and Community Management Act* applies an arrangement under which the body corporate accepts liability for the full consumption charge payable upon the supplied volume recorded on the water meter at the boundary of the scheme land, in which case Council will levy the body corporate for the full amount of the consumption charge and will make no separate levies against lots in the scheme.
- (c) Where water is supplied to a lot or common property which forms part of a community titles scheme where the supply to each individual lot and the common property is separately metered to the common property of a community titles scheme, Council will levy each lot for its metered consumption and the body corporate for the water supplied to the common property.
- (d) Where more than one dwelling house is situated upon a single parcel of land (that is to say, the land the subject of a single valuation), Council will charge a separate two-part tariff for each dwelling house as if each were located upon a different, individually-valued parcel.
- (e) Where a dwelling house is situated partly upon one parcel of land and partly upon another, Council will charge a single two-part tariff for supply to the building, and will levy the tariff against the parcel upon which the dominant portion of the house is situated. The dominant portion will be the portion of the house that has the greater floor area.
- (f) The following provisions apply to premises serviced by a designated fire service:
 - i. Council will charge a separate two-part tariff for the service, in addition to the tariff/s it charges for any other water service connection/s to the land.
 - ii. The access charge for the service will be determined upon the basis that the service connects to a 20mm water meter.

- iii. Standard consumption charges will apply unless Council resolves to discount the charge pursuant to this resolution.
 - iv. The consumption charge will be, for a quarter for which the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, use of the service to fight a fire, either the standard consumption charge or that sum discounted by a percentage Council determines as appropriate.
 - v. If the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, that the service was used during a quarter to fight a fire, and Council determines after the end of that quarter that a discounted consumption charge was appropriate for the quarter, Council may credit against the next quarterly consumption charge the difference between the charge paid and the discounted charge determined as appropriate.
 - vi. To prevent doubt, Council may determine that a 100% discount is or was appropriate.
- (g) For non-licensed premises (i.e. premises for which there exists no liquor license) occupied or used by approved sporting bodies, or approved non-profit charitable organisations, Council will provide a concession in accordance with its concession policy for access to Council's water supply, and water consumed from that supply will be charged at Residential rates.
- (h) Council will apply section 102 of the *Local Government Regulation 2012* to the reading of water meters so that if a meter is due to be read on a particular day (e.g. the last day of a quarter) to enable Council to calculate a consumption charge to be levied, the meter will be deemed read on that particular day if it is read within 2 weeks before the day or 2 weeks after the day.
- (i) The commencing water meter reading for a quarterly consumption charge cycle (i.e. a quarter plus or minus 2 weeks at the beginning and the end of the quarter) is the reading last recorded in a quarterly charge cycle, or, in the case of a new meter connection, the reading recorded on the day of connection.
- (j) The minimum value of a debt required to raise a charge will be \$5.00. If the total charge on an Assessment is less than this amount, then the charges will not be raised and consequently a bill will not be issued. This charge is not raised at all and is effectively written off which will prevent the raising of small balances where the cost of administration, printing, postage and collection is greater than the revenue returned.
- (k) For the purposes of making and levying water charges the following definitions apply:-
- i. An approved sporting body is an association of persons, incorporated or not, and whether an individual association or a member of a class of association, that Council accepts or approves by resolution as a body that benefits the community by organising and conducting a sporting activity or sporting activities and whose constitution prevents the distribution of its income and assets to its members.
 - ii. An approved charitable organisation is an organisation incorporated or not, that Council accepts or approves by resolution as a charitable organisation, and whose constitution prevents the distribution of its income and assets to its members.
 - iii. A community title lot is a lot in a community titles scheme.
 - iv. A community titles scheme is a community titles scheme created under the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme

but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act 1997* (e.g. a development created under the *Integrated Resort Development Act 1987*.

- v. A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.
- vi. A designated fire service is a water supply service to premises, specifically dedicated for use in fighting fires.
- vii. A flat is a self-contained residential unit or module that is not a community title lot; but (to prevent doubt) the expression does not include a bedroom in a boarding house.

Gracemere Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Gracemere Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2019 to the 30 June 2020 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 420.00
25mm	\$ 655.00
32mm	\$ 1,072.00
40mm	\$ 1,674.00
50mm	\$ 2,617.00
Special 60mm	\$ 3,818.00
65mm	\$ 4,422.00
75mm	\$ 5,887.00
80mm	\$ 6,699.00
100mm	\$ 10,465.00
150mm	\$ 23,547.00
200mm	\$ 41,865.00
Vacant Land	\$ 420.00

The access charge for unoccupied land that is capable of connection to Council's water supply will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Gracemere Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2019 to the 30 June 2020 and billing will generally be in arrears on a quarterly basis.

Gracemere Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Gracemere Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

Mt Morgan Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Mount Morgan Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2019 to the 30 June 2020 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 432.00
25mm	\$ 675.00
32mm	\$ 1,106.00
40mm	\$ 1,726.00
50mm	\$ 2,696.00
65mm	\$ 4,558.00
75mm	\$ 6,067.00
80mm	\$ 6,811.00
100mm	\$ 10,785.00
150mm	\$ 24,267.00
200mm	\$ 43,141.00
Vacant Land	\$ 432.00

The access charge for unoccupied land that is capable of connection to Council's water supply, will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Mount Morgan Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2019 to the 30 June 2020 and billing will generally be in arrears on a quarterly basis.

Mount Morgan Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Mount Morgan Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

Rockhampton Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Rockhampton Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2019 to the 30 June 2020 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 394.00
25mm	\$ 615.00
32mm	\$ 1,007.00
40mm	\$ 1,572.00
50mm	\$ 2,456.00
65mm	\$ 4,152.00
75mm	\$ 5,529.00
80mm	\$ 6,290.00
100mm	\$ 9,828.00
150mm	\$ 22,110.00
200mm	\$ 39,308.00
Vacant Land	\$ 394.00

The access charge for unoccupied land that is capable of connection to Council's water supply will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Rockhampton Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2019 to the 30 June 2020 and billing will generally be in arrears on a quarterly basis.

Rockhampton Water Supply Scheme – Non Residential Water Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$1.85/kl

Rockhampton Water Supply Scheme – Residential Water Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.80/kl
> 75kl <=150kl per quarter	\$1.25/kl
>150kl per quarter	\$2.47/kl

SEWERAGE

For the financial year beginning 1 July 2019 Council will make and levy a sewerage charge in respect of land within the Declared Sewerage Areas of Rockhampton Region to which the Council provides or is prepared to provide sewerage services, including areas to which such services are extended from time to time during the course of the financial year.

A sewerage charge will also be levied on non-rateable land where the owner of the land requests that Council provide sewerage services.

In accordance with the Requirement to Connect to Sewerage Infrastructure Policy that was adopted by Council on 7 October 2014, the sewerage access charges in relation to Stage 2 of the Mount Morgan Sewerage Scheme are only charged upon connection to the system.

The sewerage charge will be set to recover all of the costs associated with the provision of sewerage reticulation services provided by Council in the financial year.

For occupied land, charges for 2019/20 will be made and levied on the following basis:-

- i. Generally, a sewerage charge will be levied in respect of each water closet pedestal or urinal installed.
- ii. However, for a single dwelling, residential unit, stables property or a property subject to a residential differential rate, only the first water closet pedestal will attract the normal sewerage pedestal charge.
 - The term single dwelling is to be given its ordinary meaning as a residential property used for ordinary domestic purposes and includes home office situations such as for example, where desk or computer work may be done, phone calls made or answered from within the premises for business purposes but where there are no more than 1 (one) non-resident employee on the premises and no significant external indicia to distinguish the premises from any other domestic residence;
 - The term single dwelling does not include premises where a distinct externally visible business activity has been established.
- iii. In the case of multiple dwellings on a single title or assessment (e.g. flats), the sewerage charge is calculated by multiplying the number of flats by the charge for the first water closet pedestal.
- iv. In the case of Retirement Villages or Aged/Nursing Homes incorporating independent living accommodation, the sewerage charge will be levied on the first pedestal only in each

independent living unit/cottage. Sewerage charges will be levied on a per pedestal/urinal basis for pedestals/urinals installed elsewhere at the Aged/Nursing Homes properties.

- v. For all other premises, the sewerage charge is calculated on the number of pedestals together with the number of urinals multiplied by the charge for the first water closet pedestal. For the purpose of this paragraph, each 1200mm of a continuous style urinal or part thereof will count as one urinal.
- vi. Sewerage Charges do not apply to Public Amenities Blocks on leased Council land that are locked and controlled by the Clubs

Where there is more than one dwelling house on a land parcel, charges shall apply as if each house were on a separate land parcel. Where there is more than one commercial or industrial building upon a land parcel, charges will apply as if each building were on a separate land parcel.

Where a building is used for more purposes than one, charges will be levied by reference to the dominant use of the building, determined by Council.

For properties within the differential general rating category '6' Agriculture, farming and Other Rural, the sewerage utility charge is levied on the same basis as residential properties, even though to be eligible the properties must be classified as commercial use properties.

For the purpose of these charges:

- (a) a community titles lot is taken to be:
 - I. A single dwelling if it is used wholly or predominantly as a place of residence; and
 - II. A non-dwelling property in any other case.
- (b) A community title lot is a lot in a community titles scheme;
- (c) A community titles scheme is a community titles scheme created under or by virtue of the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act* (e.g. a development created under the *Integrated Resort Development Act 1987*);
- (d) A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.

The sewerage charges will be those shown in the following tables:-

<u>Sewered Premises</u>	<u>Basis</u>	<u>Number of Charges</u>
Private Dwelling/Residential Unit or Stables or property subject to rural differential rate.	Each Residence (regardless of number of pedestals)	1 Charge
Flats	Each Flat	1 Charge
Aged/Nursing Home Plus Aged/Nursing other fixtures	Each Unit/Cottage Each Pedestal/Urinal	1 Charge 1 Charge

Other Premises	Each Pedestal / 1200mm of Urinal or part thereof	1 Charge
Vacant Land	Each rateable property	1 Vacant Land Charge

For those properties in the Declared Sewerage Areas, charges as per the above schedule for 2019/2020 will be:

<u>Declared Sewered Area</u>	<u>Amount of Charge</u>	<u>Amount of Vacant Land Charge</u>
Gracemere	\$832.00	\$790.00
Mount Morgan	\$769.00	\$730.00
Rockhampton	\$637.00	\$606.00

WASTE & RECYCLING

For the financial year beginning 1 July 2019, Council will make and levy the following utility charges for:

<u>Schedule of Waste Collection and Recycling Charges</u>	
<u>Service</u>	<u>Annual Charge</u>
Domestic Services	
Combined General Waste/Recycling Service	\$430.00
Additional General Waste Service – same day service as nominated service day	\$330.00
Additional Recycling Service – same day service as nominated service day	\$194.00
Commercial Services	
General Waste Service	\$423.00
Recycling Service	\$233.00
Commercial Residential General Waste Service	\$354.00

Services to be provided

Domestic Waste and Recycling Services

The service comprises the following services as described:

Combined Domestic General Waste Collection and Recycling Service

This service is on the basis that the combined general waste collection and recycling service provided is available to properties within a Declared Waste Collection Areas.

The combined domestic general waste collection and recycling charge, Council levies against a Domestic Premise will be the single sum shown in the Schedule of Waste Collection and Recycling Charges, covering for the full financial year the combined cost of:

- providing a Standard General Waste Container (waste container) to hold domestic general waste; and
- emptying the waste container once per week and removing the contents from the premises; and

- providing a waste container to hold recyclables; and
- emptying the recyclables waste container fortnightly, and removing the contents from the premises.

Domestic Premises – General

Council will levy the charge on each parcel of residential land, including a lot in a community title scheme, whether occupied or not, within the Waste Collection Areas, charges and regardless of whether ratepayers choose to use the domestic general waste collection and/or recycling services Council makes available.

Where a service is supplied to a residence on a property within differential rating category 6 – Agriculture, farming and other rural, the domestic waste charge shall apply. For newly constructed structures, the charge will apply from the earlier of plumbing or building approval or delivery of waste containers.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure.

The number of charges levied to a domestic property shall be the number of bins the Chief Executive Officer or his delegate considers necessary; or the number of bins the ratepayer requests, whichever is greater. Additional bin collections from domestic properties will only be made available on the same day as the minimum service.

Commercial Waste and Recycling Services

The service comprises of the following services as described:

Commercial Premises in a Designated Waste Collection Area

This service is on the basis that the general waste and recycling collection service it provides are available to commercial properties within the Designated Waste Collection Areas.

A General Waste Collection and or Commercial Recycling Collection levy shall be charged per waste container collection (called a Service) as per the Schedule of Waste Collection and Recycling Charges, covering for the full financial year the combined cost of:

- providing the number of waste containers that the Chief Executive Officer or his delegate considers necessary or the number of bins the ratepayer requests, whichever is greater; and
- emptying each waste container and removing the contents from the premises on the number of occasions each week that the Chief Executive Officer or his delegate considers necessary; or on the number of occasions the ratepayer requests, whichever is greater;
- where a waste container is provided to hold recyclables; and
- emptying and removing the contents from the premises of that waste container once per fortnight.
- Queensland Government waste levy – as per the *Waste Reduction Recycling (Waste Levy) Amendment Act 2019*.

Commercial Residential Waste Service.

This service is undertaken on the above premise but excludes the Queensland Government waste levy. Eligible properties are residential properties that Council provides a commercial waste collection service (not recycling). Eligible properties are:

- Nursing Homes, retirement villages and private age care
- Residential, lifestyle or manufactured home parks

- Boarding Houses
- Purpose built Student Accommodations – off campus, rooming accommodations

Commercial Premises - General

Council will levy a waste collection and recycling collection levy against commercial premises for the removal of commercial waste and recycling, unless the Chief Executive Officer or his delegate is satisfied that an approved private waste collection provider removes commercial waste and recycling from the premises, and will do so, at least once weekly for commercial waste and or once fortnightly for recycling.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure. Charges for the collection of Commercial Waste will be based on volume and frequency of collection. Charges will be made for additional collections from commercial properties.

8. COST RECOVERY FEES (LGA s97)

The principles of Full Cost Pricing are applied in calculating all cost recovery fees of the Council where applicable, but the fees will not exceed the cost to Council of providing the service or taking the action for which each fee is charged.

Cost Recovery Fees are listed in Fees and Charges which was last adopted at Council's Meeting held on 4 June 2019.

9. BUSINESS ACTIVITY FEES

Council has the power to conduct business activities and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

Business activity fees include but are not confined to the following: rents, plant hire, private works and hire of facilities.

10. TIME FOR PAYMENT (LGR s118)

Rates and utility charges referred to in this policy shall generally be levied half yearly with the exception of water consumption which will be levied at quarterly intervals on a rolling basis. Such rates and utility charges shall be payable by the due date detailed on the rate notice.

All rates and charges will be due and payable on the day that is 30 clear days after the issue of a notice to pay.

As a guide a separate rates notice will be issued in the first six months of the financial year (July – December), and in the second half of the financial year (January – June). These notices will cover the billing periods 1 July 2019 to 31 December 2019 (usually issued July or August), and 1 January 2020 to 30 June 2020 (usually issued January or February), respectively. Each notice includes one half of the annual rates and charges levied.

11. INTEREST (LGR s133)

All rates and charges remaining outstanding 30 clear days after the due date will be deemed to be

overdue rates and will thereafter bear interest at the rate of 9.5% per annum, compounding on daily rests in accordance with the *Local Government Regulation 2012*, calculated on the balance of overdue rates and charges.

12. DISCOUNT (LGR s130)

Discount at the rate of ten (10) percent will be allowed on gross Council rates and charges, excluding any charge specifically excluded from discount entitlement, provided payment of the full amount outstanding, including any overdue rates and interest to the date of payment, less any discount entitlement, is paid by the due date on original notice of the levy.

The discount shall not apply to special charges, Natural Environment separate charge or water consumption charges.

13. RATE CONCESSIONS (LGR s121)

Council approves concessions each year prior to its budget meeting, in the form of the Rate Concession Policy. This was adopted by Council on the 18 June 2019. The main areas of concessions are as follows:

Pensioner Subsidy

For Pensioner Ratepayers of their principal place of residence Council will offer a subsidy (upon the same terms and conditions as the Queensland Government Pensioner Rate Subsidy Scheme of 20% (to a maximum of \$260) on all rates levied in respect of the property the person owns and occupies, excluding special rates/charges and rural and state fire levies/charges.

For Pensioner Ratepayers of their principal place of residence a person in receipt of a Widow/ers Allowance will be entitled to a subsidy of 20% (to a maximum of \$260) on all rates levied in respect of the property the person owns and occupies, excluding special rates/charges and rural and state fire levies/charges.

In both cases, the concession is offered on the basis that the ratepayers are pensioners (as defined by the *Local Government Regulation 2012*).

Permit to Occupy – Separate Charges

Council will grant a concession of all Separate Charges on those assessments that only contain a permit to occupy for pump sites provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which the Separate Charges have been levied.

The concession is offered on the basis that the payment of the additional separate charge will cause the ratepayer hardship.

Permit to Occupy – General Rates

Council will grant a concession of up to \$600.00 in General Rates for properties on those assessments that only contain a permit to occupy for pump sites provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which General Rates have been levied.

The concession is offered on the basis that the payment of general rates will cause the ratepayer hardship.

Sporting Clubs and Associations

Council will grant varied levels of concessions to charitable and other Non-Profit and Charitable Community Groups, including not-for-profit Sporting Bodies, in accordance with the provisions of the Rates Concession Policy.

The concessions are offered on the basis that the ratepayers are entities whose objects do not include the making of a profit.

CBD Commercial Properties with Mixed Residential Use

The purpose of the concession is to reduce vacancies in the CBD by providing an incentive for commercial property owners within the defined CBD area to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

The basis for this concession is stimulation of economic development within the defined CBD area.

Council Owned/Trustee Land

Council will grant a concession on General Rates and Separate Charges for vacant land that is owned or held as Trustee by Council if it is leased to another person and the land is not used for any business, commercial or industrial purpose. The level of concession is in accordance with Council's Rates Concession Policy.

The concessions are offered on the basis that the payment of general and separate rates will cause the ratepayer/lessee hardship.

Multi-Residential Unit Developments

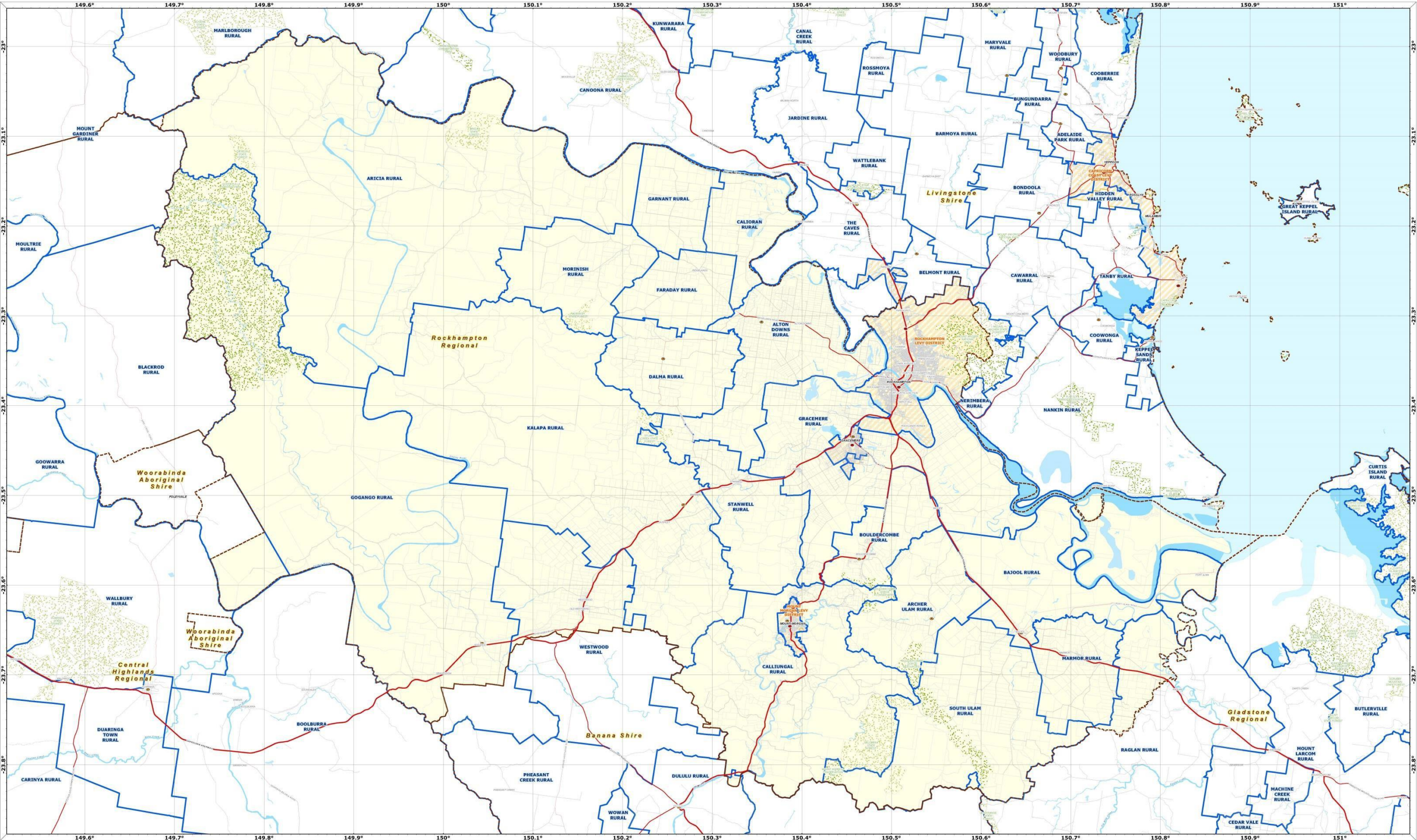
Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.


This may apply where it has been deemed impractical for Council to provide services to a multi-residential unit development consisting of six or more units within a plan.

14. AUTHORITY

It is a requirement of the *Local Government Act 2009* that for each financial year Council adopt, by resolution, a Revenue Statement.








Map Produced: 21/08/2018
Map Request Number: R18-195
Email: gis@rockhampton.qld.gov.au


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Queensland Government



Produced by the
Public Safety Business Agency

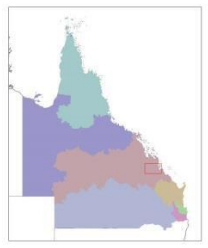

Rural Fire Brigades of Rockhampton Regional Council

Urban Fire Station	Rural Fire Brigade
Rural Fire Station	Local Government Area
Freeway/Motorway	Property Boundary
Secondary Connector	Waterbody
Secondary Road	Forest Reserve
Local Connector Road	National Park
Street/Local	State Forest
Private or Restricted Road	Timber Reserve

Scale at A0: 1:150,000

0 3.25 6.5 13 Kilometres

Note: Grid co-ordinates are shown as decimal degrees.





Debt (Borrowings) Policy

DEBT (BORROWINGS) POLICY

STATUTORY POLICY



1 Scope

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital works projects.

2 Purpose

The purpose of this policy is to provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure and capital works projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Statutory Bodies Financial Arrangements Act 1982

4 Definitions:

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation
Ratepayers	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

As a general principle, Council recognises that loan borrowings for capital works projects are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council will restrict all borrowings to expenditure on identified capital works projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget. Under no circumstances should Council borrow funds for recurrent expenditure.

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Version:	12	Section:	Finance
Reviewed Date:		Page No:	Page 1 of 4

The basis for determination of the utilisation of loan funds will be as follows:

- (a) Where a capital works project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.
- (b) Other specific capital works projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- (c) The term of any loan should not exceed the expected life of the asset being funded.

5.3 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund capital and infrastructure works when required. Repayments are usually spread over a period of 15 to 20 years or shorter depending on the life of the asset being created. The Debt (Borrowings) Policy includes the following information:

- (a) New borrowings for the current and the next nine financial years; and
- (b) Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

Table 1
10 Year Borrowing and Repayment Schedule

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
Existing Loans	N/A	N/A	4-15
2019/20	44,026,000	22,287,230	7-15
2020/21	48,150,000	26,246,100	15-20
2021/22	22,500,000	30,247,730	15-20
2022/23	37,000,000	29,140,580	15-20
2023/24	6,000,000	11,867,520	15-20
2024/25	4,000,000	11,490,640	15-20
2025/26	4,000,000	12,091,610	15-20
2026/27	-	12,704,390	15-20
2027/28	-	12,717,990	15-20
2028/29	-	13,174,490	15-20

5.4 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

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Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so exposures to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment will result in a gain to Council, consideration will be given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for 2019/20 is as follows:

Table 2
Budget Interest and Redemption by Fund/Function for the Year to 30 June 2020

	A	B	C	D	E
					(A – C + D = E)
FUNCTION DESCRIPTION	EST BOOK DEBT BALANCE 01/07/2019	QTC ADMIN and INTEREST	QTC REDEMPTION	NEW ADVANCES	EST BOOK DEBT BALANCE 30/06/2020
Water and Sewerage	30,349,060	1,421,860	6,852,070	2,600,000	26,096,990
Waste and Recycling	14,072,720	700,400	2,486,020	-	11,586,700
Airport	4,507,270	165,720	226,830	1,500,000	5,780,440
Other/ General Functions	70,112,290	3,407,630	12,722,310	39,926,000	97,315,980
TOTAL ALL FUNDS	119,041,340	5,695,610	22,287,230	44,026,000	140,780,110

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation - no later than 30 June 2020 in conjunction with the budget;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

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7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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Financial Position 2018-2019

Financial Position 2018-2019

The attached financial report and graphs have been compiled from information within Council's Finance One system. The reports presented are as follows:

1. Income Statement (Actuals and Budget for the period 1st July 2018 to 30 April 2019), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial statement provides Council's position as it nears the end of the 2018/19 financial year. As at 30 April 2019 results should be at 83.3% of the revised budget. The revised budget was approved in December 2018.

The following commentary is provided in relation to the Income Statement:

Total Operating Revenue is reported at 89% of revised budget. Key components of this result are:

- Net Rates and Utility Charges are at 96% of budget. Council's rates and utility charges for the second six months of the financial year ending 30 June 2019 have been raised and were due on 27th February 2019.
- Fees and Charges are at 75% of revised budget. Airport, Waste and Recycling, Local Laws, Development Approval, Plumbing and Drainage Fees are all behind budget year to date to varying degrees.
- Private and Recoverable works are at 41% of revised budget. A significant portion of private works budgeted in 2018/19 has now been deferred to the 2019/20 year.
- Grants, Subsidies & Contributions are at 99% of budget due to CQ Home Assist receiving their full grant allocation for the year and receipt of final NDRRA grant for Kershaw Gardens' remediation. Additionally, Council was successful in some smaller grant applications during the year which had not been budgeted for.
- Interest revenue is ahead of budget at 103% and based on current trends will exceed budget at end of financial year.
- All other revenue items are in proximity to the revised budget.

Total Operating Expenditure is at 81% of the revised budget with committals, or 76% of budget without committals. Key components of this result are:

- Committals are impacting the results of several Expenditure Account Groups. In some cases a number of annual committals have been raised for services and materials. Percentages for Expenditure Account Groups with and without committals is as follows:

Account Group	With committals	Without committals
Employee costs	79%	78%
Contractors & Consultants	99%	71%
Materials & Plant	64%	52%
Asset Operational	89%	83%
Administrative expenses	82%	65%
Depreciation	83%	83%
Finance costs	82%	82%
Other expenses	97%	97%
Total Expenses	81%	76%

- The majority of Expenditure Account Groups are within proximity of budget year to date when committals are excluded.
- Contractors & Consultants is at 71% of revised budget when committals are excluded. Professional and technical consultancies and Contractors – Other are underspent and this trend is across Council.
- Materials and Plant is at 52% without committals. This result is influenced by the level of Private and Recoverable works being undertaken as the majority of the associated costs are budgeted against this account group. A significant portion of private works budgeted in 2018/19 has now been deferred to the 2019/20 year.
- Administrative Expenses are at 65% without committals. This result is influenced by the timing of payments for Pool Management and disbursement of costs in relation to theatre productions.

The following commentary is provided in relation to capital income and expenditure, as well as investments and loans:

Total Capital Income is at 73% of revised budget. The majority of capital revenue budgeted to be received in 2018/19 is from grants and subsidies and is tied to performance obligations. As Council progresses through the year and meets performance milestones, grants are claimed.

Total Capital Expenditure is at 68% of the budget without committals. This represents an actual spend of \$7.6M for the month of April. A large portion of capital projects are underway with \$29.2M of committals raised.

Total Investments are approximately \$68.9M as at 30 April 2019.

Total Loans are \$109.3M as at 30 April 2019 after the third quarter loan repayment was made during March.

CONCLUSION

Total operational revenue is ahead of budget at 89% mostly due to the second levy of General Rates and Utility Charges for the year being raised. Operational expenditure is approximately in line with budget at 81% when committed expenditure is included.

The capital program saw \$7.6M spent during April of a \$132.4M revised capital budget program. During May an exercise to refine the Capital program across financial years will be undertaken to ensure that financing matches the demands as close as possible. This ultimate expected result will be reported to Council during June.

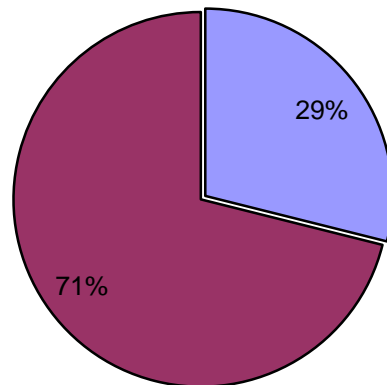
**ROCKHAMPTON REGIONAL COUNCIL BUDGET
2019-2020**



**Income Statement
For Period July 2018 to April 2019
83.3% of Year Gone**

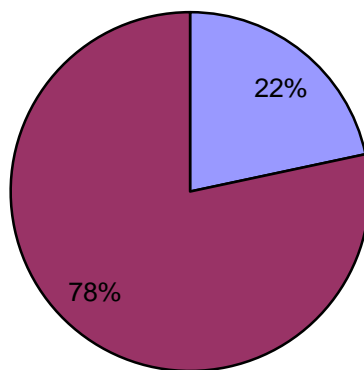
	Adopted Budget	Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
	\$	\$	\$	\$	\$	
OPERATING						
Revenues						
Net rates and utility charges	(145,182,957)	(145,182,957)	(139,415,149)	0	(139,415,149)	96% B
Fees and Charges	(24,846,946)	(24,876,119)	(18,566,146)	0	(18,566,146)	75% B
Private and recoverable works	(15,859,497)	(15,859,497)	(6,496,644)	3,682	(6,492,962)	41% B
Rent/Lease Revenue	(3,072,340)	(3,072,340)	(2,748,936)	0	(2,748,936)	89% B
Grants Subsidies & Contributions	(7,431,709)	(7,683,899)	(7,637,142)	0	(7,637,142)	99% B
Interest revenue	(1,581,517)	(1,581,517)	(1,625,106)	0	(1,625,106)	103% B
Other Income	(4,224,795)	(4,528,927)	(3,877,172)	0	(3,877,172)	86% B
Total Revenues	(202,199,762)	(202,785,256)	(180,366,296)	3,682	(180,362,613)	89% B
Expenses						
Employee costs	78,647,831	79,041,202	61,921,555	217,998	62,139,553	79% B
Contractors & Consultants	17,227,336	16,803,039	11,875,338	4,762,014	16,637,352	99% B
Materials & Plant	21,058,807	21,258,807	11,144,260	2,474,878	13,619,138	64% B
Asset Operational	20,349,070	20,553,785	17,078,665	1,302,999	18,381,663	89% B
Administrative expenses	14,406,616	14,714,896	9,553,642	2,504,036	12,057,678	82% B
Depreciation	52,553,686	52,759,139	43,965,949	0	43,965,949	83% B
Finance costs	6,804,535	6,804,535	5,556,475	0	5,556,475	82% B
Other Expenses	1,204,503	1,259,503	1,217,471	7,994	1,225,465	97% B
Total Expenses	212,252,384	213,194,905	162,313,354	11,269,918	173,583,272	81% B
Transfer / Overhead Allocation						
Transfer / Overhead Allocation	(8,287,308)	(9,152,557)	(7,391,503)	0	(7,391,503)	81% B
Total Transfer / Overhead Allocation	(8,287,308)	(9,152,557)	(7,391,503)	0	(7,391,503)	81% B
TOTAL OPERATING POSITION (SURPLUS)/DEFICIT	1,765,314	1,257,091	(25,444,445)	11,273,601	(14,170,844)	-1127% B
CAPITAL						
Total Developers Contributions Received	(1,814,000)	(1,814,000)	(271,106)	0	(271,106)	15%
Total Capital Grants and Subsidies Received	(29,017,683)	(32,728,004)	(24,631,216)	0	(24,631,216)	75%
Total Proceeds from Sale of Assets	0	(900,000)	(900,000)	0	(900,000)	100%
Total Capital Income	(30,831,683)	(35,442,004)	(25,802,322)	0	(25,802,322)	73%
Total Capital Expenditure	131,162,196	132,387,074	89,610,948	29,192,796	118,803,744	90%
Net Capital Position	100,330,514	96,945,071	63,808,626	29,192,796	93,001,422	96%
TOTAL INVESTMENTS			68,948,184			
TOTAL BORROWINGS			109,271,290			

**Operating Revenue
(Excluding Net Rates and Utility Charges)
(83.3% of Year Gone)**



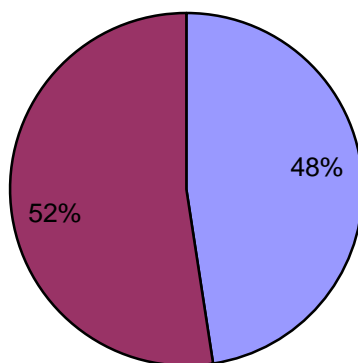
- Uncollected Operating Revenue
- Collected Operating Revenue

**Operating Employee Costs
(83.3% of Year Gone)**

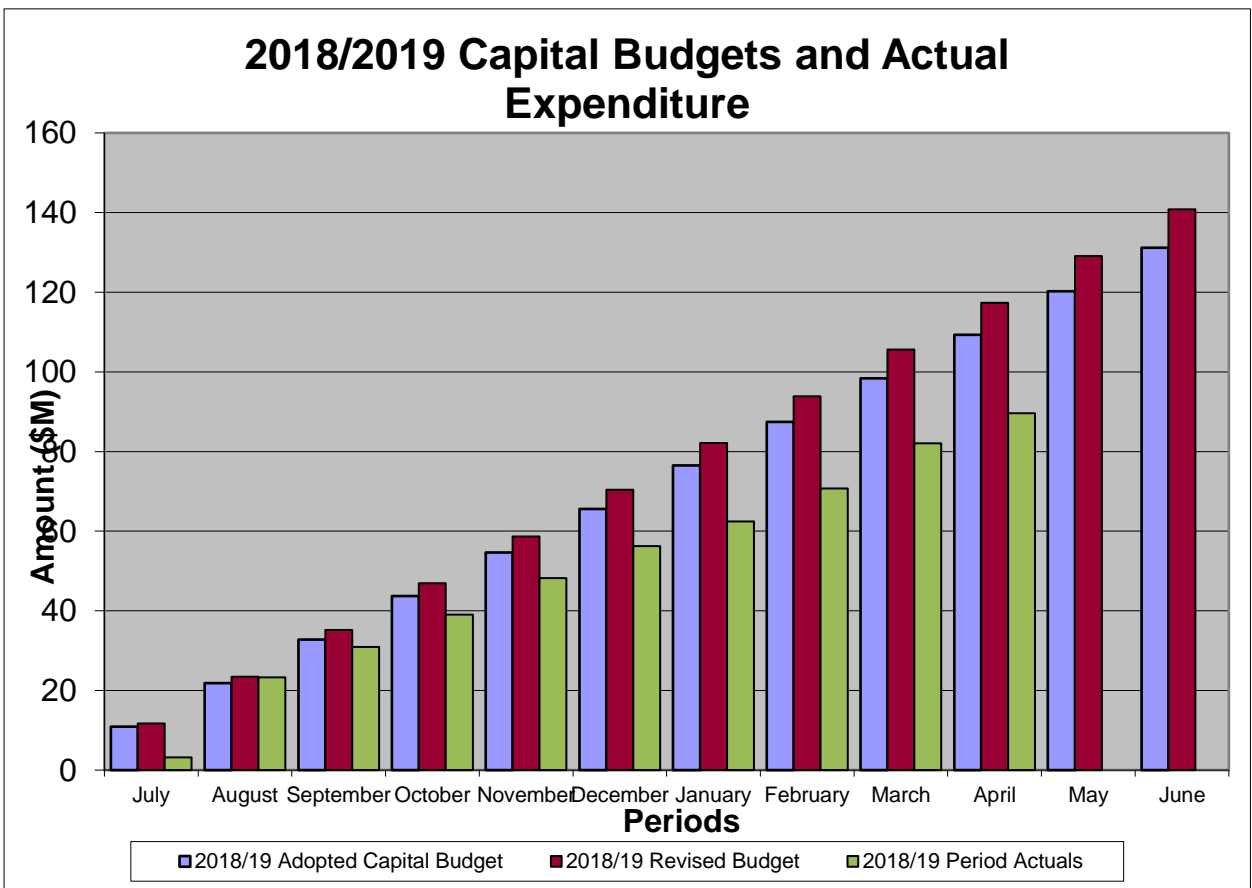
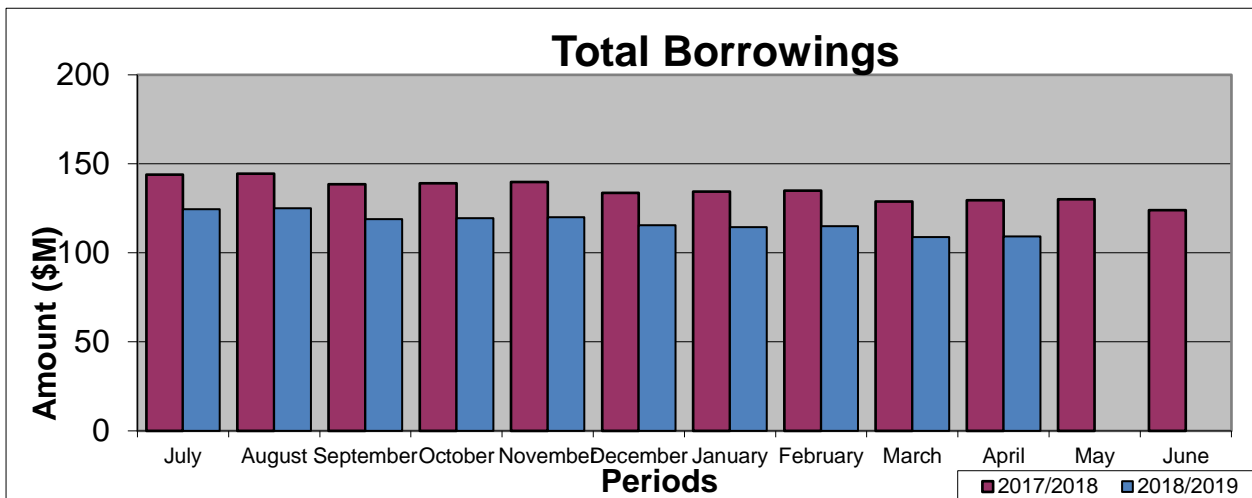
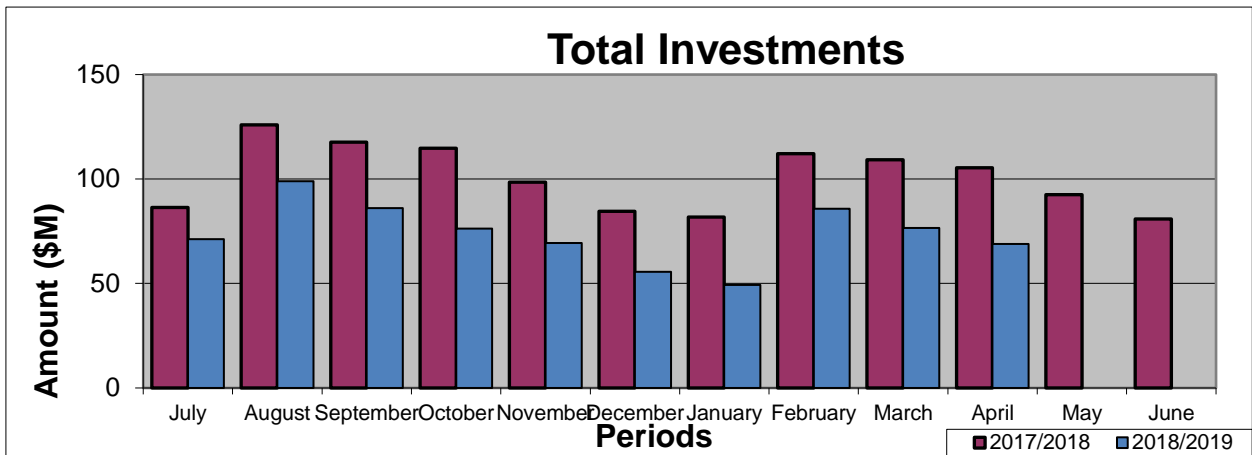


- Unspent Employee Costs
- Employee Costs YTD

**Operating Materials & Plant
(83.3% of Year Gone)**



- Unspent Materials & Plant
- Materials & Plant YTD





Estimated Activity
Statement for Business
Activities

SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council Statement of Significant Business Activities to which the Code of Competitive Conduct Applies 2019-2020 Financial Year

Budget Report	Airport \$	Water & Sewerage \$	Refuse Collection \$
Revenues for services provided to the Council	\$0	\$0	\$396,000
Revenues for services provided to external clients	\$16,124,364	\$67,858,074	\$23,221,617
Community Service Obligations	\$239,603	\$628,365	\$1,182,144
Total Revenue	\$16,363,967	\$68,486,439	\$24,799,761
Less: Expenditure	-\$13,898,512	-\$46,099,414	-\$21,219,221
Less: Return on Equity	-\$2,491,663	-\$10,576,658	\$0
Surplus/(Deficit)	-\$26,207	\$11,810,367	\$3,580,540
List of Community Service Obligations (CSO)			
Royal Flying Doctors Service & Capricorn Rescue Helicopter Service	\$206,603		
Patient Transfer Parking	\$33,000		
Combined Lines and Manholes (Operational and Capital Portions)		\$404,500	
Remissions to Community & Sporting Bodies		\$113,865	
Undetected Leak Rebates		\$110,000	
Roadside Bin Operations Collection			\$34,180
Roadside Bin Disposal Costs			\$1,700
Old Landfill Maintenance Works			\$108,847
Regulated Waste Disposal			\$208,143
Charity Waste Policy			\$50,832
Green Waste			\$679,376
Waste Education			\$55,000
Waste Audit			\$44,066
Total	\$239,603	\$628,365	\$1,182,144

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council Statement of Other Business Activities to which the Code of Competitive Conduct Applies 2019-2020 Financial Year

Budget Report	Building Certification \$
Revenues for services provided to the Council	\$550
Revenues for services provided to external clients	\$79,901
Community Service Obligations	\$245,121
Total Revenue	\$325,572
Less: Expenditure	-\$320,472
Less: Return on Equity	\$0
Surplus/(Deficit)	\$5,100
List of Community Service Obligations (CSO)	
To assist the business offer services at an affordable price for the customer where a Private Certifiers do not accommodate the market on the basis that any external revenue in this area assists Council to offset its compliance costs that would be greater if the Private Certification services was not offered	\$245,121
Total	\$245,121

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.



Supporting Information

- One Page Budget Summary
- Capital Budget List

Rockhampton Regional Council

One Page Budget Summary for 2019/2020

Adopted Budget

Based on JB CHART

	Total 19/20 Adopted Budget	Resourcing 19/20 Adopted Budget	Office of CEO 19/20 Adopted Budget	Corporate Services 19/20 Adopted Budget	Community Services 19/20 Adopted Budget	Advance Rockhampton 19/20 Adopted Budget	Regional Services 19/20 Adopted Budget	Advance Rockhampton		Regional Services		
								Airport 19/20 Adopted Budget	Advance Rockhampton - Other 19/20 Adopted Budget	Fitzroy River Water 19/20 Adopted Budget	Waste and Recycling Services 19/20 Adopted Budget	Other Regional Services 19/20 Adopted Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATIONS												
Operating Revenue												
Rates and Utility Charges	(164,897,789)	(81,612,909)	0	0	0	0	(83,284,880)	0	0	(66,633,065)	(16,651,815)	0
Less Rebates and Discounts	15,270,616	8,597,958	0	0	0	0	6,672,658	0	0	4,876,516	1,796,142	0
Fees and Charges	(26,271,007)	0	0	(229,643)	(6,574,244)	(12,308,169)	(7,158,951)	(11,844,189)	(463,980)	(1,266,335)	(5,868,943)	(23,672)
Interest Received	(934,000)	(634,000)	0	0	0	(40,000)	(260,000)	(40,000)	0	(260,000)	0	0
Grants Subsidies and Contributions	(14,762,254)	(8,186,080)	(94,000)	(729,753)	(3,135,288)	(242,245)	(2,374,888)	0	(242,245)	(15,000)	(2,224,088)	(135,800)
Other Revenue	(7,541,550)	(10,000)	(39,030)	(955,832)	(1,563,770)	(4,317,874)	(655,044)	(4,240,175)	(77,699)	(323,718)	(272,912)	(58,414)
Sales Contract and Recoverable Works	(13,292,943)	0	0	0	0	0	(13,292,943)	0	0	(4,236,472)	0	(9,056,472)
Total Operating Revenue	(212,428,927)	(81,845,031)	(133,030)	(1,915,228)	(11,273,302)	(16,908,288)	(100,354,049)	(16,124,364)	(783,924)	(67,858,074)	(23,221,617)	(9,274,358)
Operating Expense												
Finance Costs	6,046,530	3,346,060	0	340,000	11,000	205,430	2,144,040	205,430	0	1,490,370	653,670	0
Depreciation	54,365,738	0	4,431	5,691,329	7,489,549	3,588,787	37,591,643	3,588,787	0	14,055,893	1,525,200	22,010,549
Employee Costs	83,397,224	0	7,805,049	15,056,724	30,097,952	5,648,688	24,788,811	2,387,086	3,261,601	7,220,668	3,724,932	13,843,212
Materials and Services	77,969,116	110,000	1,277,645	15,494,420	21,082,680	9,124,657	30,879,714	5,341,915	3,782,742	6,767,776	9,879,408	14,232,530
Internal Transfers	(6,566,939)	0	239,618	(16,693,590)	3,627,714	302,777	5,956,541	292,335	10,442	1,087,539	2,275,303	2,593,700
Code of Competitive Conduct Adjustments	0	(24,415,018)	0	0	(245,121)	3,293,566	21,366,572	3,293,566	0	21,069,706	296,866	0
Corporate Overheads	(2,815,388)	(6,177,932)	0	0	(450,622)	1,041,452	2,771,714	1,041,452	0	4,355,756	1,285,697	(2,869,739)
Total Operating Expense	212,396,280	(27,136,890)	9,326,743	19,888,884	61,613,152	23,205,356	125,499,035	16,150,571	7,054,785	56,047,707	19,641,077	49,810,251
Net Operating (Profit)/Deficit	(32,647)	(108,981,921)	9,193,713	17,973,655	50,339,851	6,297,068	25,144,986	26,207	6,270,861	(11,810,367)	(3,580,540)	40,535,893
Capital Funding												
Existing or Operational Funds (Used) / Banked	(6,988,974)	26,492,717	4,431	(1,670,361)	(931,361)	(979,843)	(29,904,556)	(269,843)	(710,000)	(5,868,840)	(4,827,075)	(19,208,642)
Grants, Subsidies and Sales/Disposals	(63,960,122)	0	0	(225,000)	(2,821,047)	(978,900)	(59,935,175)	(978,900)	0	(346,437)	(12,138)	(59,576,600)
Developer Contributions	(2,262,800)	0	0	0	(41,000)	0	(2,221,800)	0	0	(800,000)	0	(1,421,800)
Depreciation	(54,365,738)	0	(4,431)	(5,691,329)	(7,489,549)	(3,588,787)	(37,591,643)	(3,588,787)	0	(14,055,893)	(1,525,200)	(22,010,549)
New Loans 2019-2020	(44,026,000)	(39,926,000)	0	0	0	(1,500,000)	(2,600,000)	(1,500,000)	0	(2,600,000)	0	0
Total Capital Funding	(171,603,635)	(13,433,283)	0	(7,586,690)	(11,282,957)	(7,047,530)	(132,253,175)	(6,337,530)	(710,000)	(23,671,170)	(6,364,413)	(102,217,592)
Capital Expenditure												
Capital Expenditure	149,316,405	710,973	0	7,586,690	11,282,957	6,820,700	122,915,085	6,110,700	710,000	16,819,100	3,878,393	102,217,592
Debt Redemption	22,287,230	12,722,310	0	0	0	226,830	9,338,090	226,830	0	6,852,070	2,486,020	0
Total Capital Expenditure	171,603,635	13,433,283	0	7,586,690	11,282,957	7,047,530	132,253,175	6,337,530	710,000	23,671,170	6,364,413	102,217,592
Net Decrease/(Increase) of Accumulated Budget Funding	6,956,327	(135,474,638)	9,189,282	19,644,016	51,271,212	7,276,912	55,049,543	296,051	6,980,861	(5,941,527)	1,246,535	59,744,536
DEBT												
Opening Balance (1/7/2019)	119,041,340	70,112,290	0	0	0	4,507,270	44,421,780	4,507,270	0	30,349,060	14,072,720	0
New Loans	44,026,000	39,926,000	0	0	0	1,500,000	2,600,000	1,500,000	0	2,600,000	0	0
Payments	(22,287,230)	(12,722,310)	0	0	0	(226,830)	(9,338,090)	(226,830)	0	(6,852,070)	(2,486,020)	0
Closing Balance	140,780,110	97,315,980	0	0	0	5,780,440	37,683,690	5,780,440	0	26,096,990	11,586,700	0

2019-20 ADOPTED CAPITAL BUDGET -SUMMARY BY DEPARTMENT

	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
Net Expenses - Grand Total	84,599,612	83,093,483	77,975,486	54,459,066	215,528,035
Expenses	123,605,742	149,316,405	110,649,690	62,605,230	322,571,325
Revenue	(39,006,130)	(66,222,923)	(32,674,204)	(8,146,164)	(107,043,291)

				March Revised Budget		Year 1 Budget 2019-20		Year 2 Budget 2020-21		Year 3 Budget 2021-22		Budget Total (Year 1 - 3)	
Line	Department	Cost Center	Cost Centre Description	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense
1	Advance Rockhampton	CP141	Regional Development & Promotions	0	150,798	0	710,000	0	100,000	0	100,000	0	910,000
2	Advance Rockhampton	CP640	Aero	-4,949,938	12,940,770	0	880,900	0	895,378	0	2,079,000	0	3,855,278
3	Advance Rockhampton	CP650	Non Aero	0	1,741,486	-978,900	5,229,800	0	264,440	0	58,400	-978,900	5,552,640
4	Advance Rockhampton Total			-4,949,938	14,833,054	-978,900	6,820,700	0	1,259,818	0	2,237,400	-978,900	10,317,918
5	Community Services	CP331	Planning Assessment		188,417		0		0		0		0
6	Community Services	CP342	Natural Resource Management	-25,157	106,579	0	40,000	0	40,000	0	0	0	80,000
7	Community Services	CP450	Capital Facilities Management	-2,508,630	7,541,109	-324,453	3,802,546	0	3,481,500	0	5,463,300	-324,453	12,747,346
8	Community Services	CP520	Arts & Heritage	0	89,773	0	165,300	0	1,501,100	0	121,500	0	1,787,900
9	Community Services	CP525	Rockhampton Art Gallery Gift Fund	-28,228	50,000	0	0	-25,000	50,000	0	0	-25,000	50,000
10	Community Services	CP530	Libraries		0		36,413		40,000		61,200		137,613
11	Community Services	CP540	Community Programs		133,881		31,800		53,300		118,000		203,100
12	Community Services	CP550	Venues & Events		60,100		302,159		285,500		583,100		1,170,759
13	Community Services	CP560	Parks Planning & Collections	-5,084,094	10,063,148	-2,196,594	3,386,243	0	1,857,014	0	1,894,900	-2,196,594	7,138,157
14	Community Services	CP561	Parks Developer Contributions	-40,000		-41,000		-41,000		-41,000		-123,000	
15	Community Services	CP563	2015 Parks Disaster Event	-1,000,000	2,173,977	0	320,000	0	0	0	0	0	320,000
16	Community Services	CP564	Gardens	-1,105,000	4,318,484	-300,000	3,198,496	-1,500,000	2,168,300	0	1,370,400	-1,800,000	6,737,196
17	Community Services Total			-9,791,109	24,725,468	-2,862,047	11,282,957	-1,566,000	9,476,714	-41,000	9,612,400	-4,469,047	30,372,071
18	Corporate Services	CP230	Communications & Information Technology		2,805,100		1,754,400		1,145,200		1,138,900		4,038,500
19	Corporate Services	CP235	Smart Regional Centre	-700,591	1,360,073	-225,000	707,000	0	0	0	0	-225,000	707,000
20	Corporate Services	CP440	Fleet	-410,728	8,212,776	0	5,028,790	0	5,055,390	0	5,461,530	0	15,545,710
21	Corporate Services	CP480	Strategic Projects Regional Services	-692,628	419,765	0	0	0	0	0	0	0	0
22	Corporate Services	CP630	Business Support & Development		0		96,500		21,500		21,500		139,500
23	Corporate Services Total			-1,803,947	12,797,713	-225,000	7,586,690	0	6,222,090	0	6,621,930	-225,000	20,430,710
24	Regional Services	CP401	Civil Operations Management		694,909		1,368,000		1,160,900		1,160,900		3,689,800
25	Regional Services	CP412	March 2017 Rural Flood Disaster	-2,557,910	4,384,794	-500,000	0	0	0	0	0	-500,000	0
26	Regional Services	CP413	March 2017 Urban Flood Disaster	-1,821,796	3,169,673	-277,447	630,000	0	0	0	0	-277,447	630,000
27	Regional Services	CP414	July 2016 Rural Disaster Event	-185,837	470,000	-47,000	0	0	0	0	0	-47,000	0
28	Regional Services	CP415	July 2016 Urban Disaster Event	-145,584	223,677	-20,000	0	0	0	0	0	-20,000	0
29	Regional Services	CP417	2015 Urban Disaster Reconstruction	-1,394,221	1,837,407	-183,741	0	0	0	0	0	-183,741	0
30	Regional Services	CP420	Revenue Civil Operations	-8,687,842		-6,075,213		-3,836,204		-4,051,364		-13,962,781	
31	Regional Services	CP422	Rural Operations West		6,379,400		6,930,252		5,904,668		8,770,600		21,605,520
32	Regional Services	CP427	Central Urban Operations	-900,000	19,286,454	-900,000	23,580,740	0	18,198,100	0	14,946,300	-900,000	56,725,140
33	Regional Services	CP428	West Urban Operations		3,465,902		2,638,600		1,438,200		2,631,000		6,707,800
34	Regional Services	CP430	Engineering Services	0	651,000	-75,000	180,000	-75,000	2,234,200	0	120,000	-150,000	2,534,200
35	Regional Services	CP431	Engineering Services Revenue	-500,000		-1,025,000		-1,025,000		-1,025,000		-3,075,000	
36	Regional Services	CP460	Riverbank Redevelopment Projects	-1,244,641	237,110	-545,000	1,090,000	0	0	0	0	-545,000	1,090,000
37	Regional Services	CP470	Cbd Cultural Precinct	0	3,418,987	-19,600,000	23,000,000	-4,000,000	12,775,000	-1,400,000	0	-25,000,000	35,775,000
38	Regional Services	CP471	R'ton Flood Mitigation Project	-1,750,000	5,300,000	-31,750,000	42,800,000	-20,000,000	32,020,000	0	0	-51,750,000	74,820,000
39	Regional Services	CP620	Waste	-109,242	5,481,274	-12,138	3,878,393	0	5,221,200	0	3,592,300	-12,138	12,691,893
40	Regional Services	CP761	Capital Control-Network Water-Mt Morgan		743,000		772,900		529,900		529,900		1,832,700
41	Regional Services	CP762	Capital Control-Network Water-Rockhampton		7,270,000		3,678,900		3,645,000		4,438,400		11,762,300
42	Regional Services	CP764	Capital Control-Process Water-Mt Morgan		169,000		30,000		0		30,800		60,800
43	Regional Services	CP765	Capital Control-Process Water-Rockhampton		1,001,200		4,643,000		3,352,300		1,556,000		9,551,300
44	Regional Services	CP781	Capital Control-Network Sewerage-Mt Morgan		300,000		0		0		0		0
45	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce		1,892,400		2,224,800		2,617,800		3,443,900		8,286,500
46	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan		268,500		0		0		0		0
47	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce		4,227,000		4,098,900		3,293,800		2,892,800		10,285,500
48	Regional Services	CP790	Fitzroy River Water General Admin	-3,164,063	282,000	-1,146,437	1,370,600	-2,172,000	1,300,000	-1,628,800	20,600	-4,947,237	2,691,200
49	Regional Services Total			-22,461,135	71,153,687	-62,156,976	122,915,085	-31,108,204	93,691,068	-8,105,164	44,133,500	-101,370,344	260,739,653
50	Resourcing	CP910	Capital Control-Whole Of Council		95,820		710,973		0		0		710,973
51	Resourcing Total				95,820		710,973		0		0		710,973
52	Grand Total			-39,006,130	123,605,742	-66,222,923	149,316,405	-32,674,204	110,649,690	-8,146,164	62,605,230	-107,043,291	322,571,325

2019-20 ADOPTED CAPITAL BUDGET - LIST OF CAPITAL PROJECTS

						March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
Net Expenses - Grand Total						84,599,612	83,093,483	77,975,486	54,459,066	215,528,035
Expense						123,605,742	149,316,405	110,649,690	62,605,230	322,571,325
Revenue						(39,006,130)	(66,222,923)	(32,674,204)	(8,146,164)	(107,043,291)
Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
1	Advance Rockhampton	CP141	Regional Development & Promotions	Expense	Regional Signage	150,798	310,000	100,000	100,000	510,000
2	Advance Rockhampton	CP141	Regional Development & Promotions	Expense	[R] Refurbish Visitor Info Centre Spire	0	50,000	0	0	50,000
3	Advance Rockhampton	CP141	Regional Development & Promotions	Expense	[N] Plant and equipment for Rocky Nats event	0	350,000	0	0	350,000
4	Advance Rockhampton	CP141	Regional Development & Promotions Total			150,798	710,000	100,000	100,000	910,000
5	Advance Rockhampton	CP640	Aero	Expense	[N] Security Upgrades to General Aviation	0	0	107,600	53,300	160,900
6	Advance Rockhampton	CP640	Aero	Expense	[R] RPT Apron Lighting	233,000	233,000	0	0	233,000
7	Advance Rockhampton	CP640	Aero	Expense	[N] GA Apron Lighting	160,000	180,000	0	0	180,000
8	Advance Rockhampton	CP640	Aero	Expense	[R] GA Apron Reseal	0	0	0	536,100	536,100
9	Advance Rockhampton	CP640	Aero	Revenue	[R] Runway Lighting Power Distribution and Switching System	-38,233	0	0	0	0
10	Advance Rockhampton	CP640	Aero	Expense	[R] Runway Lighting Power Distribution and Switching System	0	100,000	0	0	100,000
11	Advance Rockhampton	CP640	Aero	Expense	[R] Terminal Building Airside Water Main Replacement	0	117,900	0	0	117,900
12	Advance Rockhampton	CP640	Aero	Revenue	[R] Airport Pavement Renewal Project	-4,911,705	0	0	0	0
13	Advance Rockhampton	CP640	Aero	Expense	[R] Airport Pavement Renewal Project	12,487,770	0	0	1,489,600	1,489,600
14	Advance Rockhampton	CP640	Aero	Expense	[U] Improve Airside Stormwater Management	60,000	250,000	0	0	250,000
15	Advance Rockhampton	CP640	Aero	Expense	[R] PAPI Replacement 15/33	0	0	160,900	0	160,900
16	Advance Rockhampton	CP640	Aero	Expense	[R] Secondary Runway Resurface	0	0	262,400	0	262,400
17	Advance Rockhampton	CP640	Aero	Expense	[R] Obstacle Lights	0	0	31,800	0	31,800
18	Advance Rockhampton	CP640	Aero	Expense	[R] GA Apron Asphalt Surfacing	0	0	288,921	0	288,921
19	Advance Rockhampton	CP640	Aero	Expense	[R] Military Area Bitumen Surfacing South	0	0	43,757	0	43,757
20	Advance Rockhampton	CP640	Aero Total			7,990,832	880,900	895,378	2,079,000	3,855,278
21	Advance Rockhampton	CP650	Non Aero	Expense	[R] Repairs to Defence Deployment Areas	0	52,300	0	26,700	79,000
22	Advance Rockhampton	CP650	Non Aero	Revenue	[R] Replacement CBS (Security) Equipment	0	-978,900	0	0	-978,900
23	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replacement CBS (Security) Equipment	0	978,900	0	0	978,900
24	Advance Rockhampton	CP650	Non Aero	Expense	[R] Renewal of aviation security infrastructure	40,900	0	43,100	21,500	64,600
25	Advance Rockhampton	CP650	Non Aero	Expense	[N] Install Backup Airconditioning in the two Terminal Communications Rooms	0	0	60,500	0	60,500
26	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Terminal Skirting Boards	0	20,000	33,300	0	53,300
27	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Corrective Services Airconditioning Unit	0	0	5,100	0	5,100
28	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Mesh on Perimeter Security Fence	0	0	53,300	0	53,300
29	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Airconditioning System Chilled Water Unit	350,000	1,000,000	0	0	1,000,000
30	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Terminal Communication Rooms Airconditioning Units	0	0	0	5,100	5,100
31	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace Maintenance Shed Airconditioning Unit	0	0	0	5,100	5,100
32	Advance Rockhampton	CP650	Non Aero	Expense	[R] Terminal Refurbishment - auto doors	100,000	0	0	0	0
33	Advance Rockhampton	CP650	Non Aero	Expense	[R] Terminal Refurbishment - fire indication panel	0	107,600	0	0	107,600
34	Advance Rockhampton	CP650	Non Aero	Expense	[R] Terminal Refurbishment - PA system	0	50,000	0	0	50,000
35	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace existing storage-workshop-office-lunchroom Rose	135,833	0	0	0	0
36	Advance Rockhampton	CP650	Non Aero	Expense	[R] Hertz Building	164,753	0	0	0	0
37	Advance Rockhampton	CP650	Non Aero	Expense	[R] Airport Infrastructure Planning	150,000	0	0	0	0
38	Advance Rockhampton	CP650	Non Aero	Expense	[R] Airport Terminal Designs & Investigations	100,000	0	0	0	0
39	Advance Rockhampton	CP650	Non Aero	Expense	[U] Terminal LV Cable Upgrade	350,000	0	0	0	0
40	Advance Rockhampton	CP650	Non Aero	Expense	[R] CCTV Equipment	0	150,000	0	0	150,000
41	Advance Rockhampton	CP650	Non Aero	Expense	[R] Flight Information Display System	0	171,000	0	0	171,000
42	Advance Rockhampton	CP650	Non Aero	Expense	[R] Hand Dryers	0	0	15,840	0	15,840
43	Advance Rockhampton	CP650	Non Aero	Expense	[R] Replace GA generator Shed	0	0	53,300	0	53,300
44	Advance Rockhampton	CP650	Non Aero	Expense	[R] Terminal Refurbishment	350,000	2,700,000	0	0	2,700,000
45	Advance Rockhampton	CP650	Non Aero Total			1,741,486	4,250,900	264,440	58,400	4,573,740
46	Advance Rockhampton Total					9,883,116	5,841,800	1,259,818	2,237,400	9,339,018
47	Community Services	CP331	Planning Assessment	Expense	[N] Development Advice Centre - Modify building	3,417	0	0	0	0
48	Community Services	CP331	Planning Assessment	Expense	[U] ELodgement Pathway External Name Function	35,000	0	0	0	0
49	Community Services	CP331	Planning Assessment	Expense	[U] Office Fitout - Unit 2 Walter Reid	150,000	0	0	0	0

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
50	Community Services	CP331	Planning Assessment Total			188,417	0	0	0	0
51	Community Services	CP342	Natural Resource Management	Revenue	CP342)	-25,157	0	0	0	0
52	Community Services	CP342	Natural Resource Management	Expense	CP342)	28,579	0	0	0	0
53	Community Services	CP342	Natural Resource Management	Expense	[R] Purchase 3 Quik Spray FTBT-400 Quik Spray Locker System	78,000	25,000	0	0	25,000
54	Community Services	CP342	Natural Resource Management	Expense	[R] Vector Management	0	0	40,000	0	40,000
55	Community Services	CP342	Natural Resource Management	Expense	[R] Noise Meter	0	15,000	0	0	15,000
56	Community Services	CP342	Natural Resource Management Total			81,422	40,000	40,000	0	80,000
57	Community Services	CP450	Capital Facilities Management	Expense	[R] Amenities Program Renew and Upgrade	308,000	50,000	50,000	50,000	150,000
58	Community Services	CP450	Capital Facilities Management	Expense	[R] Rton Showgrounds Switchboard enclosure Renewal	62,004	63,600	0	0	63,600
59	Community Services	CP450	Capital Facilities Management	Expense	[R] City Hall Refurbishment	42,000	0	50,000	0	50,000
60	Community Services	CP450	Capital Facilities Management	Expense	[R] Kershaw Gardens - Waterfall - Renewal of facade pumping	45,000	435,426	0	0	435,426
61	Community Services	CP450	Capital Facilities Management	Expense	[R] Schotia Place - undertake structural rectification works	200,000	0	0	0	0
62	Community Services	CP450	Capital Facilities Management	Expense	[N] Gracemere Pound Facility Construction	246,050	0	0	0	0
63	Community Services	CP450	Capital Facilities Management	Expense	[R] DF Robert Archer Grandstand-Works	0	0	0	123,000	123,000
64	Community Services	CP450	Capital Facilities Management	Expense	[R] Access Road renewal program - priorities provided by Civil Operations	352,000	283,900	115,800	63,600	463,300
65	Community Services	CP450	Capital Facilities Management	Expense	[R] CCTV Renewal Program	83,008	125,600	52,300	0	177,900
66	Community Services	CP450	Capital Facilities Management	Expense	[R] Pool Renewal Program	20,000	61,000	40,000	40,000	141,000
67	Community Services	CP450	Capital Facilities Management	Expense	[R] Air-conditioner Replacement Program	114,219	105,600	105,600	105,600	316,800
68	Community Services	CP450	Capital Facilities Management	Expense	[R] Flooring Renewal Program	112,365	70,000	100,000	0	170,000
69	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt Morgan Depot Renewal	15,000	200,000	0	525,800	725,800
70	Community Services	CP450	Capital Facilities Management	Expense	[N] Music Bowl - Demolish roof	0	152,720	0	0	152,720
71	Community Services	CP450	Capital Facilities Management	Expense	[R/D] Rockhampton Showgrounds - Stud cattle Pavilion replace	164,127	0	102,500	1,000,000	1,102,500
72	Community Services	CP450	Capital Facilities Management	Expense	[R] Depot Master Planning	0	30,000	0	0	30,000
73	Community Services	CP450	Capital Facilities Management	Expense	[R] Walter Reid Centre - replace lift	205,519	0	0	0	0
74	Community Services	CP450	Capital Facilities Management	Revenue	[R] Rockhampton Heritage Village Amenities Block Replacement	-65,089	0	0	0	0
75	Community Services	CP450	Capital Facilities Management	Revenue	[U] Rockhampton Heritage Village Lighting Upgrade W4Q	-75,000	0	0	0	0
76	Community Services	CP450	Capital Facilities Management	Expense	[U] Rockhampton Heritage Village Lighting Upgrade W4Q	142,875	0	0	0	0
77	Community Services	CP450	Capital Facilities Management	Revenue	[U] REV-Facilities Upgrades W4Q	-60,559	0	0	0	0
78	Community Services	CP450	Capital Facilities Management	Revenue	[U] SES Facilities Upgrades W4Q	-958,852	0	0	0	0
79	Community Services	CP450	Capital Facilities Management	Expense	[U] SES Facilities Upgrades W4Q	1,065,813	0	0	0	0
80	Community Services	CP450	Capital Facilities Management	Revenue	[U] Reception Room at Rockhampton City Hall W4Q	-530,000	0	0	0	0
81	Community Services	CP450	Capital Facilities Management	Expense	[U] Reception Room at Rockhampton City Hall W4Q	1,231,736	0	0	0	0
82	Community Services	CP450	Capital Facilities Management	Revenue	[N] Stapleton Park Toilets W4Q	-54,500	0	0	0	0
83	Community Services	CP450	Capital Facilities Management	Expense	[N] Stapleton Park Toilets W4Q	110,061	0	0	0	0
84	Community Services	CP450	Capital Facilities Management	Expense	[R] 42nd Battalion Memorial Pool Fence Replacement	0	80,000	0	0	80,000
85	Community Services	CP450	Capital Facilities Management	Expense	[R] North Rock Pool Residence Internal works	55,000	0	0	0	0
86	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre Backstage Facilities Renewal	67,000	0	0	0	0
87	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre Art Gallery Wheelchair access	140,000	0	0	0	0
88	Community Services	CP450	Capital Facilities Management	Expense	[R] Rovers Cricket & Hockey Club House Birdwood Park (Kalka Shades)	15,795	0	0	0	0
89	Community Services	CP450	Capital Facilities Management	Expense	[R] Showgrounds Robert Schwarten Pavilion	125,000	0	0	0	0
90	Community Services	CP450	Capital Facilities Management	Expense	[R] Victoria Park Cricket Clubhouse	0	30,000	0	0	30,000
91	Community Services	CP450	Capital Facilities Management	Expense	[U] Energy Efficiency Program	72,000	0	0	73,800	73,800
92	Community Services	CP450	Capital Facilities Management	Expense	[U] Botanic Gardens Admin Install Cardax	40,000	0	0	0	0
93	Community Services	CP450	Capital Facilities Management	Expense	[U] Mt M Pool replace filters & plant room	100,000	600,000	0	0	600,000
94	Community Services	CP450	Capital Facilities Management	Expense	[U] Pilbeam Theatre Fire Panel Upgrade	80,000	0	0	0	0
95	Community Services	CP450	Capital Facilities Management	Expense	[U] Northside Pool Perimeter Fence	200,000	0	0	0	0
96	Community Services	CP450	Capital Facilities Management	Expense	[U] Parks Electrical Assets	110,000	152,300	87,100	0	239,400
97	Community Services	CP450	Capital Facilities Management	Expense	[R] Fairy Lights East St Replacement	5,000	0	0	0	0
98	Community Services	CP450	Capital Facilities Management	Expense	[R/D] Park Avenue CWA Hall	0	30,000	30,000	0	60,000
99	Community Services	CP450	Capital Facilities Management	Expense	[R/D] Rock Showgrds Robert Schwarten Pavillion	115,000	0	0	0	0
100	Community Services	CP450	Capital Facilities Management	Expense	[R] City Hall Defects	42,000	0	0	0	0
101	Community Services	CP450	Capital Facilities Management	Expense	[R] Cricket Grounds Grandstand & Changerooms	67,000	0	0	0	0
102	Community Services	CP450	Capital Facilities Management	Expense	[R] Gme Childcare replace fence	36,000	0	0	0	0
103	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt Morgan Rail complex external works	500,000	0	0	0	0
104	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt M Showgrds Amenities Demountable defects	18,000	0	0	0	0
105	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre understage dressing rooms	34,000	0	0	0	0
106	Community Services	CP450	Capital Facilities Management	Expense	[R] Showgrds Replace 5 Lge portable grandstands	245,000	0	0	0	0
107	Community Services	CP450	Capital Facilities Management	Expense	[U] Pilbeam Theatre Review New Aircon Plant	10,000	0	0	0	0
108	Community Services	CP450	Capital Facilities Management	Expense	[U] Pilbeam Theatre Plan Façade and Roof Renewal	17,000	0	0	0	0
109	Community Services	CP450	Capital Facilities Management	Expense	[N] CCTV North Rockhampton Boat ramp	55,000	0	0	0	0
110	Community Services	CP450	Capital Facilities Management	Revenue	[N] Jardine Park Amenities	-464,630	-24,453	0	0	-24,453

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111	Community Services	CP450	Capital Facilities Management	Expense	[N] Jardine Park Amenities	489,083	0	0	0	0
112	Community Services	CP450	Capital Facilities Management	Expense	[R] Relocate part of Gardens depot to Dooley Street due to Ann St Depot fire	21,454	50,000	0	0	50,000
113	Community Services	CP450	Capital Facilities Management	Expense	[R] Mount Morgan Child Care Air-conditioning	55,000	0	0	0	0
114	Community Services	CP450	Capital Facilities Management	Expense	[N] Recycle Shed Fitout	292,000	20,000	0	0	20,000
115	Community Services	CP450	Capital Facilities Management	Expense	[R] Botanic Gardens Depot Repair	0	20,000	0	0	20,000
116	Community Services	CP450	Capital Facilities Management	Expense	[U] Recycle House Communications Upgrade	15,000	10,000	0	0	10,000
117	Community Services	CP450	Capital Facilities Management	Revenue	[R] Heritage Village - Lighting upgrades - W4QR3	-150,000	-150,000	0	0	-150,000
118	Community Services	CP450	Capital Facilities Management	Expense	[R] Heritage Village - Lighting upgrades - W4QR3	0	10,000	290,000	0	300,000
119	Community Services	CP450	Capital Facilities Management	Revenue	[U] Tourist Information Centre Upgrades - W4QR3	-150,000	-150,000	0	0	-150,000
120	Community Services	CP450	Capital Facilities Management	Expense	[U] Tourist Information Centre Upgrades - W4QR3	0	300,000	0	0	300,000
121	Community Services	CP450	Capital Facilities Management	Expense	[U] Dooley Street Depot Security System Upgrade	0	100,000	0	0	100,000
122	Community Services	CP450	Capital Facilities Management	Expense	[N] Memorial gardens - New storage shed	0	0	0	75,000	75,000
123	Community Services	CP450	Capital Facilities Management	Expense	[R] 15 Cooper Street	0	0	0	64,600	64,600
124	Community Services	CP450	Capital Facilities Management	Expense	[R] Aged Persons Accommodation - 28 Pattison St, Mt Morgan - Unit 1	0	15,400	0	0	15,400
125	Community Services	CP450	Capital Facilities Management	Expense	[R] Heritage Village - Replacement of shearing shed trip hazard pavers	0	0	0	46,100	46,100
126	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt Morgan SOA & Library - External repaint	0	0	0	100,000	100,000
127	Community Services	CP450	Capital Facilities Management	Expense	[R] Repairs to Rush Street - Units	0	0	0	31,500	31,500
128	Community Services	CP450	Capital Facilities Management	Expense	[R] Showgrounds Exhibition Pavilion - Repaint roof & replace roof fixings	0	0	0	48,200	48,200
129	Community Services	CP450	Capital Facilities Management	Expense	[R] Showgrounds Manager Residence	0	0	0	112,800	112,800
130	Community Services	CP450	Capital Facilities Management	Expense	[R] Sound Shell - Kiosk Entry and gates	0	0	0	13,300	13,300
131	Community Services	CP450	Capital Facilities Management	Expense	[R] Walter Reid Cultural Centre - Unit 1	0	0	0	80,000	80,000
132	Community Services	CP450	Capital Facilities Management	Expense	[U] City Hall Precinct - Upgrade/replacement of essential power generator	0	0	0	450,000	450,000
133	Community Services	CP450	Capital Facilities Management	Expense	[U] Rockhampton Tennis – Stormwater remediation	0	0	0	50,000	50,000
134	Community Services	CP450	Capital Facilities Management	Expense	[R] AMP Building Component Expiry Demand for next seven years + expiry from 20/21	0	0	0	2,250,000	2,250,000
135	Community Services	CP450	Capital Facilities Management	Expense	[R] Rockhampton Tennis – Demolition of existing storage shed and replacement	0	0	25,000	0	25,000
136	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt Morgan Railway Station - Good Shed Defects	0	0	12,300	0	12,300
137	Community Services	CP450	Capital Facilities Management	Expense	[R] Renew translucent sheeting over Fleet Workshop - Dooley St	0	0	23,600	0	23,600
138	Community Services	CP450	Capital Facilities Management	Expense	[R] Dooley St Depot-Truck Shed - Painting of Structural steel work.	0	0	45,000	0	45,000
139	Community Services	CP450	Capital Facilities Management	Expense	[R] Schotia Place - Complete Internal repaint	0	0	46,000	0	46,000
140	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre - Main Foyer doors	0	70,000	0	0	70,000
141	Community Services	CP450	Capital Facilities Management	Expense	Pilbeam Theatre Auditorium Lighting	0	0	75,000	0	75,000
142	Community Services	CP450	Capital Facilities Management	Expense	[R] Showground Office - Staff Amenities	0	0	18,000	0	18,000
143	Community Services	CP450	Capital Facilities Management	Expense	[N] Motorised Vacuum Cleaner	0	90,000	0	0	90,000
144	Community Services	CP450	Capital Facilities Management	Expense	[N] North Rockhampton Cemetery - New storage shed	0	0	68,000	0	68,000
145	Community Services	CP450	Capital Facilities Management	Expense	[N] Tool of Trade Vehicle - Carpenter (Facilities)	0	38,000	0	0	38,000
146	Community Services	CP450	Capital Facilities Management	Expense	[R] Dooley Street - Fire Panel Renewal	0	15,000	0	0	15,000
147	Community Services	CP450	Capital Facilities Management	Expense	[R] Berserker Lodge - 19 Larnach Street Reroof	0	0	26,700	0	26,700
148	Community Services	CP450	Capital Facilities Management	Expense	[R] 100 Spencer Street Rockhampton - Residence repairs	0	0	80,000	0	80,000
149	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre - Replacement of Ageing Aircon Plant	0	300,000	1,300,000	0	1,600,000
150	Community Services	CP450	Capital Facilities Management	Expense	[R] Mt Morgan Admin building restump	0	0	55,000	0	55,000
151	Community Services	CP450	Capital Facilities Management	Expense	[R] Gracemere Library - Fire Panel Renewal	0	12,000	0	0	12,000
152	Community Services	CP450	Capital Facilities Management	Expense	[R] Showgrounds Exhibition Pavilion - Various Defects	0	0	45,000	0	45,000
153	Community Services	CP450	Capital Facilities Management	Expense	[U] Saleyard Park Power Supply and Field Lighting Upgrade	0	0	180,000	160,000	340,000
154	Community Services	CP450	Capital Facilities Management	Expense	[N] Mt Morgan Carport	0	0	25,000	0	25,000
155	Community Services	CP450	Capital Facilities Management	Expense	[N] Schotia Place Fire System Install	0	0	70,000	0	70,000
156	Community Services	CP450	Capital Facilities Management	Expense	[R/D] Customs House - Internal Painting	0	0	136,300	0	136,300
157	Community Services	CP450	Capital Facilities Management	Expense	[R] Pilbeam Theatre - Replace existing door locking for fire edgress	0	47,000	0	0	47,000
158	Community Services	CP450	Capital Facilities Management	Expense	[U] Dooley Street Depot- Generator Receptacle and Changeover Switch	0	45,000	0	0	45,000
159	Community Services	CP450	Capital Facilities Management	Expense	[R] Residence - Ann St Gates - The Range	0	0	50,000	0	50,000
160	Community Services	CP450	Capital Facilities Management	Expense	[R] City Hall Pathway Renewals	0	15,000	0	0	15,000
161	Community Services	CP450	Capital Facilities Management	Expense	Schotia Place - Renewal/Upgrade of commercial kitchens	0	62,000	0	0	62,000
162	Community Services	CP450	Capital Facilities Management	Expense	[R] Gracemere Community Hall - Internal Painting.	0	0	35,000	0	35,000
163	Community Services	CP450	Capital Facilities Management	Expense	[R/D] 72 Glenmore Road - St John Building	0	0	52,300	0	52,300
164	Community Services	CP450	Capital Facilities Management	Expense	[R] Dooley Street Depot - Fleet Services workshop - Rectification of non-compliance	0	42,000	0	0	42,000
165	Community Services	CP450	Capital Facilities Management	Expense	[R] Botanic Gardens Zoo - Chimp enclosure windows	0	36,000	0	0	36,000
166	Community Services	CP450	Capital Facilities Management	Expense	Showgrounds Peoples Bar - Repairs to retaining wall and supply storage area.	0	0	20,000	0	20,000
167	Community Services	CP450	Capital Facilities Management	Expense	[R] Northside Pool Complex - Dwelling	0	0	70,000	0	70,000

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168	Community Services	CP450	Capital Facilities Management	Expense	Pilbeam Theatre Foyer Lighting	0	35,000	0	0	35,000
169	Community Services	CP450	Capital Facilities Management Total			5,032,479	3,478,093	3,481,500	5,463,300	12,422,893
170	Community Services	CP520	Arts & Heritage	Expense	[N] Artwork acquisitions Art Gallery	68,773	20,000	45,000	45,000	110,000
171	Community Services	CP520	Arts & Heritage	Expense	[N] Acquisition of Art from Bayton Award	0	5,000	0	5,000	10,000
172	Community Services	CP520	Arts & Heritage	Expense	[N] Public Art - Barramundi Riverbank	0	90,000	0	0	90,000
173	Community Services	CP520	Arts & Heritage	Expense	[R] Art Collection Management System	0	40,000	0	0	40,000
174	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Retails Space Fit out	0	0	102,500	0	102,500
175	Community Services	CP520	Arts & Heritage	Expense	Art Gallery Gold Award Purchases	21,000	0	20,000	0	20,000
176	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Collection Compactor	0	0	358,600	0	358,600
177	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Workshop fit out	0	0	51,300	0	51,300
178	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Movable Walls	0	0	307,500	0	307,500
179	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Storage Spans	0	0	82,000	0	82,000
180	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Office fit out	0	0	41,000	0	41,000
181	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Exhibition Lighting	0	0	153,800	0	153,800
182	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Exhib Furniture/Plinths	0	0	51,300	0	51,300
183	Community Services	CP520	Arts & Heritage	Expense	[R] Quay Lane Historic Substaions Public Art	0	0	0	50,000	50,000
184	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Foyer Furniture	0	0	61,500	0	61,500
185	Community Services	CP520	Arts & Heritage	Expense	[N] Artwork commisionning fund	0	0	21,500	21,500	43,000
186	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Event Furniture	0	0	41,000	0	41,000
187	Community Services	CP520	Arts & Heritage	Expense	[N] New Gallery Exhib Media Server/AV	0	0	153,800	0	153,800
188	Community Services	CP520	Arts & Heritage	Expense	Replace audio equipment Shearing Shed	0	10,300	0	0	10,300
189	Community Services	CP520	Arts & Heritage	Expense	Replace AV equipment 3D movie MMRM	0	0	10,300	0	10,300
190	Community Services	CP520	Arts & Heritage Total			89,773	165,300	1,501,100	121,500	1,787,900
191	Community Services	CP525	Rockhampton Art Gallery Gift Fund	Revenue	Rockhampton Art Gallery Gift Fund - Contributions Suspense	-28,228	0	-25,000	0	-25,000
192	Community Services	CP525	Rockhampton Art Gallery Gift Fund	Expense	Rockhampton Art Gallery Gift Fund - Contributions Suspense	50,000	0	50,000	0	50,000
193	Community Services	CP525	Rockhampton Art Gallery Gift Fund Total			21,772	0	25,000	0	25,000
194	Community Services	CP530	Libraries	Expense	[R] North Rockhampton Library	0	15,000	0	0	15,000
195	Community Services	CP530	Libraries	Expense	[R] Rockhampton Regional Library Renewal Program	0	16,400	0	16,400	32,800
196	Community Services	CP530	Libraries	Expense	[U] adaptive technologies	0	0	16,400	0	16,400
197	Community Services	CP530	Libraries	Expense	[N] RFID System Upgrade	0	0	0	21,500	21,500
198	Community Services	CP530	Libraries	Expense	[R] Upgrade Library management software	0	0	10,300	0	10,300
199	Community Services	CP530	Libraries	Expense	[N] Scanner / Reader History Centre	0	0	0	10,000	10,000
200	Community Services	CP530	Libraries	Expense	Audio & Video Gracemere Library	0	2,500	0	0	2,500
201	Community Services	CP530	Libraries	Expense	Video and Audio Fitzroy Room Rock Library	0	2,513	0	0	2,513
202	Community Services	CP530	Libraries	Expense	[U] Technology Centre equipment replacement - not workstations but other equipment	0	0	13,300	13,300	26,600
203	Community Services	CP530	Libraries Total			0	36,413	40,000	61,200	137,613
204	Community Services	CP540	Community Programs	Expense	[R] City Occassional Child Care Centre	10,000	0	0	16,400	16,400
205	Community Services	CP540	Community Programs	Expense	[N] Access and Equity Upgrade Projects	97,881	31,800	31,800	31,800	95,400
206	Community Services	CP540	Community Programs	Expense	[U] Renewal of CCTV cameras	26,000	0	21,500	26,700	48,200
207	Community Services	CP540	Community Programs	Expense	[R] Gracemere Community Hall Fencing and Landscaping	0	0	0	43,100	43,100
208	Community Services	CP540	Community Programs Total			133,881	31,800	53,300	118,000	203,100
209	Community Services	CP550	Venues & Events	Expense	[U] Pilbeam Theatre - Upgrade Sound System (Monitors)	0	0	26,700	0	26,700
210	Community Services	CP550	Venues & Events	Expense	[U] Events Perfect Venues Management System	0	9,697	0	0	9,697
211	Community Services	CP550	Venues & Events	Expense	[N] Media Server for Pilbeam Theatre	0	35,000	0	0	35,000
212	Community Services	CP550	Venues & Events	Expense	[R] Replace Venue and Signage AV distribution	0	30,362	0	0	30,362
213	Community Services	CP550	Venues & Events	Expense	[R] Replace Theatre Main Sound Console	0	0	50,000	0	50,000
214	Community Services	CP550	Venues & Events	Expense	[R] Pilbeam Theatre Cyc Theatre Lanterns	0	0	45,000	0	45,000
215	Community Services	CP550	Venues & Events	Expense	[R] Pilbeam Theatre Overhead Stage Lighting Equipment	0	63,600	0	0	63,600
216	Community Services	CP550	Venues & Events	Expense	[N] Renew flylines to Pilbeam Theatre	0	0	52,300	0	52,300
217	Community Services	CP550	Venues & Events	Expense	[R] Replace Pilbeam Theatre OH Stage & FOH Lighting Moving Fixtures	59,970	61,530	0	0	61,530
218	Community Services	CP550	Venues & Events	Expense	[R] Pilbeam Theatre Replace Stage Lighting Dimmers	0	0	50,000	0	50,000
219	Community Services	CP550	Venues & Events	Expense	[R] Stage lift investigation review/upgrade	130	9,870	0	0	9,870
220	Community Services	CP550	Venues & Events	Expense	[R] Upgrade Pilbeam door locks to Cardax System	0	0	0	51,300	51,300
221	Community Services	CP550	Venues & Events	Expense	[R] Replace Foyer Furniture	0	0	0	31,800	31,800
222	Community Services	CP550	Venues & Events	Expense	[R] Pilbeam Theatre Renewal	0	0	0	500,000	500,000
223	Community Services	CP550	Venues & Events	Expense	[R] Replace Pilbeam Front Door to Sliding	0	20,500	0	0	20,500
224	Community Services	CP550	Venues & Events	Expense	[R] Replace Pilbeam Front Facade Lighting	0	0	61,500	0	61,500
225	Community Services	CP550	Venues & Events	Expense	[R] Swap Pilbeam crash bars for all Pilbeam doors	0	10,300	0	0	10,300
226	Community Services	CP550	Venues & Events	Expense	[R] Replace Pilbeam DR AC	0	51,300	0	0	51,300
227	Community Services	CP550	Venues & Events	Expense	[N] Projector and associated equipment	0	10,000	0	0	10,000

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
228	Community Services	CP550	Venues & Events Total			60,100	302,159	285,500	583,100	1,170,759
229	Community Services	CP560	Parks Planning & Collections	Expense	[N] Playground Shade Construction Program	0	100,000	100,000	100,000	300,000
230	Community Services	CP560	Parks Planning & Collections	Expense	[N] Local Parks Playground Program	0	51,300	51,300	51,300	153,900
231	Community Services	CP560	Parks Planning & Collections	Expense	[R] Playground - Equipment Renewal Program	479,000	215,000	250,000	250,000	715,000
232	Community Services	CP560	Parks Planning & Collections	Expense	[R] Picnic Tables and Seating Renewal Program	13,866	50,000	50,000	50,000	150,000
233	Community Services	CP560	Parks Planning & Collections	Expense	[R] Fencing/Gates/Bollards Renewal Program	19,463	30,000	30,000	30,000	90,000
234	Community Services	CP560	Parks Planning & Collections	Expense	[R] Footpaths Renewal Program	149,600	50,000	50,000	50,000	150,000
235	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Hockey Redevelopment	-1,537,500	-696,594	0	0	-696,594
236	Community Services	CP560	Parks Planning & Collections	Expense	[N] Hockey Redevelopment	3,855,308	0	0	0	0
237	Community Services	CP560	Parks Planning & Collections	Expense	[R] BBQ Renewal Program	116,000	30,000	30,000	30,000	90,000
238	Community Services	CP560	Parks Planning & Collections	Expense	[N] Extension of Gracemere Cemetery	157,609	210,100	205,000	50,000	465,100
239	Community Services	CP560	Parks Planning & Collections	Expense	[R] Zoo-renewal of internal pathways	50,000	0	0	0	0
240	Community Services	CP560	Parks Planning & Collections	Expense	[R] Botanic Gardens-Japanese Gardens pond restoration	30,000	40,000	0	0	40,000
241	Community Services	CP560	Parks Planning & Collections	Expense	[R] Parks Improvement in Currajong	0	5,007	0	0	5,007
242	Community Services	CP560	Parks Planning & Collections	Expense	[R] Playground Equipment	22,860	0	0	0	0
243	Community Services	CP560	Parks Planning & Collections	Expense	[R] Bajool Amenities Building	0	40,000	0	0	40,000
244	Community Services	CP560	Parks Planning & Collections	Revenue	[N] NPSR - Get Playing Plus - Hockey	-946,594	0	0	0	0
245	Community Services	CP560	Parks Planning & Collections	Expense	[N] NPSR - Get Playing Plus - Hockey	946,594	0	0	0	0
246	Community Services	CP560	Parks Planning & Collections	Expense	[U] Janet Pajolas Park - Proposed Orchard & All	0	8,250	0	0	8,250
247	Community Services	CP560	Parks Planning & Collections	Expense	[U] Janet Pajolas Park - Proposed Orchard & All Abilities Pathways	50,000	0	0	0	0
248	Community Services	CP560	Parks Planning & Collections	Expense	[N] Off leash dog enclosure - adjacent to All Blacks Fields (Lakes	5,901	0	0	0	0
249	Community Services	CP560	Parks Planning & Collections	Expense	[N] Springers Lagoon Gracemere	12,996	0	0	0	0
250	Community Services	CP560	Parks Planning & Collections	Expense	[N] Springers Lagoon Gracemere	2,600	0	0	0	0
251	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Fraser Park Stage 1C Mt Archer	0	-50,000	0	0	-50,000
252	Community Services	CP560	Parks Planning & Collections	Expense	[N] Fraser Park Stage 1C - Connecting paths	598,680	0	0	0	0
253	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Fraser Park Stage 1B - Elevated Boardwalk W4Q	-200,000	-100,000	0	0	-100,000
254	Community Services	CP560	Parks Planning & Collections	Expense	[N] Fraser Park Stage 1B - Elevated Boardwalk W4Q	772,181	0	0	0	0
255	Community Services	CP560	Parks Planning & Collections	Revenue	Fraser Park Stage 1 D/E - Munda-gudda Discovery Path	-1,100,000	-450,000	0	0	-450,000
256	Community Services	CP560	Parks Planning & Collections	Expense	Fraser Park Stage 1 D/E - Munda-gudda Discovery Path	1,300,000	450,000	0	0	450,000
257	Community Services	CP560	Parks Planning & Collections	Expense	[N] Mt Morgan Cemetery - Columbarium	30,000	0	0	0	0
258	Community Services	CP560	Parks Planning & Collections	Expense	[N] Sand cleaning machine Kershaw Gardens	490	0	0	0	0
259	Community Services	CP560	Parks Planning & Collections	Expense	[R] Access Roads & Carparks Renewal Program	100,000	100,000	100,000	100,000	300,000
260	Community Services	CP560	Parks Planning & Collections	Expense	[R] Water Fountain renewals	30,000	50,000	20,000	70,000	140,000
261	Community Services	CP560	Parks Planning & Collections	Expense	[N] All weather/bird proof bin surrounds	20,000	30,000	20,000	12,300	62,300
262	Community Services	CP560	Parks Planning & Collections	Expense	[R] Cenotaph FP & Create Interpretive Hub	100,000	80,000	0	0	80,000
263	Community Services	CP560	Parks Planning & Collections	Expense	[R] New/renewed signage as per Signage Strategy	115,000	0	0	0	0
264	Community Services	CP560	Parks Planning & Collections	Expense	[R] Upgrade sub-soil drain Memorial Gardens	115,000	0	0	0	0
265	Community Services	CP560	Parks Planning & Collections	Expense	[N] Mt Morgan Cemetery extension	15,000	0	0	0	0
266	Community Services	CP560	Parks Planning & Collections	Expense	[N] Southside pool shade	50,000	0	0	250,000	250,000
267	Community Services	CP560	Parks Planning & Collections	Expense	[R] Rigalsford Park Expenditure Lease	0	25,000	0	0	25,000
268	Community Services	CP560	Parks Planning & Collections	Expense	[N] Mobile Skate Park - Part 3	30,000	0	0	0	0
269	Community Services	CP560	Parks Planning & Collections	Expense	New playground equipment for park	10,000	0	0	0	0
270	Community Services	CP560	Parks Planning & Collections	Expense	[N] Janet Pajolas Park for materials required for walkway/Orchard project	30,000	0	0	0	0
271	Community Services	CP560	Parks Planning & Collections	Expense	[N] Mobile Skate Park - Part 2	0	31,000	0	0	31,000
272	Community Services	CP560	Parks Planning & Collections	Expense	[N] Equipment for All Blacks Park (dog off leash area)	5,000	0	0	0	0
273	Community Services	CP560	Parks Planning & Collections	Expense	[N] BMX Track at Cedric Archer Park Gracemere	15,000	0	0	0	0
274	Community Services	CP560	Parks Planning & Collections	Expense	[N] All-ability Playground Equipment - Kershaw Gardens	0	70,000	0	0	70,000
275	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Fraser Park - Amphitheatre construction	-400,000	0	0	0	0
276	Community Services	CP560	Parks Planning & Collections	Expense	[N] Fraser Park - Amphitheatre construction	465,000	0	0	0	0
277	Community Services	CP560	Parks Planning & Collections	Expense	[N] Rockhampton Cricket Grounds (RCG) Lighting Project	200,000	200,000	0	0	200,000
278	Community Services	CP560	Parks Planning & Collections	Expense	[N]Rockhampton Hockey Existing field flood mitigation project	150,000	0	0	0	0
279	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Mount Morgan Walking and bike trail - W4QR3	-300,000	-300,000	0	0	-300,000
280	Community Services	CP560	Parks Planning & Collections	Expense	[N] Mount Morgan Walking and bike trail - W4QR3	0	380,000	220,000	0	600,000
281	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Zoo improvements - W4QR3	-150,000	-150,000	0	0	-150,000
282	Community Services	CP560	Parks Planning & Collections	Expense	[N] Zoo improvements - W4QR3	0	300,000	0	0	300,000
283	Community Services	CP560	Parks Planning & Collections	Revenue	[R] Botanic Gardens Pathways and Shade Shelters- W4QR3	-200,000	-200,000	0	0	-200,000
284	Community Services	CP560	Parks Planning & Collections	Expense	[R] Botanic Gardens Pathways and Shade Shelters- W4QR3	0	200,000	200,000	0	400,000
285	Community Services	CP560	Parks Planning & Collections	Revenue	[N] Pump Track - Gracemere - W4QR3	-250,000	-250,000	0	0	-250,000
286	Community Services	CP560	Parks Planning & Collections	Expense	[N] Pump Track - Gracemere - W4QR3	0	214,286	285,714	0	500,000
287	Community Services	CP560	Parks Planning & Collections	Expense	Upgrade drainage channel South Rockhampton Cemetery	0	0	0	100,000	100,000
288	Community Services	CP560	Parks Planning & Collections	Expense	[R] Parks Renewals	0	0	0	500,000	500,000

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289	Community Services	CP560	Parks Planning & Collections	Expense	[N] New Bajool Amenties Block	0	80,000	0	0	80,000
290	Community Services	CP560	Parks Planning & Collections	Expense	RTV buggy	0	30,000	0	0	30,000
291	Community Services	CP560	Parks Planning & Collections	Expense	Cedric Archer Wet Play Surface Reseal	0	51,300	0	51,300	102,600
292	Community Services	CP560	Parks Planning & Collections	Expense	Floral clock - Botanic Gardens	0	60,000	0	0	60,000
293	Community Services	CP560	Parks Planning & Collections	Expense	[U] Bulls Refurbishment	0	0	15,000	0	15,000
294	Community Services	CP560	Parks Planning & Collections	Expense	Entry & Exit Gates - Memorial Gardens	0	0	25,000	0	25,000
295	Community Services	CP560	Parks Planning & Collections	Expense	Upgrade Botanic Gardens Irrigation Network	0	205,000	205,000	200,000	610,000
296	Community Services	CP560	Parks Planning & Collections Total			4,979,054	1,189,649	1,857,014	1,894,900	4,941,563
297	Community Services	CP561	Parks Developer Contributions	Revenue	[N] Developer Contributions - Parks	-40,000	-41,000	-41,000	-41,000	-123,000
298	Community Services	CP561	Parks Developer Contributions Total			-40,000	-41,000	-41,000	-41,000	-123,000
299	Community Services	CP563	2015 Parks Disaster Event	Expense	[R] TCM RBG - Road Pathways Bridges and carpark restoration	65,499	0	0	0	0
300	Community Services	CP563	2015 Parks Disaster Event	Expense	[R] TCM Kershaw Gardens Remediation	284,267	220,000	0	0	220,000
301	Community Services	CP563	2015 Parks Disaster Event	Revenue	[R] TCM Kershaw Gardens Restoration	-1,000,000	0	0	0	0
302	Community Services	CP563	2015 Parks Disaster Event	Expense	[R] TCM Kershaw Gardens Restoration	1,585,113	100,000	0	0	100,000
303	Community Services	CP563	2015 Parks Disaster Event	Expense	[R] TCM - Rock. Botanical Gardens - Fernery & Visitor Centre	239,098	0	0	0	0
304	Community Services	CP563	2015 Parks Disaster Event Total			1,173,977	320,000	0	0	320,000
305	Community Services	CP564	Gardens	Expense	[R] Irrigation Renewal Program	250,000	430,717	200,000	200,000	830,717
306	Community Services	CP564	Gardens	Expense	[N] Cedric Archer Park - Wetlands	2,281,917	1,000,000	0	0	1,000,000
307	Community Services	CP564	Gardens	Expense	[U] Upgrade field surface provide suitable irrigation and up	17,244	30,000	0	0	30,000
308	Community Services	CP564	Gardens	Revenue	[R] Yeppen Roundabout Landscape Renewal	-1,450,000	-300,000	-1,500,000	0	-1,800,000
309	Community Services	CP564	Gardens	Expense	[R] Yeppen Roundabout Landscape	1,450,000	300,000	1,500,000	0	1,800,000
310	Community Services	CP564	Gardens	Expense	[N] Mt Archer Activation Plan Implementation	54	5,963	0	0	5,963
311	Community Services	CP564	Gardens	Expense	[R] Botanic Gardens-enhancements to improve visitor experience and activity	0	9,016	0	0	9,016
312	Community Services	CP564	Gardens	Expense	[N/R] Botanic Gardens Pathways & Shade Shelters W4Q	0	200,000	200,000	0	400,000
313	Community Services	CP564	Gardens	Expense	[U] Rotary Project - BBQs and Seating for Swadling Park & others	15,000	0	0	0	0
314	Community Services	CP564	Gardens	Expense	[U] Gracemere Industrial Area landscaping	5,000	0	0	0	0
315	Community Services	CP564	Gardens	Revenue	[U] Springers Lagoon W4Q	-40,000	0	0	0	0
316	Community Services	CP564	Gardens	Expense	[U] Springers Lagoon W4Q	79,269	0	0	0	0
317	Community Services	CP564	Gardens	Revenue	[R] Hugo Lassen Fernery W4Q	385,000	0	0	0	0
318	Community Services	CP564	Gardens	Expense	[R] Hugo Lassen Fernery W4Q	15,000	0	0	0	0
319	Community Services	CP564	Gardens	Expense	[N] Enclosure demolition Rockhampton Zoo	75,000	0	0	0	0
320	Community Services	CP564	Gardens	Expense	[N] Master Plan Rockhampton Zoo	0	40,000	0	0	40,000
321	Community Services	CP564	Gardens	Expense	[U] Median Refurbishments	75,000	75,000	75,000	75,000	225,000
322	Community Services	CP564	Gardens	Expense	[U] Synthetic Roundabout Program	50,000	51,300	51,300	51,300	153,900
323	Community Services	CP564	Gardens	Expense	[N] Beautification of the GIA Gracemere	5,000	0	0	0	0
324	Community Services	CP564	Gardens	Expense	[R/N] Zoo - Reptile Enclosures On Exhibit	0	0	0	100,000	100,000
325	Community Services	CP564	Gardens	Expense	Capital Seed Funding	0	0	0	200,000	200,000
326	Community Services	CP564	Gardens	Expense	Kershaw - Rd at Causway & depot entrance	0	0	0	150,000	150,000
327	Community Services	CP564	Gardens	Expense	[R] Zoo - Perimeter Fencing	0	0	0	450,000	450,000
328	Community Services	CP564	Gardens	Expense	[N] Zoo - Billy Goat Leaf Vacuum	0	6,000	0	0	6,000
329	Community Services	CP564	Gardens	Expense	[N] Zoo - Water Extraction Pump	0	6,000	0	0	6,000
330	Community Services	CP564	Gardens	Expense	Dog Off Leash Area - Gracemere	0	50,000	0	0	50,000
331	Community Services	CP564	Gardens	Expense	[R] Zoo - Reptile Enclosures Off Exhibit	0	12,000	0	0	12,000
332	Community Services	CP564	Gardens	Expense	Botanic Gardens - Curators Shed	0	15,000	0	0	15,000
333	Community Services	CP564	Gardens	Expense	[R] Zoo - Enclosure Renewals	0	0	100,000	100,000	200,000
334	Community Services	CP564	Gardens	Expense	[R] Zoo - Kangaroo Sheds	0	10,000	0	0	10,000
335	Community Services	CP564	Gardens	Expense	Bigmate GPS roll out	0	30,000	0	0	30,000
336	Community Services	CP564	Gardens	Expense	[U] Zoo - Fireproof Chimp House	0	70,000	0	0	70,000
337	Community Services	CP564	Gardens	Expense	[R/U] Zoo - Public Seating	0	22,500	0	0	22,500
338	Community Services	CP564	Gardens	Expense	Showgrounds Irrigation	0	30,000	0	0	30,000
339	Community Services	CP564	Gardens	Expense	[R/U] Zoo - Perentie Enclosure	0	150,000	0	0	150,000
340	Community Services	CP564	Gardens	Expense	Botanics Depot - removal of Facilities open shed	0	9,000	0	0	9,000
341	Community Services	CP564	Gardens	Expense	Wash down bay and tyre bath - Pathogens	0	100,000	0	0	100,000
342	Community Services	CP564	Gardens	Expense	[N] Zoo - Chimp Climbing Structures	0	15,000	0	0	15,000
343	Community Services	CP564	Gardens	Expense	Nursery - automate roller doors	0	12,000	0	0	12,000
344	Community Services	CP564	Gardens	Expense	Soil Spreader	0	60,000	0	0	60,000
345	Community Services	CP564	Gardens	Expense	[U] Kershaw - divert water away from Sensory Garden	0	70,000	0	0	70,000
346	Community Services	CP564	Gardens	Expense	Botanics Depot chemical & Fert storage	0	25,000	0	0	25,000
347	Community Services	CP564	Gardens	Expense	[R] Zoo - Boardwalk Posts - Dome Aviary	0	40,000	42,000	44,100	126,100
348	Community Services	CP564	Gardens	Expense	Drop in wickets	0	30,000	0	0	30,000

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349	Community Services	CP564	Gardens	Expense	Fuel Storage at Kershaw/Northside Depot	0	50,000	0	0	50,000
350	Community Services	CP564	Gardens	Expense	[R] Zoo - Chimp Enclosure (Replace beams old section)	0	50,000	0	0	50,000
351	Community Services	CP564	Gardens	Expense	Wide Area Mower	0	60,000	0	0	60,000
352	Community Services	CP564	Gardens	Expense	Kershaw pump for rapids waterfall in rainforest	0	4,000	0	0	4,000
353	Community Services	CP564	Gardens	Expense	Botanic Gardens Finch Gazebo	0	70,000	0	0	70,000
354	Community Services	CP564	Gardens	Expense	[R] Rod Laver Area - Steps Improvements	0	10,000	0	0	10,000
355	Community Services	CP564	Gardens	Expense	[N] Kershaw Gardens Irrigation at Rapids	0	50,000	0	0	50,000
356	Community Services	CP564	Gardens Total			3,213,484	2,898,496	668,300	1,370,400	4,937,196
357	Community Services Total					14,934,359	8,420,910	7,910,714	9,571,400	25,903,024
358	Corporate Services	CP230	Communications & Information Technology	Expense	Pathway ECM Integration Project	0	7,000	0	0	7,000
359	Corporate Services	CP230	Communications & Information Technology	Expense	ITR - Storage Area Network Capacity Increase	101,000	81,000	0	81,000	162,000
360	Corporate Services	CP230	Communications & Information Technology	Expense	ITR - Purchase of Printers - MFDs	50,000	73,000	42,000	133,000	248,000
361	Corporate Services	CP230	Communications & Information Technology	Expense	ITR - Networking Replacements	25,000	261,000	222,000	41,000	524,000
362	Corporate Services	CP230	Communications & Information Technology	Expense	ITR - Server Replacements	31,000	184,500	44,100	0	228,600
363	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Email Archive Replacement Project	0	0	52,300	0	52,300
364	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Replace Comms Hut at Disaster Recovery Site	0	40,000	0	0	40,000
365	Corporate Services	CP230	Communications & Information Technology	Expense	[U] Systems Upgrade/Improvements (budget from 1017185)	35,000	280,400	186,100	194,000	660,500
366	Corporate Services	CP230	Communications & Information Technology	Expense	[R] ITR - Tape Libraries	0	70,000	0	0	70,000
367	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Mount Morgan Radio Link	91,000	49,000	0	0	49,000
368	Corporate Services	CP230	Communications & Information Technology	Expense	[U] Microsoft Licence Acquisitions with SA	146,208	12,000	0	0	12,000
369	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Windows 10 Upgrade	0	50,000	0	0	50,000
370	Corporate Services	CP230	Communications & Information Technology	Expense	[U] ePathway/Mobile	20,000	33,450	0	0	33,450
371	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Performance Planning (Audit & Risk Corporate Planning)	0	0	131,000	0	131,000
372	Corporate Services	CP230	Communications & Information Technology	Expense	[U] Aurion Improvements/Upgrade	87,000	30,000	0	0	30,000
373	Corporate Services	CP230	Communications & Information Technology	Expense	[U] DR Site Migration (FRW)	0	80,000	0	0	80,000
374	Corporate Services	CP230	Communications & Information Technology	Expense	[R] DR Site Airconditioner	0	20,000	0	0	20,000
375	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Asset Management System (Core)	1,674,174	190,800	0	0	190,800
376	Corporate Services	CP230	Communications & Information Technology	Expense	[R] ITR - Radio Link Renewal Program	20,000	55,000	75,000	105,000	235,000
377	Corporate Services	CP230	Communications & Information Technology	Expense	[R] ITR - Video Conferencing Renewal/Replacement	0	79,350	0	0	79,350
378	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Firewall Replacements	12,818	0	14,400	17,000	31,400
379	Corporate Services	CP230	Communications & Information Technology	Expense	[R] ITR - Unified Communications Renewal/Replacement (Intangibles)	0	157,900	0	0	157,900
380	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Waste Collection Routing System	21,900	0	0	0	0
381	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Rates Water Modelling Software	95,000	0	0	0	0
382	Corporate Services	CP230	Communications & Information Technology	Expense	[R] ITR - Unified Communications Renewal/Replacement (Hardware)	100,000	0	0	0	0
383	Corporate Services	CP230	Communications & Information Technology	Expense	[U] GIS system - GDA2020 project upgrade	20,000	0	0	0	0
384	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Disaster Recovery Solution	200,000	0	0	0	0
385	Corporate Services	CP230	Communications & Information Technology	Expense	[N] Enterprise Search Solution	75,000	0	0	0	0
386	Corporate Services	CP230	Communications & Information Technology	Expense	[U] People, Property, Revenue and Regulatory System	0	0	0	567,900	567,900
387	Corporate Services	CP230	Communications & Information Technology	Expense	Storage Repalcement	0	0	346,500	0	346,500
388	Corporate Services	CP230	Communications & Information Technology	Expense	[R] Fibre Multiplexor	0	0	31,800	0	31,800
389	Corporate Services	CP230	Communications & Information Technology Total			2,805,100	1,754,400	1,145,200	1,138,900	4,038,500
390	Corporate Services	CP235	Smart Regional Centre	Expense	[N] Smart Hub Fitout - building our regions including co-contribution	29,158	0	0	0	0
391	Corporate Services	CP235	Smart Regional Centre	Revenue	[N] CBD Smart Technologies - Stage 3A/B/C/D (BOR)	-463,091	0	0	0	0
392	Corporate Services	CP235	Smart Regional Centre	Expense	[N] CBD Smart Technologies - Stage 3A/B/C/D (BOR)	571,226	0	0	0	0
393	Corporate Services	CP235	Smart Regional Centre	Revenue	[N] CBD Smart Technologies - Parking Sensors (additional)	-12,500	0	0	0	0
394	Corporate Services	CP235	Smart Regional Centre	Expense	[N] CBD Smart Technologies - Parking Sensors (additional)	68,325	0	0	0	0
395	Corporate Services	CP235	Smart Regional Centre	Expense	[U] CCTV System Upgrade CBD Smart Tech	170,364	0	0	0	0
396	Corporate Services	CP235	Smart Regional Centre	Revenue	[N] CBD Smart Tech Stage 3E – Vic Pde and Col Brown Park	-225,000	-225,000	0	0	-225,000
397	Corporate Services	CP235	Smart Regional Centre	Expense	[N] CBD Smart Tech Stage 3E – Vic Pde and Col Brown Park	521,000	355,000	0	0	355,000
398	Corporate Services	CP235	Smart Regional Centre	Expense	[N] CBD Smart Tech Stage 3C – Quay St (William to Derby)	0	352,000	0	0	352,000
399	Corporate Services	CP235	Smart Regional Centre Total			659,482	482,000	0	0	482,000
400	Corporate Services	CP440	Fleet	Expense	Fleet Renewal Program - carryover budget	432,037	0	0	0	0
401	Corporate Services	CP440	Fleet	Revenue	P/Mover 70T Kenworth T403 440RSA	-100,000	0	0	0	0
402	Corporate Services	CP440	Fleet	Expense	[R] Fleet Renewal Program - RRRC	5,114,141	4,778,790	5,055,390	5,461,530	15,295,710
403	Corporate Services	CP440	Fleet	Revenue	Truck 2.6T Isuzu NPR 300 092TNJ	-35,864	0	0	0	0
404	Corporate Services	CP440	Fleet	Expense	[R] 2 way radio System - Equipment	400,000	0	0	0	0
405	Corporate Services	CP440	Fleet	Revenue	Semi-Trailer Water Tanker Allquip 187UCZ	-235,364	0	0	0	0
406	Corporate Services	CP440	Fleet	Revenue	Truck 2T Isuzu NPR45/155 946VXF	-39,500	0	0	0	0
407	Corporate Services	CP440	Fleet	Expense	1068433 - New Landfill Compactor	900,000	0	0	0	0
408	Corporate Services	CP440	Fleet	Expense	4x4 2T Trk Pest Mng funded partially from J344000.653.2106	40,000	0	0	0	0
409	Corporate Services	CP440	Fleet	Expense	Linegrinder Graco GrindLazer 390	20,100	0	0	0	0

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
410	Corporate Services	CP440	Fleet	Expense	[N] Job truck for Mt Morgan - Civil Operations	85,000	0	0	0	0
411	Corporate Services	CP440	Fleet	Expense	[N] Tractor and Slasher - Civil Operations	231,000	0	0	0	0
412	Corporate Services	CP440	Fleet	Expense	[N] Pool Car	23,000	0	0	0	0
413	Corporate Services	CP440	Fleet	Expense	[N] Purchase of Steam Weeder	35,000	0	0	0	0
414	Corporate Services	CP440	Fleet	Expense	Truck 2.3T Isuzu NPR65 XQ76BH	58,520	0	0	0	0
415	Corporate Services	CP440	Fleet	Expense	Truck 1.5T NPR45 895YFF	60,714	0	0	0	0
416	Corporate Services	CP440	Fleet	Expense	Trailer Genelite Compressor EP8735	16,064	0	0	0	0
417	Corporate Services	CP440	Fleet	Expense	BeachTech Sweepy Hydro Sand Cleaner Walk Behind	28,100	0	0	0	0
418	Corporate Services	CP440	Fleet	Expense	Beach Tech Sweepy Hydro Sand Cleaner	28,100	0	0	0	0
419	Corporate Services	CP440	Fleet	Expense	Wide Area Mower	40,000	0	0	0	0
420	Corporate Services	CP440	Fleet	Expense	New Semi-trailer Water Tanker (Rollover)	175,000	0	0	0	0
421	Corporate Services	CP440	Fleet	Expense	New Semi-trailer Water Tanker (Fire)	175,000	0	0	0	0
422	Corporate Services	CP440	Fleet	Expense	New Primemover (Fire)	285,000	0	0	0	0
423	Corporate Services	CP440	Fleet	Expense	Extra Vehicle - Civil Design Project Delivery	28,000	0	0	0	0
424	Corporate Services	CP440	Fleet	Expense	Extra Vehicle Facilities Electrician	38,000	0	0	0	0
425	Corporate Services	CP440	Fleet	Expense	Plant Purchases	0	250,000	0	0	250,000
426	Corporate Services	CP440	Fleet Total			7,802,048	5,028,790	5,055,390	5,461,530	15,545,710
427	Corporate Services	CP480	Strategic Projects Regional Services	Expense	[N] TMR land purchases - Parkhurst / Gracemere	301,381	0	0	0	0
428	Corporate Services	CP480	Strategic Projects Regional Services	Revenue	[N] TMR land sales - Parkhurst / Gracemere	-692,628	0	0	0	0
429	Corporate Services	CP480	Strategic Projects Regional Services	Expense	[N] TMR land sales - Parkhurst / Gracemere	15,403	0	0	0	0
430	Corporate Services	CP480	Strategic Projects Regional Services	Expense	[N] Werribee St - Site Investigation	102,981	0	0	0	0
431	Corporate Services	CP480	Strategic Projects Regional Services Total			-272,863	0	0	0	0
432	Corporate Services	CP630	Business Support & Development	Expense	[N] Various Small Allotments	0	21,500	21,500	21,500	64,500
433	Corporate Services	CP630	Business Support & Development	Expense	[N] Purchase land Mount Morgan	0	75,000	0	0	75,000
434	Corporate Services	CP630	Business Support & Development Total			0	96,500	21,500	21,500	139,500
435	Corporate Services Total					10,993,766	7,361,690	6,222,090	6,621,930	20,205,710
436	Regional Services	CP401	Civil Operations Management	Expense	Land acquisition costs associated with projects	157,900	157,900	160,900	160,900	479,700
437	Regional Services	CP401	Civil Operations Management	Expense	Gracemere Depot road upgrade	51,000	0	0	0	0
438	Regional Services	CP401	Civil Operations Management	Expense	Dooley St Depot Access road upgrade	170,109	210,100	0	0	210,100
439	Regional Services	CP401	Civil Operations Management	Expense	Capital Works Contingency Fund	315,900	1,000,000	1,000,000	1,000,000	3,000,000
440	Regional Services	CP401	Civil Operations Management Total			694,909	1,368,000	1,160,900	1,160,900	3,689,800
441	Regional Services	CP412	March 2017 Rural Flood Disaster	Expense	[R] RWC-RC-Rural - March 2017 Disaster Event Expenses - Rev 1077210	3,574,162	0	0	0	0
442	Regional Services	CP412	March 2017 Rural Flood Disaster	Revenue	Rural - March 2017 Disaster Event Revenue (Expense 1076613)	-1,946,191	-420,000	0	0	-420,000
443	Regional Services	CP412	March 2017 Rural Flood Disaster	Expense	Scrubby Creek	810,632	0	0	0	0
444	Regional Services	CP412	March 2017 Rural Flood Disaster	Revenue	Scrubby Creek Dam (Expense 1117422)	-611,719	-80,000	0	0	-80,000
445	Regional Services	CP412	March 2017 Rural Flood Disaster Total			1,826,884	-500,000	0	0	-500,000
446	Regional Services	CP413	March 2017 Urban Flood Disaster	Expense	Reaney St (Touch & Soccer fields) road upgrade	158,000	0	0	0	0
447	Regional Services	CP413	March 2017 Urban Flood Disaster	Revenue	Urban TCD betterment Pilbeam	-1,538,368	-228,338	0	0	-228,338
448	Regional Services	CP413	March 2017 Urban Flood Disaster	Revenue	Reaney St	-62,777	-13,070	0	0	-13,070
449	Regional Services	CP413	March 2017 Urban Flood Disaster	Revenue	Water Street Rockhampton REpa rev	-4,420	0	0	0	0
450	Regional Services	CP413	March 2017 Urban Flood Disaster	Revenue	Water Street Rockhampton REpa exp	-216,231	-36,039	0	0	-36,039
451	Regional Services	CP413	March 2017 Urban Flood Disaster	Expense	Water Street Rockhampton Betterment (Rev 1115315)	728,290	230,000	0	0	230,000
452	Regional Services	CP413	March 2017 Urban Flood Disaster	Expense	Pilbeam Drive (Rev 1117166)	2,283,383	400,000	0	0	400,000
453	Regional Services	CP413	March 2017 Urban Flood Disaster Total			1,347,877	352,554	0	0	352,554
454	Regional Services	CP414	July 2016 Rural Disaster Event	Revenue	Urban- July 2016 Disaster Event Revenue - Exp bgt 1068144	-185,837	-47,000	0	0	-47,000
455	Regional Services	CP414	July 2016 Rural Disaster Event	Expense	Rural 2016 Disaster expend	470,000	0	0	0	0
456	Regional Services	CP414	July 2016 Rural Disaster Event Total			284,163	-47,000	0	0	-47,000
457	Regional Services	CP415	July 2016 Urban Disaster Event	Revenue	Urban - July 2016 Disaster Event Revenue	-145,584	-20,000	0	0	-20,000
458	Regional Services	CP415	July 2016 Urban Disaster Event	Expense	Urban - July 2016 Disaster Event Expenses Rev Bgt	223,677	0	0	0	0
459	Regional Services	CP415	July 2016 Urban Disaster Event Total			78,093	-20,000	0	0	-20,000
460	Regional Services	CP417	2015 Urban Disaster Reconstruction	Revenue	Urban roads March 2017 Revenue	-1,394,221	-183,741	0	0	-183,741
461	Regional Services	CP417	2015 Urban Disaster Reconstruction	Expense	Urban roads	1,837,407	0	0	0	0
462	Regional Services	CP417	2015 Urban Disaster Reconstruction Total			443,186	-183,741	0	0	-183,741
463	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Roads to Recovery Revenue Commonwealth Government	-1,227,257	-1,186,764	-1,186,764	-1,186,764	-3,560,292
464	Regional Services	CP420	Revenue Civil Operations	Revenue	UEC-Bus Stops Program-Grant Income	-165,161	-153,800	-153,800	-153,800	-461,400
465	Regional Services	CP420	Revenue Civil Operations	Revenue	Contribution from OMYA to South Ulam Road	-28,820	-71,800	-71,800	-71,800	-215,400
466	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] D-640/2002 Road Maintenance Levy - Nine Mile Rd	-77,525	-61,500	-61,500	-61,500	-184,500
467	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] Local Govt Cycling Funding Program	-195,000	0	0	0	0
468	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] Rev - Blackspot Funding General	-500,000	-500,000	-500,000	-500,000	-1,500,000
469	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Rev - TIDS Funding	-825,648	-829,954	-825,000	-825,000	-2,479,954
470	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Rev-UCC-RC-Mason St-School to Norman (Expense 1068656)	-1,133,537	0	0	0	0

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471	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] Rev-UCC-NC-Jones St - Brosnan to Norman (Expense 1068657)	-294,300	0	0	0	0
472	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] Rev-UWC-BS-Morgan Street Long Range Coach Stop (Expense 1078547)	-12,000	0	0	0	0
473	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Bank Guarantee - UCC-Chancellors Estate defect repairs (Expense 1078641)	-90,000	0	0	0	0
474	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] REV-Pilbeam Drive Walkway Connection to Frenchville Road	-550,000	0	0	0	0
475	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] REV-Macquarie Street Upgrade Works W4Q (Expense 1112828)	-250,000	0	0	0	0
476	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] REV-Footpath and Cycleway Package W4QR2 - Round 2 (Exp various)	-262,500	0	0	0	0
477	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] REV-Straightening and Replacement of Street Signage W4Q	-75,000	0	0	0	0
478	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] REV-Mount Morgan CBD Footpath Upgrade W4QR2 (Expense 1112832)	-250,000	0	0	0	0
479	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] REV-Gracemere CBD Footpath Upgrade W4QR2 (Expense 1112833)	-250,000	0	0	0	0
480	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] REV-Stapleton Park Flood Valves W4QR2 (Expense 1112834)	-50,000	0	0	0	0
481	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] Rev - UCC-SW-Park Street Drainage 5A - Tung Yeen Street (Expense 1116002)	-532,554	0	0	0	0
482	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Rev-RWC BDG Calmorin Rd - Hansons Bridge - Renewal Funding (Expense 1076573)	-463,250	0	0	0	0
483	Regional Services	CP420	Revenue Civil Operations	Revenue	[R] Rev-RWC BDG Mt Hopeful Rd CH 0.4 - Renewal Funding (Expense 1076573)	-135,000	0	0	0	0
484	Regional Services	CP420	Revenue Civil Operations	Revenue	[U] Rev-UCC-RC-Quay Ln & Pilbeam Theatre Carpark	-95,000	0	0	0	0
485	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] Rev - UCC-SW-Webber Park Stage 1B inlets/outlets	-360,693	-40,077	0	0	-40,077
486	Regional Services	CP420	Revenue Civil Operations	Revenue	[N]Rev - UWC-RC-Macquarie St-Somerset Rd to Middle Rd	-300,000	-856,000	0	0	-856,000
487	Regional Services	CP420	Revenue Civil Operations	Revenue	Farm Street - Alexandra Street intersection	0	0	0	-507,900	-507,900
488	Regional Services	CP420	Revenue Civil Operations	Revenue	Lucas Street - Johnson Road to Allan Road	0	0	0	-579,200	-579,200
489	Regional Services	CP420	Revenue Civil Operations	Revenue	Norman Road - Boundary Road to Olive Street	0	0	0	-165,400	-165,400
490	Regional Services	CP420	Revenue Civil Operations	Revenue	Casuarina Rd - Serpentine Creek Bridge	0	-129,859	-14,428	0	-144,287
491	Regional Services	CP420	Revenue Civil Operations	Revenue	Macquarie Street - Foster Street to Douglas Street	0	-396,800	0	0	-396,800
492	Regional Services	CP420	Revenue Civil Operations	Revenue	Wackford Street Drainage	-564,597	-1,318,800	0	0	-1,318,800
493	Regional Services	CP420	Revenue Civil Operations	Revenue	Casuarina Rd - Swan Creek Bridge	0	-129,859	-14,428	0	-144,287
494	Regional Services	CP420	Revenue Civil Operations	Revenue	Glenroy Road - Loius Bridge	0	-150,000	-258,484	0	-408,484
495	Regional Services	CP420	Revenue Civil Operations	Revenue	[N] Limestone Creek Diversion DTMR open channel	0	-250,000	-750,000	0	-1,000,000
496	Regional Services	CP420	Revenue Civil Operations Total			-8,687,842	-6,075,213	-3,836,204	-4,051,364	-13,962,781
497	Regional Services	CP422	Rural Operations West	Expense	Renewal of Unsealed Road Gravel Program A	2,200,000	2,000,000	2,986,000	3,000,000	7,986,000
498	Regional Services	CP422	Rural Operations West	Expense	South Ulam Road - Widening 2017 use 1078559	306,000	0	0	359,400	359,400
499	Regional Services	CP422	Rural Operations West	Expense	Annual Reseal Program	410,000	369,000	450,000	410,000	1,229,000
500	Regional Services	CP422	Rural Operations West	Expense	Mount Hopeful Road - Ch 0.4	379,000	0	0	0	0
501	Regional Services	CP422	Rural Operations West	Expense	Insley Avenue (Bouldercombe) - Ch 0 to 0.67	0	0	0	74,800	74,800
502	Regional Services	CP422	Rural Operations West	Expense	South Yaamba Road - Sandy Creek	10,900	0	0	0	0
503	Regional Services	CP422	Rural Operations West	Expense	Arthur Street (Westwood) - Ch 2.49	1,000	0	0	0	0
504	Regional Services	CP422	Rural Operations West	Expense	Neerkol Road (Stanwell)	12,900	0	0	0	0
505	Regional Services	CP422	Rural Operations West	Expense	Sheldrake Road	0	472,500	0	0	472,500
506	Regional Services	CP422	Rural Operations West	Expense	Cherryfield Road - Reigal Street to Ashford Street	350,000	0	0	0	0
507	Regional Services	CP422	Rural Operations West	Expense	Calmorin Road - Hansons Bridge	925,000	0	0	0	0
508	Regional Services	CP422	Rural Operations West	Expense	Rosewood Road - Ch 42.69, 45.89, 48.11	2,000	0	0	0	0
509	Regional Services	CP422	Rural Operations West	Expense	Melville Street Open Channel	2,600	69,700	0	0	69,700
510	Regional Services	CP422	Rural Operations West	Expense	Boongary Road - Kabra Road Intersection	0	867,200	0	0	867,200
511	Regional Services	CP422	Rural Operations West	Expense	Thirsty Creek Road - CH 0.0 to 14.5 km	5,000	0	0	0	0
512	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-RC-Hanrahan Road Floodway-Fitzroy River (Revenue 1112175)	10,500	0	0	0	0
513	Regional Services	CP422	Rural Operations West	Expense	Alton Downs-Nine Mile Road - Ch 1.50 to Ch 4.70	23,000	264,200	217,500	0	481,700
514	Regional Services	CP422	Rural Operations West	Expense	[N] RWC-NC-Kabra Scrubby Creek Rd Kabra - bitumen seal CH 0.05-1.70 km	10,000	0	0	0	0
515	Regional Services	CP422	Rural Operations West	Expense	[R] RWC-RC-Malchi-Nine Mile Road-Ch 9.5 to 9.7	43,500	0	0	0	0
516	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Glenroy Marlborough Rd - Ch 25.98	35,000	0	0	0	0
517	Regional Services	CP422	Rural Operations West	Expense	Glenroy Rd - Louisa Creek Bridge	0	300,000	516,968	0	816,968
518	Regional Services	CP422	Rural Operations West	Expense	[R] RWC-RC Griffith St (Stanwell) - Ch 0 to 0.25	133,000	0	0	0	0
519	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Gum Tree Avenue - Ch 0.40 (upgrade floodway)	235,000	0	0	0	0
520	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Kalapa Black Mtn Rd - Ch 4.04, 3.17, 5.42, 5.71, 6.68, 7.23 & 7.99	208,000	0	0	0	0
521	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Morinish Rd - Ch 6.07	40,000	0	0	0	0
522	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Moses Rd - Ch 3.13, 5.19 & 5.29	70,000	0	0	0	0
523	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Rosewood Rd - Ch 36.55	35,000	0	0	0	0
524	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-FW Seymour Rd - Ch 0.26, 0.82	75,000	0	0	0	0

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525	Regional Services	CP422	Rural Operations West	Expense	[R] RWC-RC-Nine Mile Rd Pink Lily Ch 1.75-2.53 Pavement Rehab	430,000	0	0	0	0
526	Regional Services	CP422	Rural Operations West	Expense	[N] RWC-SW Murphy Rd Ch 3.30	34,000	0	0	0	0
527	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-RC-Reid Rd Ch 3.31-3.41 Pavement Rehab and Seal	20,000	0	0	0	0
528	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-RC-Brickworks Rd - Warren Rd Intersection seal	33,000	0	0	0	0
529	Regional Services	CP422	Rural Operations West	Expense	[U] RWC-RC-Dalma-Ridglands Rd - Moses Rd Intersection Improvements	180,000	0	0	0	0
530	Regional Services	CP422	Rural Operations West	Expense	Bills road - 4.24 to 5.87 seal	0	0	0	256,000	256,000
531	Regional Services	CP422	Rural Operations West	Expense	Galton St – bitumen seal Ch 0.25-0.50	0	0	0	75,000	75,000
532	Regional Services	CP422	Rural Operations West	Expense	Herbert St- bitumen seal Ch 0.15-0.25	0	0	0	30,000	30,000
533	Regional Services	CP422	Rural Operations West	Expense	Casuarina Rd -Serpentine Creek Bridge	40,000	288,576	0	0	288,576
534	Regional Services	CP422	Rural Operations West	Expense	Archer Road-Struck Oil Road - Ch 00 to 1.0	0	0	0	375,200	375,200
535	Regional Services	CP422	Rural Operations West	Expense	Boongary Road - Halfpenny Road to Kabra Road	0	0	0	938,900	938,900
536	Regional Services	CP422	Rural Operations West	Expense	Fairybower Road - Scrubby Creek. Upgrade to bridge / major culverts.	0	0	0	105,600	105,600
537	Regional Services	CP422	Rural Operations West	Expense	Laurel Bank Road - Ch 3.86 to Ch 7.69 , bitumen seal	0	0	0	466,400	466,400
538	Regional Services	CP422	Rural Operations West	Expense	Lion Mountain Road - Ch 9.20 to 11.20 , bitumen seal	0	0	0	579,100	579,100
539	Regional Services	CP422	Rural Operations West	Expense	Mogilno Road - Ch 00 to 5.51 , bitumen seal	0	0	0	252,200	252,200
540	Regional Services	CP422	Rural Operations West	Expense	Laurel Bank Rd - Wedel Rd Intersection Improvemen	80,000	0	0	0	0
541	Regional Services	CP422	Rural Operations West	Expense	[N] RWC-NC-Old Joe Road Bajool (Bajool-Port Alma Rd to WTS)	0	25,000	0	0	25,000
542	Regional Services	CP422	Rural Operations West	Expense	Milner Road - Ch 0.25 to 0.55 , bitumen seal	0	107,600	0	0	107,600
543	Regional Services	CP422	Rural Operations West	Expense	Casuarina Rd -Swan Creek Bridge	40,000	288,576	0	0	288,576
544	Regional Services	CP422	Rural Operations West	Expense	Nugget Ave (Bouldercombe) - Ch 0.28 to 1.12, bitumen seal	0	215,300	0	0	215,300
545	Regional Services	CP422	Rural Operations West	Expense	Aremby Road Ch 00 to 6.58 , bitumen seal	0	250,000	0	0	250,000
546	Regional Services	CP422	Rural Operations West	Expense	Hunt Road (Alton Downs) Road - Ch 1.45 to 4.50, Seal	0	0	350,000	493,000	843,000
547	Regional Services	CP422	Rural Operations West	Expense	Floodways CP422 - Bulk Allocation	0	400,000	400,000	410,000	1,210,000
548	Regional Services	CP422	Rural Operations West	Expense	O'Shannessy Street - Replace culvert with low level fway	0	0	52,300	472,500	524,800
549	Regional Services	CP422	Rural Operations West	Expense	Bobs Creek Road - Ch 2.36 to 3.44 , bitumen seal	0	0	481,900	0	481,900
550	Regional Services	CP422	Rural Operations West	Expense	Bobs Creek Road - Ch 00-1.60	0	228,500	0	0	228,500
551	Regional Services	CP422	Rural Operations West	Expense	Old Capricorn Highway - Scrubby Creek Bridge	0	0	52,300	472,500	524,800
552	Regional Services	CP422	Rural Operations West	Expense	Glenroy Road - Ch 8.50 to 19.90 , bitumen seal	0	328,000	0	0	328,000
553	Regional Services	CP422	Rural Operations West	Expense	Pink Lily Road - Ch 1.2 to Ch 2.0	0	214,200	0	0	214,200
554	Regional Services	CP422	Rural Operations West	Expense	Arthur Street (Westwood) - Ch 00 to 0.80	0	0	214,200	0	214,200
555	Regional Services	CP422	Rural Operations West	Expense	South Yaamba Road - Ch 0.00 to 1.20	0	241,900	0	0	241,900
556	Regional Services	CP422	Rural Operations West	Expense	Webb Road (Bouldercombe) - bitumen seal 700m	0	0	183,500	0	183,500
557	Regional Services	CP422	Rural Operations West Total			6,379,400	6,930,252	5,904,668	8,770,600	21,605,520
558	Regional Services	CP427	Central Urban Operations	Expense	Medcraf st -Yewdale Drive (Richardson Rd to Feez St)	0	0	0	500,000	500,000
559	Regional Services	CP427	Central Urban Operations	Expense	Footpath Reconstruction - Bulk Allocation	80,000	256,000	256,000	256,000	768,000
560	Regional Services	CP427	Central Urban Operations	Expense	Misc Traffic Light Upgrades - (PAPL to Radio Link)	95,400	0	0	0	0
561	Regional Services	CP427	Central Urban Operations	Expense	Annual Reseal Program CP427	4,241,750	3,349,400	3,910,000	3,734,000	10,993,400
562	Regional Services	CP427	Central Urban Operations	Expense	Caribbea Estate Stg 2	7,100	0	0	0	0
563	Regional Services	CP427	Central Urban Operations	Expense	Road Safety Minor Works Program	70,000	200,000	200,000	200,000	600,000
564	Regional Services	CP427	Central Urban Operations	Expense	Bus Stop Program	200,000	250,000	252,000	252,000	754,000
565	Regional Services	CP427	Central Urban Operations	Expense	Thozet Road - Lilley Ave to Zervos Ave	230,000	0	0	0	0
566	Regional Services	CP427	Central Urban Operations	Expense	Bridge Rehabilitation - Bulk Allocation	86,000	65,000	205,000	205,000	475,000
567	Regional Services	CP427	Central Urban Operations	Expense	Replace Stormwater Inlets	95,000	100,000	100,000	100,000	300,000
568	Regional Services	CP427	Central Urban Operations	Expense	Hindley Street - Elphinstone Street to Livingstone Street	191,500	0	0	0	0
569	Regional Services	CP427	Central Urban Operations	Expense	Rodboro Street - Dean Street to Water Street	0	130,000	0	0	130,000
570	Regional Services	CP427	Central Urban Operations	Expense	Wackford Street Drainage (Stage 1)	400,000	3,400,000	0	0	3,400,000
571	Regional Services	CP427	Central Urban Operations	Expense	Cheney St Drainage Upgrade-Contribution to Developer	2,000	0	0	0	0
572	Regional Services	CP427	Central Urban Operations	Expense	Alexander Street Drainage	212,000	0	0	0	0
573	Regional Services	CP427	Central Urban Operations	Expense	Pilbeam Drive Carpark Ch 0.2km	176,000	0	0	0	0
574	Regional Services	CP427	Central Urban Operations	Expense	Dean St Drainage_Rodboro Street to Peter Street	132,700	0	0	0	0
575	Regional Services	CP427	Central Urban Operations	Expense	McLeod Park Open Drain	0	0	0	100,000	100,000
576	Regional Services	CP427	Central Urban Operations	Expense	Quay Lane - North Street to Albert Street	65,000	0	0	0	0
577	Regional Services	CP427	Central Urban Operations	Expense	Berserker Street - Simpson Street to Robinson Street	175,000	0	0	0	0
578	Regional Services	CP427	Central Urban Operations	Expense	Upper Dawson Road - Nathan Street to Wakefield Street	250,000	400,000	0	0	400,000
579	Regional Services	CP427	Central Urban Operations	Expense	Western St - Meade Street intersection	12,000	0	0	0	0
580	Regional Services	CP427	Central Urban Operations	Expense	Farm Street - Alexandra Street intersection	0	513,000	1,025,000	0	1,538,000
581	Regional Services	CP427	Central Urban Operations	Expense	Mason Avenuee - Hotham Close to Norman Road	1,295,000	0	0	0	0
582	Regional Services	CP427	Central Urban Operations	Expense	Jones Street - Brosnan Crescent to Norman Road	165,000	0	0	0	0
583	Regional Services	CP427	Central Urban Operations	Expense	North Street - Campbell Street to Victoria Parade (Cycle route improvements)	550,000	0	0	0	0
584	Regional Services	CP427	Central Urban Operations	Expense	Kerrigan Street - Underpass of Roundabout	1,100	0	0	0	0

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585	Regional Services	CP427	Central Urban Operations	Expense	Glenmore Road - Main Street to NC Railway	305,000	0	0	0	0
586	Regional Services	CP427	Central Urban Operations	Expense	Bridge Street - Yeppoon Railway to Queen Elizabeth Drive	184,000	0	0	0	0
587	Regional Services	CP427	Central Urban Operations	Expense	Upper Dawson Road - Nathan Street to Wakefield Street	57,000	0	0	0	0
588	Regional Services	CP427	Central Urban Operations	Expense	Clanfield Street - Wooster Street to Simpson Street	230,000	0	0	0	0
589	Regional Services	CP427	Central Urban Operations	Expense	Power Street - Hollingsworth Street to Alexandra Street	12,500	0	0	0	0
590	Regional Services	CP427	Central Urban Operations	Expense	Pilbeam Drive Reseal	315,000	0	0	0	0
591	Regional Services	CP427	Central Urban Operations	Expense	Webber Park Stage 1A inlets/outlets	1,210,000	0	0	0	0
592	Regional Services	CP427	Central Urban Operations	Expense	German Street - Rosewood Drive to Sunset Drive	13,000	0	0	0	0
593	Regional Services	CP427	Central Urban Operations	Expense	Bolsover Street	0	0	533,000	0	533,000
594	Regional Services	CP427	Central Urban Operations	Expense	Quay Street - William Street to Derby street	500,000	0	0	0	0
595	Regional Services	CP427	Central Urban Operations	Expense	Dean Street - Talbot Street to Elphinstone Street	75,200	0	0	0	0
596	Regional Services	CP427	Central Urban Operations	Expense	Haynes Street - Hollingsworth Street to Byrne Street	0	352,000	0	0	352,000
597	Regional Services	CP427	Central Urban Operations	Expense	Main Street - Pearce Street to Rodger Street	377,000	0	0	0	0
598	Regional Services	CP427	Central Urban Operations	Expense	Power Street - Frontage of No. 34	6,500	0	0	0	0
599	Regional Services	CP427	Central Urban Operations	Expense	Rodger Street - Medcraf Street to Buzacott Street	5,000	0	0	0	0
600	Regional Services	CP427	Central Urban Operations	Expense	Stormwater - Minor Capital Program	29,000	100,000	100,000	100,000	300,000
601	Regional Services	CP427	Central Urban Operations	Expense	Blackspot Allocation for 100% Projects	410,000	512,500	512,500	512,500	1,537,500
602	Regional Services	CP427	Central Urban Operations	Expense	Boundary Road - Norman Road Intersection Upgrade	0	250,000	900,000	0	1,150,000
603	Regional Services	CP427	Central Urban Operations	Expense	Heavy Patching / Pavement Rehabilitation - Bulk Allocation	410,000	314,200	410,000	411,000	1,135,200
604	Regional Services	CP427	Central Urban Operations	Expense	Quay Street - Gavial Creek Bridge Major Renewal	100,000	4,200,000	0	0	4,200,000
605	Regional Services	CP427	Central Urban Operations	Expense	South Rockhampton Main Drain	21,000	0	0	0	0
606	Regional Services	CP427	Central Urban Operations	Expense	[N] FP - Rockonia Road (Connor to Stack previously Callaghan Park	8,600	0	0	0	0
607	Regional Services	CP427	Central Urban Operations	Expense	Stanley Street - Alma Street Intersection	12,000	0	0	0	0
608	Regional Services	CP427	Central Urban Operations	Expense	Denham Street - Campbell Street Roundabout	11,480	0	0	0	0
609	Regional Services	CP427	Central Urban Operations	Expense	PCYC Berserker Flood Valves W4Q Round 2	68,000	0	0	0	0
610	Regional Services	CP427	Central Urban Operations	Expense	Campbell Street - Cambridge Street to Albert Street	0	0	0	1,050,000	1,050,000
611	Regional Services	CP427	Central Urban Operations	Expense	Canning Street - Derby Street Roundabout	330,000	0	0	0	0
612	Regional Services	CP427	Central Urban Operations	Expense	Alma Street - Denham Street Roundabout	333,000	0	0	0	0
613	Regional Services	CP427	Central Urban Operations	Expense	Heritage Village Mini Railway Relocation	2,000	0	0	0	0
614	Regional Services	CP427	Central Urban Operations	Expense	Pilbeam Drive - Walkway connection to Frenchville Road	700,000	0	0	0	0
615	Regional Services	CP427	Central Urban Operations	Expense	Footpath and cycleway Round 2 W4Q	287,000	0	0	0	0
616	Regional Services	CP427	Central Urban Operations	Expense	Replacement & straightening Street Signage W4Q2	120,000	0	0	0	0
617	Regional Services	CP427	Central Urban Operations	Expense	Pilbeam Drive - Safety Audit Works	30,000	100,000	100,000	100,000	300,000
618	Regional Services	CP427	Central Urban Operations	Expense	Pilbeam Drive - Bridge to Existing Path W4Q Round	144,000	0	0	0	0
619	Regional Services	CP427	Central Urban Operations	Expense	Park Street Drainage - Stage 5A Tung Yeen St	1,098,000	0	0	0	0
620	Regional Services	CP427	Central Urban Operations	Expense	[R] UCC-RC-Haig Street-Wandal Road to Cavell Street	321,000	0	0	0	0
621	Regional Services	CP427	Central Urban Operations	Expense	Maritime Infrastructure Design	50,000	0	0	0	0
622	Regional Services	CP427	Central Urban Operations	Expense	Alexander St - Richardson Rd to Moores Creek Rd	1,800,000	2,972,500	0	0	2,972,500
623	Regional Services	CP427	Central Urban Operations	Expense	Bennett st Ford to Eldon	200,000	200,000	0	0	200,000
624	Regional Services	CP427	Central Urban Operations	Expense	Kerb Ramp Program - Bulk Allocation	25,000	25,000	25,000	25,000	75,000
625	Regional Services	CP427	Central Urban Operations	Expense	North - hospital to Hunter	150,000	0	0	0	0
626	Regional Services	CP427	Central Urban Operations	Expense	[U] UCC RC Quay Ln & Pilbeam Theatre Carpark (Revenue)	50,000	463,000	0	0	463,000
627	Regional Services	CP427	Central Urban Operations	Expense	[N] UCC-FP-Nobbs St	15,000	0	0	0	0
628	Regional Services	CP427	Central Urban Operations	Expense	Footpath Thozet Rd to Elphinstone Street	18,000	0	0	0	0
629	Regional Services	CP427	Central Urban Operations	Expense	[N] Disability Access Infrastructure - Ramps (Various locations in the broader	20,000	0	0	0	0
630	Regional Services	CP427	Central Urban Operations	Expense	[N] Sheehy & Denning Streets intersection - Road & Drainage works	0	168,140	0	0	168,140
631	Regional Services	CP427	Central Urban Operations	Expense	[N] UWC-SW-Railway Parade - Extension at new SPS	3,000	0	0	0	0
632	Regional Services	CP427	Central Urban Operations	Expense	Victoria Place	71,000	0	0	0	0
633	Regional Services	CP427	Central Urban Operations	Expense	[R] UCC-KC-Eton St (Denham St Extd to southern end)	35,000	0	0	0	0
634	Regional Services	CP427	Central Urban Operations	Expense	Gross Pollutant trap - Riverside	0	250,000	0	0	250,000
635	Regional Services	CP427	Central Urban Operations	Expense	Victoria Parade - Cambridge St to North St	20,000	0	0	0	0
636	Regional Services	CP427	Central Urban Operations	Expense	[N] Swadling Park Carpark	53,250	0	0	0	0
637	Regional Services	CP427	Central Urban Operations	Revenue	[N] New Footpath Package - W4QR3	-500,000	-500,000	0	0	-500,000
638	Regional Services	CP427	Central Urban Operations	Expense	[N] New Footpath Package - W4QR3	0	550,000	450,000	0	1,000,000
639	Regional Services	CP427	Central Urban Operations	Revenue	[N] Fishing Platforms - W4QR3	-400,000	-400,000	0	0	-400,000
640	Regional Services	CP427	Central Urban Operations	Expense	[N] Fishing Platforms - W4QR3	0	470,000	330,000	0	800,000
641	Regional Services	CP427	Central Urban Operations	Expense	Glenmore Road Highway ST to Kluver	0	0	0	400,000	400,000
642	Regional Services	CP427	Central Urban Operations	Expense	Thomasson St - Alexander to Taylor	0	0	0	660,000	660,000
643	Regional Services	CP427	Central Urban Operations	Expense	Arthur Street - Denison Street to Bolsover Street	0	0	0	256,300	256,300
644	Regional Services	CP427	Central Urban Operations	Expense	Bridges New / Upgrade - Bulk Allocation	0	0	0	400,000	400,000

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645	Regional Services	CP427	Central Urban Operations	Expense	Denison Street - Derby Street to Stanley Street	0	0	0	305,000	305,000
646	Regional Services	CP427	Central Urban Operations	Expense	Norman Road - Boundary Road to Olive Street	0	0	0	950,000	950,000
647	Regional Services	CP427	Central Urban Operations	Expense	Norman Road - Foulkes St intersection upgrade to lights	0	0	0	1,474,500	1,474,500
648	Regional Services	CP427	Central Urban Operations	Expense	North St Mt Morgan East st extended to end	0	0	0	100,000	100,000
649	Regional Services	CP427	Central Urban Operations	Expense	Ratherbury Road - Horwell Road to Caporn Road	0	0	0	207,000	207,000
650	Regional Services	CP427	Central Urban Operations	Expense	Roads CP427 - Bulk Allocation	0	0	0	500,000	500,000
651	Regional Services	CP427	Central Urban Operations	Expense	Victoria Parade - Quest Apartments to Cambridge Street	0	0	0	938,000	938,000
652	Regional Services	CP427	Central Urban Operations	Expense	Glenmore Road - Dooley to Park	0	390,000	0	0	390,000
653	Regional Services	CP427	Central Urban Operations	Expense	Upper Dawson Road - Brecknell Street to Ward Street	0	310,000	0	0	310,000
654	Regional Services	CP427	Central Urban Operations	Expense	Knight Street - Horace to Knight top end	0	900,000	0	0	900,000
655	Regional Services	CP427	Central Urban Operations	Expense	[N] Bolsover Street Streetscape - Derby St to Cambridge St	318,374	0	0	0	0
656	Regional Services	CP427	Central Urban Operations	Expense	Canooka Street - Curve Widening	0	500,000	0	0	500,000
657	Regional Services	CP427	Central Urban Operations	Expense	Bolsover - Denham to William	0	250,000	0	0	250,000
658	Regional Services	CP427	Central Urban Operations	Expense	Berserker Street Elphinstone to Leamington	0	0	210,000	0	210,000
659	Regional Services	CP427	Central Urban Operations	Expense	Glenmore Road Park St to Tung Yeen	0	0	400,000	0	400,000
660	Regional Services	CP427	Central Urban Operations	Expense	Guardrail Renewal	0	50,000	50,000	50,000	150,000
661	Regional Services	CP427	Central Urban Operations	Expense	Bracher Road Rehab - Lion Creek to Wandal	0	500,000	350,000	0	850,000
662	Regional Services	CP427	Central Urban Operations	Expense	Bus Shelter program	0	50,000	100,000	100,000	250,000
663	Regional Services	CP427	Central Urban Operations	Expense	Bawden St - Curve Improvements	0	0	50,000	0	50,000
664	Regional Services	CP427	Central Urban Operations	Expense	Robison Street - Dooley Street to Glenmore Rd	0	0	1,285,000	0	1,285,000
665	Regional Services	CP427	Central Urban Operations	Expense	Witt St Dean to Ellis	0	0	330,000	0	330,000
666	Regional Services	CP427	Central Urban Operations	Expense	Goodman Road - Harding to End	0	0	250,000	0	250,000
667	Regional Services	CP427	Central Urban Operations	Expense	Witt St Dean to Water	0	0	255,000	0	255,000
668	Regional Services	CP427	Central Urban Operations	Expense	Peter St rehab - Dean to Ellis	0	0	320,000	0	320,000
669	Regional Services	CP427	Central Urban Operations	Expense	Penlington St - Brae to Davis	0	0	115,000	0	115,000
670	Regional Services	CP427	Central Urban Operations	Expense	Thozet Road - Hinton to Bloxsum	0	210,000	0	0	210,000
671	Regional Services	CP427	Central Urban Operations	Expense	Canning Street - Cambridge Street to North Street	0	0	720,000	860,000	1,580,000
672	Regional Services	CP427	Central Urban Operations	Expense	Western St Mt Morgan East to Black	0	0	100,000	0	100,000
673	Regional Services	CP427	Central Urban Operations	Expense	Victoria Parade - North Street to Quest Apartments	0	0	2,050,000	0	2,050,000
674	Regional Services	CP427	Central Urban Operations	Expense	[N] Limestone Creek Diversion - open channel	0	250,000	750,000	0	1,000,000
675	Regional Services	CP427	Central Urban Operations	Expense	Musgrave Street	0	540,000	0	0	540,000
676	Regional Services	CP427	Central Urban Operations	Expense	Caribea Estate Drainage - Stage 3 (Inlets)	0	0	104,600	0	104,600
677	Regional Services	CP427	Central Urban Operations	Expense	Meter Street - Kerb and carparking	0	40,000	0	0	40,000
678	Regional Services	CP427	Central Urban Operations	Expense	Talbot Street - Berserker Street to Clanfield Street	0	0	900,000	150,000	1,050,000
679	Regional Services	CP427	Central Urban Operations	Expense	Upper Dawson Road - Prospect to Parnell	0	0	250,000	0	250,000
680	Regional Services	CP427	Central Urban Operations	Expense	Rundle St Baden Powel to Woodville	0	0	250,000	0	250,000
681	Regional Services	CP427	Central Urban Operations	Expense	Stormwater quality device Refurbishment / Renewal	0	0	50,000	50,000	100,000
682	Regional Services	CP427	Central Urban Operations Total			18,386,454	22,680,740	18,198,100	14,946,300	55,825,140
683	Regional Services	CP428	West Urban Operations	Expense	Annual Reseal Program CP428	400,000	507,000	482,000	482,000	1,471,000
684	Regional Services	CP428	West Urban Operations	Expense	Streetlighting Improvement Program	0	25,000	25,000	25,000	75,000
685	Regional Services	CP428	West Urban Operations	Expense	Low Cost Seals - minor roads	133,000	103,000	103,000	103,000	309,000
686	Regional Services	CP428	West Urban Operations	Expense	Macquarie Street - Foster Street to Douglas Street	600,000	1,712,000	0	0	1,712,000
687	Regional Services	CP428	West Urban Operations	Expense	[N] UWC-TM-Ranger St - Breakspear St to Lawrie St	7,000	0	0	0	0
688	Regional Services	CP428	West Urban Operations	Expense	Morgan Street - Upgrade as part of streetscape	185,000	0	0	0	0
689	Regional Services	CP428	West Urban Operations	Expense	Lawrie Street - Bicycle Maintenance Station	0	0	8,200	0	8,200
690	Regional Services	CP428	West Urban Operations	Expense	Pepperina Lane - William Street to East Street Ext	8,600	0	0	0	0
691	Regional Services	CP428	West Urban Operations	Expense	William Street (Mt Morgan) - East Street to Black Street	0	41,000	0	0	41,000
692	Regional Services	CP428	West Urban Operations	Expense	Byrnes Parade - Service Road	6,000	0	0	0	0
693	Regional Services	CP428	West Urban Operations	Expense	Morgan Street Long Range Coach Stop	133,000	0	0	0	0
694	Regional Services	CP428	West Urban Operations	Expense	Macquarie Street - Somerset Road to Foster Street W4Q	684,302	0	0	0	0
695	Regional Services	CP428	West Urban Operations	Expense	[U] UWC-FP-Morgan Street - CBD inc improve seating and rubbish bins W4QR2	420,000	145,000	0	0	145,000
696	Regional Services	CP428	West Urban Operations	Expense	Gracemere CBD W4Q Round 2	650,000	0	0	0	0
697	Regional Services	CP428	West Urban Operations	Expense	Bland Street - Johnson rd (Cemetery frontage) to Arlott Street	70,000	0	0	0	0
698	Regional Services	CP428	West Urban Operations	Expense	[R]-UWC-RC Baree Crescent	69,000	0	0	0	0
699	Regional Services	CP428	West Urban Operations	Expense	[N] Burnett Highway – School to Carige Avenue	59,000	0	0	0	0
700	Regional Services	CP428	West Urban Operations	Expense	Railway Parade	24,000	0	0	0	0
701	Regional Services	CP428	West Urban Operations	Expense	[U]-UWC-NC-Kent Street - Bouldercombe Ch 0.00-0.80	12,000	0	0	0	0
702	Regional Services	CP428	West Urban Operations	Expense	Mt Morgan Fencing Drains	0	0	0	125,000	125,000
703	Regional Services	CP428	West Urban Operations	Expense	Lucas Street - Johnson Road to Allan Road	0	0	0	917,000	917,000
704	Regional Services	CP428	West Urban Operations	Expense	Somerset Road - Somerset OLC to MacQuarie Street	0	0	0	979,000	979,000

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705	Regional Services	CP428	West Urban Operations	Expense	Mt Morgan Fishing Platform	5,000	0	0	0	0
706	Regional Services	CP428	West Urban Operations	Expense	Macquarie Street - Douglas Street to Middle Road	0	0	820,000	0	820,000
707	Regional Services	CP428	West Urban Operations	Expense	Mt Morgan Depot Reseal	0	105,600	0	0	105,600
708	Regional Services	CP428	West Urban Operations Total			3,465,902	2,638,600	1,438,200	2,631,000	6,707,800
709	Regional Services	CP430	Engineering Services	Expense	Infrastructure Planning - Land Acquisitions and Resumptions	375,000	0	0	0	0
710	Regional Services	CP430	Engineering Services	Expense	LDCC Equipment Upgrade	100,000	20,000	10,300	0	30,300
711	Regional Services	CP430	Engineering Services	Expense	[N] New Design Office Survey equipment	60,000	0	0	0	0
712	Regional Services	CP430	Engineering Services	Expense	[N] Webber Park Drainage Scheme Stage 1	5,000	0	0	0	0
713	Regional Services	CP430	Engineering Services	Expense	[N] Drainage - Wackford Street Park Avenue	10,000	0	0	0	0
714	Regional Services	CP430	Engineering Services	Expense	[N] Purchase of Charles Street Residence (SES)	1,000	0	0	0	0
715	Regional Services	CP430	Engineering Services	Expense	[N] Port Alma Boat Ramp - Land Acquisitions	100,000	0	0	0	0
716	Regional Services	CP430	Engineering Services	Revenue	SES Facilities grant	0	-75,000	-75,000	0	-150,000
717	Regional Services	CP430	Engineering Services	Expense	Flood Stations Network Investment plan	0	90,000	120,000	120,000	330,000
718	Regional Services	CP430	Engineering Services	Expense	Stormwater Quality Trial Sites	0	25,000	25,000	0	50,000
719	Regional Services	CP430	Engineering Services	Expense	Renewal of Design Office Survey equipment	0	45,000	78,900	0	123,900
720	Regional Services	CP430	Engineering Services	Expense	[N] Casuarina Boat Ramp	0	0	1,000,000	0	1,000,000
721	Regional Services	CP430	Engineering Services	Expense	[N] Inkerman Boat Ramp	0	0	1,000,000	0	1,000,000
722	Regional Services	CP430	Engineering Services Total			651,000	105,000	2,159,200	120,000	2,384,200
723	Regional Services	CP431	Engineering Services Revenue	Revenue	[N] Developer Contributions Roadworks	-500,000	-1,025,000	-1,025,000	-1,025,000	-3,075,000
724	Regional Services	CP431	Engineering Services Revenue Total			-500,000	-1,025,000	-1,025,000	-1,025,000	-3,075,000
725	Regional Services	CP460	Riverbank Redevelopment Projects	Expense	[N] Riverbank Upper-Stage 1A Quay St-Fitzroy St to Denham St	44,500	0	0	0	0
726	Regional Services	CP460	Riverbank Redevelopment Projects	Expense	[N] Riverbank Upper-Stage 1B Quay St - Denham St to William	61,846	0	0	0	0
727	Regional Services	CP460	Riverbank Redevelopment Projects	Revenue	[N] Riverbank Upper-Stage 1C&D Denham St - Quay St to East St	-404,516	0	0	0	0
728	Regional Services	CP460	Riverbank Redevelopment Projects	Expense	[N] Riverbank Upper-Stage 1C&D Denham St - Quay St to East St	29,764	0	0	0	0
729	Regional Services	CP460	Riverbank Redevelopment Projects	Revenue	[N] Riverbank Lower - Stage 2A Central Activation Area	-295,125	0	0	0	0
730	Regional Services	CP460	Riverbank Redevelopment Projects	Expense	[N] Riverbank Lower - Stage 2A Central Activation Area	101,000	0	0	0	0
731	Regional Services	CP460	Riverbank Redevelopment Projects	Revenue	[N] Riverbank Playground Amenities and Access - W4QR3	-545,000	-545,000	0	0	-545,000
732	Regional Services	CP460	Riverbank Redevelopment Projects	Expense	[N] Riverbank Playground Amenities and Access - W4QR3	0	1,090,000	0	0	1,090,000
733	Regional Services	CP460	Riverbank Redevelopment Projects Total			-1,007,531	545,000	0	0	545,000
734	Regional Services	CP470	Cbd Cultural Precinct	Expense	[U] CBD Cultural Precinct - Design	1,404,566	0	0	0	0
735	Regional Services	CP470	Cbd Cultural Precinct	Revenue	[N] New Art Gallery Construction - Federal Grant	0	-6,000,000	-4,000,000	0	-10,000,000
736	Regional Services	CP470	Cbd Cultural Precinct	Revenue	[N] New Art Gallery Construction- Donations	0	0	0	-1,400,000	-1,400,000
737	Regional Services	CP470	Cbd Cultural Precinct	Revenue	[N] New Art Gallery Construction-State Grant	0	-13,000,000	0	0	-13,000,000
738	Regional Services	CP470	Cbd Cultural Precinct	Expense	[N] New Art Gallery Construction	600,000	21,350,000	12,025,000	0	33,375,000
739	Regional Services	CP470	Cbd Cultural Precinct	Expense	[N] Car Parking Solution for CBD	120,421	0	0	0	0
740	Regional Services	CP470	Cbd Cultural Precinct	Expense	[N] CBD Cultural Precinct - Demolish One East St Property	294,000	0	0	0	0
741	Regional Services	CP470	Cbd Cultural Precinct	Expense	[N] CBD Car Parking - Purchase of 135 & 143 Alma St	300,000	0	0	0	0
742	Regional Services	CP470	Cbd Cultural Precinct	Expense	[U] CBD Cultural Precinct - Electrical Works	500,000	250,000	0	0	250,000
743	Regional Services	CP470	Cbd Cultural Precinct	Expense	Design for Airport Levee	0	0	750,000	0	750,000
744	Regional Services	CP470	Cbd Cultural Precinct	Revenue	Fraser Park - New Amenities	0	-600,000	0	0	-600,000
745	Regional Services	CP470	Cbd Cultural Precinct	Expense	Fraser Park - New Amenities	0	600,000	0	0	600,000
746	Regional Services	CP470	Cbd Cultural Precinct	Expense	[U] CBD Cultural Precinct - Custom House Design	0	500,000	0	0	500,000
747	Regional Services	CP470	Cbd Cultural Precinct	Expense	[U] CBD Cultural Precinct - East Street Interim Works	200,000	300,000	0	0	300,000
748	Regional Services	CP470	Cbd Cultural Precinct Total			3,418,987	3,400,000	8,775,000	-1,400,000	10,775,000
749	Regional Services	CP471	R'ton Flood Mitigation Project	Revenue	[N] Levee Bank South Rockhampton	0	-30,000,000	-20,000,000	0	-50,000,000
750	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] Levee Bank South Rockhampton	0	31,300,000	30,020,000	0	61,320,000
751	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Preliminaries	2,000,000	2,000,000	2,000,000	0	4,000,000
752	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Design Development	1,400,000	800,000	0	0	800,000
753	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 1 - Riverbank Protection Works	400,000	2,600,000	0	0	2,600,000
754	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 2 - Wood Street / Lucius Street drainage	700,000	300,000	0	0	300,000
755	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 3 - Stormwater relocation / protection a	0	300,000	0	0	300,000
756	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 4 - Water / Sewage Relocation / Protection	0	500,000	0	0	500,000
757	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 5 - Borrow Pit Preparation Works	0	1,300,000	0	0	1,300,000
758	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] SRFL - Package 6 - Public Utility Providers Design	800,000	200,000	0	0	200,000
759	Regional Services	CP471	R'ton Flood Mitigation Project	Revenue	[N] Fitzroy River - Bank Protection - W4QR3	-1,750,000	-1,750,000	0	0	-1,750,000
760	Regional Services	CP471	R'ton Flood Mitigation Project	Expense	[N] Fitzroy River - Bank Protection - W4QR3	0	3,500,000	0	0	3,500,000
761	Regional Services	CP471	R'ton Flood Mitigation Project Total			3,550,000	11,050,000	12,020,000	0	23,070,000
762	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Rd Landfill - Capping Trimming Construct Earthworks - Embankment	661,154	0	0	0	0
763	Regional Services	CP620	Waste	Expense	Gracemere WTS Design and Construct	0	37,000	0	946,100	983,100
764	Regional Services	CP620	Waste	Expense	[R] Rubbish Bins - Rockhampton Regional Council Renewal Prog	65,763	80,000	80,000	80,000	240,000

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
765	Regional Services	CP620	Waste	Expense	[N] Capping & Closure of Stage 1 & 2 - Gracemere Landfill	12,885	1,257,115	0	0	1,257,115
766	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Road Landfill - Life Extension	2,839,513	450,000	4,080,000	1,840,000	6,370,000
767	Regional Services	CP620	Waste	Expense	[N] LCR Stormwater outlets at WTS	107,138	112,862	0	0	112,862
768	Regional Services	CP620	Waste	Expense	[R] LCR Electric & Boundary Fence	56,077	0	0	0	0
769	Regional Services	CP620	Waste	Expense	[R] Water evaporation system Lakes Creek Landfill	23,036	210,000	0	0	210,000
770	Regional Services	CP620	Waste	Expense	Leachate Treatment System to allow discharge to sewer	24,500	0	0	0	0
771	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Road Landfill - Life Extension interim capping and cover	0	444,300	444,300	609,900	1,498,500
772	Regional Services	CP620	Waste	Expense	[U] Alton Downs Waste Transfer Station	203,651	0	0	0	0
773	Regional Services	CP620	Waste	Expense	[N] Donga Office Extension - Leading Hand LCRL	109,187	0	0	0	0
774	Regional Services	CP620	Waste	Expense	[N] Flying Debris netting to reduce light waste leaving tip face Lakes Creek Lan	80,250	128,800	0	0	128,800
775	Regional Services	CP620	Waste	Expense	[N] Heavy Equipment Service Trailer Lakes Creek Rd Landfill	0	25,000	0	0	25,000
776	Regional Services	CP620	Waste	Expense	[U] Historical Closed Landfill Remediation	0	101,300	51,300	51,300	203,900
777	Regional Services	CP620	Waste	Expense	[N] Landscaping Lakes Creek Rd Landfill	60,705	153,800	0	0	153,800
778	Regional Services	CP620	Waste	Expense	[N] Mower for Lakes Creek Rd Landfill	0	0	0	15,000	15,000
779	Regional Services	CP620	Waste	Expense	[N] Bajool Waste Transfer Station	837,478	0	0	0	0
780	Regional Services	CP620	Waste	Expense	[N] Bushley Waste Transfer Station - Building	5,563	550,000	0	0	550,000
781	Regional Services	CP620	Waste	Expense	[N] Bushley Waste Transfer Station - LAND	230,529	0	0	0	0
782	Regional Services	CP620	Waste	Revenue	[U] Levy Ready Project	-109,242	-12,138	0	0	-12,138
783	Regional Services	CP620	Waste	Expense	[U] Levy Ready Project	163,845	0	0	0	0
784	Regional Services	CP620	Waste	Expense	Water Truck / Fire Cannon / Hose Reels	0	21,800	0	0	21,800
785	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Road Land Acquisition	0	10,000	0	0	10,000
786	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Road Landfill Capping Bail Area A	0	165,600	165,600	0	331,200
787	Regional Services	CP620	Waste	Expense	[R] Building - Fittings (Site Office) AssetID - 1070229	0	450	0	0	450
788	Regional Services	CP620	Waste	Expense	Lakes Creek Road Upgrades	0	110,800	400,000	0	510,800
789	Regional Services	CP620	Waste	Expense	[R] Building finishes Site Office Asset ID - 939602	0	1,750	0	0	1,750
790	Regional Services	CP620	Waste	Expense	[R] Surface Gracemere Waste Transfer Station Access Road Asset ID - 1011262	0	9,378	0	0	9,378
791	Regional Services	CP620	Waste	Expense	[R] Surface Mt Morgan Waste Transfer Station Access Road - Asset ID1020120	0	6,938	0	0	6,938
792	Regional Services	CP620	Waste	Expense	[R] Building - Finishes (Site Office) AssetID - 1070228	0	1,500	0	0	1,500
793	Regional Services	CP620	Waste	Expense	[N] Lakes Creek Road Landfill - Life Extension Design	0	0	0	50,000	50,000
794	Regional Services	CP620	Waste Total			5,372,032	3,866,255	5,221,200	3,592,300	12,679,755
795	Regional Services	CP761	Capital Control-Network Water-Mt Morgan	Expense	[R] M - Water Main Replacement Program	740,000	768,800	525,800	525,800	1,820,400
796	Regional Services	CP761	Capital Control-Network Water-Mt Morgan	Expense	[R] M Water Meter Replacement	3,000	4,100	4,100	4,100	12,300
797	Regional Services	CP761	Capital Control-Network Water-Mt Morgan Total			743,000	772,900	529,900	529,900	1,832,700
798	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R -Water Main Replacement Program	1,800,000	2,870,000	2,562,500	2,562,500	7,995,000
799	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R Water Meter Replacement	500,000	500,000	307,500	63,600	871,100
800	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] G Water Meter Replacement	10,000	7,200	7,200	7,200	21,600
801	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R Valve & Hydrant Renewal	40,000	53,300	53,300	53,300	159,900
802	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R - W Property Service Replacements	120,000	157,900	157,900	157,900	473,700
803	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[N] R-W Main 150mm Gladstone Rd (Prospect-Port Curtis Rd)	0	70,000	0	0	70,000
804	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R W Main Yaamba Rd 600mm renewal	4,400,000	0	0	0	0
805	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[N] G W Main (Gravity) 150mm Elizabeth St extension	400,000	0	0	0	0
806	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[R] R PRV's & District meters gatic lids	0	20,500	20,500	20,500	61,500
807	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[N] G W Main (Trunk) 300mm Mawdesley Hill Reservoir to Lucas St Reservoir WAT 52	0	0	0	1,118,300	1,118,300
808	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[N] R W Main (Trunk) 450mm Yaamba Rd to western boundary of Lot 5 SP238731 WAT 4	0	0	0	455,100	455,100
809	Regional Services	CP762	Capital Control-Network Water-Rockhampton	Expense	[N] R W Main 200mm North St (Campbell-Victoria Pde)	0	0	536,100	0	536,100
810	Regional Services	CP762	Capital Control-Network Water-Rockhampton Total			7,270,000	3,678,900	3,645,000	4,438,400	11,762,300
811	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[N] M W Dam No. 7 CCTV	22,000	0	0	0	0
812	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[N] M WTP CCTV installation	15,000	0	0	0	0
813	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[N] M WTP Clarifier Access Upgrade	40,000	0	0	0	0
814	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[R] M WPS Baree WPS Electrical Upgrade	32,000	0	0	0	0
815	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[R] M WPS Fletcher Creek Electrical Re-commissioning	20,000	0	0	0	0
816	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[U] M WPS Black St WPS Shed Renewal	10,000	30,000	0	0	30,000
817	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[R] M WPS East St Extended WPS Pipework renewal	30,000	0	0	0	0
818	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[N] MMWTP M&E & Civil Renewals	0	0	0	20,500	20,500
819	Regional Services	CP764	Capital Control-Process Water-Mt Morgan	Expense	[R] M WPS M&E & Civil Renewals	0	0	0	10,300	10,300
820	Regional Services	CP764	Capital Control-Process Water-Mt Morgan Total			169,000	30,000	0	30,800	60,800
821	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] Water Barrage Gates Maintenance	165,000	90,100	90,100	105,600	285,800

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
822	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] WTP Glenmore concrete refurbishment	30,000	0	0	0	0
823	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP Sludge Scraper Mechanical Renewal	30,000	0	0	0	0
824	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] Barrage Gate Winch M&E renewal	150,000	107,600	107,600	52,300	267,500
825	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Braddy St pump upgrade	40,000	0	0	0	0
826	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Lakes Creek Electrical and control upgrade	30,000	0	0	0	0
827	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP Electrical and Control Renewal	25,000	1,000,000	1,901,000	535,000	3,436,000
828	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Low Lift Valves Renewal	134,000	0	0	0	0
829	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[U] R WPS Low Lift Pump No 2 and 3 Renewal	150,000	400,000	0	0	400,000
830	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[U] R Barrage Gate Height Increase Project	100,000	200,000	200,000	0	400,000
831	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] Barrage Control Room Switchboard Upgrade	0	150,000	0	0	150,000
832	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP Flocculation tank in-tank mechanicals	10,000	0	0	0	0
833	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[U] G WPS Old Cap Hwy mechanical and electrical upgrade	100,000	50,000	0	0	50,000
834	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[N] R WPS Ibis Ave No. 2 Pump 3 Upgrade	10,000	470,000	0	0	470,000
835	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Thozet Rd Mechanical and Electrical Renewal	27,200	0	0	0	0
836	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Agnes St No. 1-2-3 Pump renewal	0	322,900	0	0	322,900
837	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Low Lift rising main Condition Assessment & remedial works	0	31,800	0	0	31,800
838	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R W Reservoir Yaamba Rd Mechanical and Electrical Renewal	0	53,300	0	0	53,300
839	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Thozet Rd Mech-Elect and Valve Renewal	0	319,800	0	0	319,800
840	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Low Lift High Level Intake Structure refurbishment	0	102,500	0	0	102,500
841	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] Barrage rock filled wire mats below high tide mark	0	0	212,200	0	212,200
842	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] G WPS M&E and Civil	0	0	0	20,500	20,500
843	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP Filter Outlet Valves	0	0	0	472,500	472,500
844	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP River Intake Structure Renewal	0	0	0	267,500	267,500
845	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R Reservoir M&E and Civil	0	0	0	51,300	51,300
846	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS M&E and Civil	0	0	0	51,300	51,300
847	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[N] R Land Acq GWTP	0	275,000	0	0	275,000
848	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[N] R WPS Norman Rd Generator Install	0	120,000	0	0	120,000
849	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[U] R GWTP Reservoir No 1 & 2 Safety Access Upgrade	0	100,000	0	0	100,000
850	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[N] R Reservoir Forbes Ave Rechlorination Facility	0	350,000	0	0	350,000
851	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R W Reservoir Yaamba Rd Roof and Floor Refurbishment	0	500,000	0	0	500,000
852	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Mt Archer No 3 M&E Renewal	0	0	128,100	0	128,100
853	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Agnes St Generator renewal	0	0	107,600	0	107,600
854	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] GWTP Coagulant Tanks Renewal	0	0	107,600	0	107,600
855	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Mt Archer No 2 M&E Renewal	0	0	128,100	0	128,100
856	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Highlift Gantry Crane Renewal	0	0	107,600	0	107,600
857	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[N] GWTP Filtration Capacity Upgrade	0	0	134,300	0	134,300
858	Regional Services	CP765	Capital Control-Process Water-Rockhampton	Expense	[R] R WPS Mt Archer No 1 M&E Renewal	0	0	128,100	0	128,100
859	Regional Services	CP765	Capital Control-Process Water-Rockhampton Total			1,001,200	4,643,000	3,352,300	1,556,000	9,551,300
860	Regional Services	CP781	Capital Control-Network Sewerage-Mt Morgan	Expense	[N] M-Sewer Stg 2 (Nth of Railway line)	300,000	0	0	0	0
861	Regional Services	CP781	Capital Control-Network Sewerage-Mt Morgan Total			300,000	0	0	0	0
862	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[R] R - S - Jump up & mainline priority	600,000	650,000	428,500	428,500	1,507,000
863	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[R] R - S Access Chamber Raising	120,000	150,600	107,600	107,600	365,800
864	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[R] Sewer Main Relining & associated works	1,046,000	800,000	1,072,200	1,072,200	2,944,400
865	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[R] R Sewer Combined Lines Control	120,000	150,600	107,600	107,600	365,800
866	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] R S Main (Rising) 200mm (Ramsay Ck SPS A to Mason Avenue)	0	0	0	447,900	447,900
867	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[R] R S Main 225mm Card St diversion	6,400	223,600	0	0	223,600
868	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] R - S Main (Gravity) 225mm Edenbrook East SEW 28 (Stockland Infrastructure A	0	0	0	304,400	304,400
869	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] G S Main (Rising) 300mm (SPS Breakspeare St PS#6 to GSTP) - 2.4km SEW 42	0	0	410,000	410,000	820,000
870	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] R S Main (Rising) 150mm Parkhurst West - Edenbrook SPS to SEW 6 SPS SEW 133	0	0	0	315,700	315,700
871	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] G S Main (Gravity) 450mm Platen Street (Arthur Street to Sewerage Pump Station)	0	0	189,600	0	189,600
872	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[N] R S Main (Gravity) 225mm (Western Boundary of Lot 41 on SP226571)	0	0	52,300	0	52,300
873	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce	Expense	[U] R NRFMA Sewer Upgrade	0	250,000	250,000	250,000	750,000
874	Regional Services	CP782	Capital Control-Network Sewerage-Roc-Gce Total			1,892,400	2,224,800	2,617,800	3,443,900	8,286,500
875	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan	Expense	[N] MMSTP Install Standby Inlet Screen	6,500	0	0	0	0
876	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan	Expense	[N] MMSTP Procure full list of critical spares	22,000	0	0	0	0
877	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan	Expense	[R] M SPS Dee River Pump No 1 and 2 renewal	10,000	0	0	0	0
878	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan	Expense	[N] M - SPS Railway Parade Construction	230,000	0	0	0	0
879	Regional Services	CP784	Capital Control-Process Sewerage-Mt Morgan Total			268,500	0	0	0	0

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
880	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS No1 & No2 NRSTP Upgrade Switchboards	9,200	0	0	0	0
881	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	R-STP Rockhampton North	0	210,100	0	820,000	1,030,100
882	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] R-STP Rockhampton South (Pipeline from West Rton catchment) SEW	250,000	170,000	0	0	170,000
883	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] S NRSTP Effluent Reuse Scheme	50,000	0	0	0	0
884	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[U] GSTP Augmentation	200,000	1,000,000	1,800,000	2,000,000	4,800,000
885	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] NRSTP Aerator replacement	240,000	0	0	0	0
886	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SRSTP Primary Sedimentation Tanks M&E renewal	208,000	0	0	0	0
887	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SRSTP Primary Digesters Internal Renewal	120,000	61,500	0	0	61,500
888	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Armstrong St Pump No 1 and 2 renewal	72,000	0	0	0	0
889	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Hadgraft St Electrical Isolators and PLC renewal	10,000	0	0	0	0
890	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Hadgraft St Pump No 1 and 2 Renewal	80,000	0	0	0	0
891	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Kerrigan St Comms Renewal (Unlicenced)	2,400	0	0	0	0
892	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SRSTP Primary and Secondary Sludge Pump Renewals	58,200	0	0	0	0
893	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SPS Pump lifting chains renewal	35,000	0	0	0	0
894	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] NRSTP Complete Electrical Upgrade	2,300,000	0	0	0	0
895	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] NRSTP Outfall Pipe Condition Assess-Relining	40,000	0	0	0	0
896	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] NRSTP Sludge Lagoons Supernatant Return Renewal	30,000	0	0	0	0
897	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Blackall St No 1 and 2 Pump renewal	49,000	0	0	0	0
898	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Harman St Comms Renewal (Unlicenced)	2,400	0	0	0	0
899	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Kele Park Comms Renewal (Unlicenced)	2,400	0	0	0	0
900	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS York St Comms Renewal (Unlicenced)	2,400	0	0	0	0
901	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[U] R SPS Jardine Park Mechanical and Electrical Upgrade	125,000	125,000	0	0	125,000
902	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SRSTP Anoxic Mixers Renewal	12,500	0	0	0	0
903	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] NRSTP Secondary Clarifier Mech and Elec Renewal	50,000	153,800	0	0	153,800
904	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Brothers Club Electrical and Comms Renewal (Unlicenced)	0	60,000	0	0	60,000
905	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Fitzroy St Electrical and Comms Renewal (Unlicenced)	20,000	40,000	0	0	40,000
906	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Melbourne St Electrical and Comms Renewal (Unlicenced)	20,000	71,800	0	0	71,800
907	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Pennyquick St Electrical and Comms Renewal (Unlicenced)	20,000	71,800	0	0	71,800
908	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[U] R SPS Ferguson St Site renewal	20,000	100,000	0	0	100,000
909	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] Welsh St Sewer Pump Station	50,000	0	0	0	0
910	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Arthur St Civil Structure Renewal	60,000	60,800	0	0	60,800
911	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] R SPS Chancellor Park driveway & fencing	28,500	0	0	0	0
912	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Hadgraft St Switchboard Renewal	0	120,000	0	0	120,000
913	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Hadgraft St Valves	40,000	0	0	0	0
914	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] SRSTP Sludge Transfer Station Refurbishment and Odour Control	0	84,100	0	0	84,100
915	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Red Hill Pump No 1 and 2 Renewal	0	26,700	0	21,500	48,200
916	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Lakes Creek Rd East No 1-2 Pump & Valves	0	37,900	0	0	37,900
917	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Park St Complete Electrical and Comms (Unlicenced)	0	61,500	0	0	61,500
918	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Belmont Rd Pump No 1 and 2 Renewal	0	21,500	0	0	21,500
919	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Blue Gum Tce Complete Electrical and Comms (Unlicenced)	0	96,400	0	0	96,400
920	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Bodero Pump No 1 and 2 Renewal	0	20,500	0	0	20,500
921	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Bodero Electrical and Site Renewal	0	96,400	0	0	96,400
922	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Aquatic Place Complete Electrical and Comms (Unlicenced)	0	82,000	0	0	82,000
923	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Airport Carpark Electrical and Pump Renewal	0	82,000	0	0	82,000
924	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Canoona Rd SPS Electrical and Pump Renewal	0	82,000	0	0	82,000
925	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Airport Fuel Depot Pump No 1 and 2 Renewal	0	26,700	0	0	26,700
926	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Lion Creek Rd Pump Renewal	0	71,800	0	0	71,800
927	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Lakes Creek Rd West Pump No 2	0	24,600	0	0	24,600
928	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] R - SPS Breakspeare St (Gce) PS#6	0	0	153,800	0	153,800
929	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] R-SPS Beak St (Gce) (Capricorn St PS#7to be replaced)	0	0	153,800	0	153,800
930	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS M&E and Civil	0	0	0	51,300	51,300
931	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Showgrounds Electrical renewal	20,000	40,000	0	0	40,000
932	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Pennycuik St Pump No 1 No 2	0	0	30,800	0	30,800
933	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Nuttall St Pump No 1 No 2	0	0	12,400	0	12,400
934	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Prestige Estate Pump No 1 and 2 Renewal	0	0	21,500	0	21,500
935	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Melbourne St Pump No 1 No 2	0	0	30,800	0	30,800
936	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Blue Gum Tce Pump No 1 and 2 Renewal	0	0	16,400	0	16,400
937	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Brothers Club Pump No 1 and 2 Renewal	0	0	16,400	0	16,400
938	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Kalka Shades Pump No 1 and 2 Renewal	0	0	21,500	0	21,500
939	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[R] R SPS Armstrong St Complete Electrical Renewal	0	0	96,400	0	96,400
940	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] SRSTP Mechanical Dewatering	0	500,000	440,000	0	940,000

Line	Department	Cost Center	Cost Centre Description	Account Type	Project Description	March Revised Budget	Year 1 Budget 2019-20	Year 2 Budget 2020-21	Year 3 Budget 2021-22	Budget Total (Year 1 - 3)
941	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce	Expense	[N] SRSTP Construction of Recycled Water Scheme	0	500,000	500,000	0	1,000,000
942	Regional Services	CP785	Capital Control-Process Sewerage-Roc-Gce Total			4,227,000	4,098,900	3,293,800	2,892,800	10,285,500
943	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	Water Developer Contributions Received	-224,065	-500,000	-946,100	-946,100	-2,392,200
944	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	Sewerage Developer Contributions Received	-129,952	-300,000	-682,700	-682,700	-1,665,400
945	Regional Services	CP790	Fitzroy River Water General Admin	Expense	[R] 34 Belmont Road - Building Renewal Program	12,000	10,300	0	10,300	20,600
946	Regional Services	CP790	Fitzroy River Water General Admin	Expense	[R] 32 Belmont Road - Building Renewal Program	20,000	10,300	0	10,300	20,600
947	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	BoR Round1 funding Mt M Sewerage scheme	-150,000	0	0	0	0
948	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	[R] Yaamba Rd 600mm water main relocation	-2,546,410	0	0	0	0
949	Regional Services	CP790	Fitzroy River Water General Admin	Expense	[N] R GWTP New Storage Shed	200,000	0	0	0	0
950	Regional Services	CP790	Fitzroy River Water General Admin	Expense	[N] R Sustainable Rockhampton Investment Fund	50,000	1,350,000	1,300,000	0	2,650,000
951	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	[R] R NRSTP Augmentation design (Expense C0640282)	-113,636	-113,637	0	0	-113,637
952	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	[N] SRSTP Mechanical Dewatering	0	-112,800	-263,200	0	-376,000
953	Regional Services	CP790	Fitzroy River Water General Admin	Revenue	[N] SRSTP Construction of Recycled Water Scheme	0	-120,000	-280,000	0	-400,000
954	Regional Services	CP790	Fitzroy River Water General Admin Total			-2,882,063	224,163	-872,000	-1,608,200	-2,256,037
955	Regional Services Total					48,692,552	60,758,109	62,582,864	36,028,336	159,369,309
956	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Seating & Benches - State High Schools & Mt Archer (Pilbeam Dr)	2,000	0	0	0	0
957	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] UCC-FP-O'Shanesy Street	18,000	0	0	0	0
958	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Environmental Sustainability Initiatives 1819 Projects	12,360	0	0	0	0
959	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Councillor Project Contingency 18/19 & 19/20	50,660	10,000	0	0	10,000
960	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Environmental Sustainability Initiatives – Water Trailer	12,800	0	0	0	0
961	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Tropicana - related capital purchases - Lighting & other	0	105,241	0	0	105,241
962	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[U] Bulman Park Upgrade	0	149,141	0	0	149,141
963	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Apex Park Playground Addition	0	18,000	0	0	18,000
964	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Eichelberger Park Playground Addition	0	10,000	0	0	10,000
965	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Janet Pajolas Park All-Abilities Pathway's Park Bench Seating	0	5,000	0	0	5,000
966	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Park Bench Seating for Parks and Pathways	0	17,000	0	0	17,000
967	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Rockhampton Airport Eddie Hudson Memorabilia Refurbishment	0	20,000	0	0	20,000
968	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Lucas St Footpath Construction	0	30,000	0	0	30,000
969	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] 1/2 Size Basketball Court at All Blacks Park	0	30,000	0	0	30,000
970	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Benke Park Fountain	0	10,000	0	0	10,000
971	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Cedric Archer Park - Permanent Shade Shelters and Picnic Tables	0	70,000	0	0	70,000
972	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Rockhampton Zoo - New Animal Exhibit	0	210,000	0	0	210,000
973	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Public Exercise Equipment (Col Brown Park)	0	16,591	0	0	16,591
974	Resourcing	CP910	Capital Control-Whole Of Council	Expense	[N] Bajool Community Highway Signs (Place Making Sign - Bajool Town	0	10,000	0	0	10,000
975	Resourcing	CP910	Capital Control-Whole Of Council Total			95,820	710,973	0	0	710,973
976	Resourcing Total					95,820	710,973	0	0	710,973
977	Grand Total					84,599,612	83,093,483	77,975,486	54,459,066	215,528,035

6 CLOSURE OF MEETING