



# **ORDINARY MEETING**

## **AGENDA**

**22 NOVEMBER 2022**

*Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 22 November 2022 commencing at 9:00am for transaction of the enclosed business.*

A handwritten signature in black ink, appearing to be "C. Pe", written in a cursive style.

**CHIEF EXECUTIVE OFFICER**  
17 November 2022

Next Meeting Date: 13.12.22

**Please note:**

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

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**1 OPENING**

1.1 Acknowledgement of Country

**2 PRESENT**

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

**4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 8 November 2022

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

**6 BUSINESS OUTSTANDING**

Nil

**7 PUBLIC FORUMS/DEPUTATIONS**

Nil

**8 PRESENTATION OF PETITIONS**

Nil

**9 COMMITTEE REPORTS**

Nil

**10 COUNCILLOR/DELEGATE REPORTS****10.1 COUNCILLOR DISCRETIONARY FUND APPLICATION - COUNCILLOR DONNA KIRKLAND: CENTRAL QUEENSLAND FAMILY HISTORY ASSOCIATION**

**File No:** 8295  
**Attachments:** Nil  
**Authorising Officer:** Emma Brodel - Senior Executive Assistant to the Mayor  
Evan Pardon - Chief Executive Officer  
**Author:** Megan Careless - Executive Support Officer

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**SUMMARY**

*This report requests Council's consideration and approval for an allocation from Councillor Donna Kirkland's Councillor Discretionary Fund towards Central Queensland Family History Association for the purchase of a second 8tb NAS backup storage system.*

**OFFICER'S RECOMMENDATION**

THAT Council approves the allocation of \$309.00 from Councillor Donna Kirkland's Councillor Discretionary Fund to the Central Queensland Family History Association for the purchase of a second 8tb NAS backup storage system.

**BACKGROUND**

Central Queensland Family History Association were successful in receiving \$1,000.00 in funding through Council's Community Assistance Program. This allowed for the purchase of a storage backup system and one 8tb NAS.

To effectively safeguard their electronic records a second 8tb NAS is required to the value of \$309.00.

Councillor Kirkland would like to advise she is Patron of Central Queensland Family History Association.

## 11 OFFICERS' REPORTS

### 11.1 REQUEST FOR A MINOR CHANGE TO DEVELOPMENT PERMIT D/138-2020 FOR MATERIAL CHANGE OF USE FOR RESIDENTIAL CARE FACILITY

<b>File No:</b>	<b>D/138-2020</b>
<b>Attachments:</b>	1. Updated Staging Plan <a href="#">↓</a> 2. Locality Plan <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Amanda O'Mara - Coordinator Development Assessment</b> <b>Doug Scott - Manager Planning and Regulatory Services</b> <b>Alicia Cutler - General Manager Community Services</b>
<b>Author:</b>	<b>Kathy McDonald – Senior Planning Officer</b>

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#### SUMMARY

<i>Development Application Number:</i>	<i>D/138-2020</i>
<i>Applicant:</i>	<i>Multicap Limited</i>
<i>Real Property Address:</i>	<i>Lot 59 on RP848298</i>
<i>Common Property Address:</i>	<i>76 Jardine Street, West Rockhampton</i>
<i>Area of Site:</i>	<i>1.29 hectares</i>
<i>Planning Scheme:</i>	<i>Rockhampton Region Planning Scheme 2015 (version 2.1)</i>
<i>Planning Scheme Zone:</i>	<i>Low Density Residential Zone</i>
<i>Planning Scheme Overlays:</i>	<i>Steep Land Overlay</i>
<i>Approval Sought:</i>	<i>Amended Decision Notice for Development Permit for Material Change of Use for a Residential Care Facility</i>
<i>Referral Agency(s):</i>	<i>Not Applicable</i>

#### OFFICER'S RECOMMENDATION

##### **RECOMMENDATION A**

THAT to reflect the changes, Multicap Limited, be issued with an Amended Decision Notice:

##### **ADMINISTRATION**

- 1.1 The Developer and their employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
  - 1.3.1 to Council's satisfaction;
  - 1.3.2 at no cost to Council; and
  - 1.3.3 prior to the commencement of the use, unless otherwise stated.



- 1.4 Infrastructure requirements of this development approval must be contributed to the relevant authorities, where applicable, at no cost to Council, prior to the commencement of the use, unless otherwise stated.
- 1.5 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
- 1.5.1 Operational Works:
- (i) Road Works;
  - (ii) Access and Parking Works;
  - (iii) Sewerage Works;
  - (iv) Stormwater Works;
  - (v) Roof and Allotment Drainage;
  - (vi) Site Works;
- 1.5.2 Plumbing and Drainage Works; and
- 1.5.3 Building Works.
- 1.6 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.7 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.8 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.

## 2.0 APPROVED PLANS AND DOCUMENTS

- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

Drawing/report title	Prepared by	Date	Reference number	Rev
Site Master Plan – Proposed	Thomson Adsett	21 September 2022	20.0166.14 (sheet 10-10)	CB
Stage 1B- Floor Plan and Elevation 4 x 1 Bed Fully Accessible + OOA	Thomson Adsett	6 October 2022	MCU 002	3
Stage 1A- Floor Plan and Elevation 2 Bed Robust Villa + OOA	Thomson Adsett	06 October 2022	MCU 003	2
Stage 1A– Proposed Floor Plan 2 Bed High Physical Villa +OOA	Thomson Adsett	6 October 2022	MCU 004	3
Stage 2 - Floor Plan and Elevation Short Term Accommodation + Admin	Thomson Adsett	9 February 2021	MCU 005	2
Stage 2 - Floor Plan and Elevation 2 x 2 Bed Duplex with OOA	Thomson Adsett	9 February 2021	MCU 006	2

Flood Impact Assessment and Stormwater Management Plan	McMurtrie Consulting Engineers	8 February 2021	J20065	R1V2
Technical Memorandum – 76 Jardine Street, West Rockhampton Stage 1A Flooding and Stormwater	McMurtrie Consulting Engineers	12 October 2022	J20065	-

2.2 Where there is any conflict between the conditions of this development approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.

2.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council prior to the submission of an application for a Development Permit for Operational Works.

### 3.0 STAGED DEVELOPMENT

3.1 This development approval is for a development to be undertaken in three (3) discrete stages, namely:

3.1.1 Stage One A (1A) and Stage One B (1B); and

3.1.2 Stage Two (2);

in accordance with the approved plan (refer to condition 2.1).

The stages are required to be undertaken in chronological order.

3.2 Stage One A (1A) must be completed within six (6) years from the date this approval takes effect. Stage One B (1B) and Stage Two (2) must be completed within 12 years from the date this approval takes effect.

3.3 Unless otherwise expressly stated, the conditions must be read as being applicable to all stages.

### 4.0 ROAD WORKS

4.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works required by this development approval.

4.2 All road works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, relevant *Australian Standards* and *Austroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).

4.3 Jardine Street must be widened where required for the full frontage of the development site to match the existing kerb and channel alignment. Kerb and channel, pedestrian pathways and drainage infrastructure must be included.

4.4 All pathways and access ramps must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.

4.5 All pathways must incorporate kerb ramps at all road crossing points.

4.6 Traffic signs and pavement markings must be provided in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*. Where necessary, existing traffic signs and pavement markings must be modified in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*.

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## 5.0 ACCESS AND PARKING WORKS

- 5.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the development site.
- 5.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 5.3 All car parking and access areas must be sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).
- 5.4 A new access to the development must be provided at Jardine Street.
- 5.5 All vehicles must ingress and egress the development in a forward gear.
- 5.6 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 5.7 A minimum of twenty eight (28) parking spaces must be provided on-site. This includes twelve (12) covered car parking spaces and sixteen (16) visitor's parking spaces.
- 5.8 Universal access parking spaces must be provided on-site in accordance with *Australian Standard AS2890.6 "Parking facilities - Off-street parking for people with disabilities"*.
- 5.9 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 5.10 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 5.11 Road signage and pavement markings must be installed in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"*.
- 5.12 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 5.13 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.

## 6.0 SEWERAGE WORKS

- 6.1 A Development Permit for Operational Works (sewerage works) must be obtained prior to the commencement of any sewerage works on the development site.
- 6.2 All sewerage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2018* and the provisions of a Development Permit for Operational Works (sewerage works).
- 6.3 The development must be connected to Council's reticulated sewerage network.
- 6.4 A 225 millimetre diameter gravity sewerage main diversion and associated sewerage access chambers must be constructed in accordance with the approved plans (refer to condition 2.1). This non-trunk infrastructure is conditioned under section 145 of the *Planning Act 2016*.

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- 6.5 Any proposed sewerage access chamber located within a park or reserve, or below a ten per cent (10%) Annual exceedance probability flood level, must be provided with bolt down lids.
- 6.6 The finished sewerage access chamber surface must be at a sufficient level to avoid ponding of stormwater above the top of the chamber. A heavy duty trafficable lid must be provided in the trafficable area.
- 6.7 Sewer connections located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 6.8 All works must be undertaken in accordance with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."*
- 6.9 The development must comply with Council's Building Over/Adjacent to Local Government Sewerage Infrastructure Policy. Any permit associated with the Building Over/Adjacent to Local Government Sewerage Infrastructure Policy must be obtained prior to the issue of a Development Permit for Building Works.
- 6.10 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.
- 7.0 WATER WORKS
- 7.1 All water works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008*, and *Plumbing and Drainage Act 2018*.
- 7.2 The development must be connected to Council's reticulated water network.
- 7.3 Adequate domestic and firefighting protection must be provided to the development, and must be certified by an hydraulic engineer or other suitably qualified person.
- 7.4 Water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 7.5 Easements must be provided over all water infrastructure located within private property. The easement location(s) and width(s) must be in accordance with the requirements of the *Capricorn Municipal Development Guidelines*.
- 8.0 PLUMBING AND DRAINAGE WORKS
- 8.1 A Development Permit for Plumbing and Drainage Works must be obtained for the proposed structure on the development site.
- 8.2 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2018*, Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.
- 9.0 STORMWATER WORKS
- 9.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works required by this development approval.
- 9.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual, Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
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- 9.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause damage to other infrastructure.
- 9.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 9.5 The installation of gross pollutant traps must be in accordance with relevant *Australian Standards* and all maintenance of the proposed gross pollutant traps must be the responsibility of the property owner or body corporate (if applicable).
- 9.6 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by engineering plans with details of any new drainage systems including retention systems, inlet and outlet structures, or the amendment and upgrading of existing drainage systems to implement the proposed drainage strategy.
- 9.7 Adequate scour protection measures must be provided for the proposed stormwater channel and all stormwater outlets.
- 9.8 The bio basin as identified on the approved plans (refer to condition 2.1) must be landscaped in accordance with Council's requirements. Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by detailed plans and specifications for the proposed bio basin and the design must:
- 9.8.1 be suitable to the climate and incorporate predominately native species;
  - 9.8.2 maximise areas suitable for on-site infiltration of stormwater;
  - 9.8.3 incorporate shade trees; and
  - 9.8.4 demonstrate that all areas apart from garden beds are fully turfed or hydromulched.
- 10.0 ROOF AND ALLOTMENT DRAINAGE WORKS
- 10.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any drainage works on the development site.
- 10.2 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual, Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (roof and allotment drainage works).
- 10.3 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not restrict, impair or change the natural flow of runoff water or cause a nuisance to surrounding land or infrastructure.
- 10.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 11.0 SITE WORKS
- 11.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works on the development site.
- 11.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan that clearly identifies the following:
- 11.2.1 the location of cut and/or fill;
  - 11.2.2 the type of fill to be used and the manner in which it is to be compacted;
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- 11.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
  - 11.2.4 details of any proposed access routes that are intended to be used to transport fill to or from the development site; and
  - 11.2.5 the maintenance of access roads to and from the development site so that they are free of all cut and/or fill material and cleaned as necessary.
- 11.3 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 11.4 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
- 11.5 If required, any retaining structures above one (1) metre in height that are not incidental works to a Development Permit for Building Works, must not be constructed unless separately and specifically certified by a Registered Professional Engineer of Queensland and must be approved as part of a Development Permit for Operational Works (site works).
- 11.6 If required, any retaining structures close to or crossing sewerage infrastructure must comply with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."* The structure must be self-supporting and no additional load must be applied to Council's sewerage infrastructure.
- 12.0 BUILDING WORKS
- 12.1 A Development Permit for Building Works must be obtained for the proposed structures on the development site.
- 12.2 Impervious paved waste storage areas must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2019* and must be:
- 12.2.1 designed and located so as not to cause a nuisance to neighbouring properties;
  - 12.2.2 screened so as not to be visible from a public space;
  - 12.2.3 if required, provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2018*.
- As an alternative to a washdown facility, a fully contained commercial bin cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.
- 12.3 The finished floor level for habitable areas (refer to condition 2.1) must be a minimum of 500 millimetres above a one per cent (1%) Annual exceedance probability flood inundation level.
- 12.4 All non-habitable areas subjected to flood inundation during a one per cent (1%) Annual exceedance probability flood event, must be designed and constructed using suitable flood resilient materials.
- 12.5 All electrical and telecommunication services and utilities connected to the property, including electrical outlets, must be designed and installed at such a height that they are a minimum of 500 millimetres above a one per cent (1%) Annual exceedance probability flood level.

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### 13.0 LANDSCAPING WORKS

- 13.1 All landscaping must be established generally in accordance with the approved plans (refer to condition 2.1). The landscaping must be constructed and/or established prior to the commencement of the use and the landscaped areas must predominantly contain plant species that have low water dependency.

### 14.0 ELECTRICITY

- 14.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

### 15.0 TELECOMMUNICATIONS

- 15.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

### 16.0 ASSET MANAGEMENT

- 16.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.
- 16.2 Any damage to existing stormwater, water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land and Council infrastructure), that occurs while any works are being carried out in association with this development approval must be repaired at full cost to the developer. This includes the reinstatement of any existing traffic signs or pavement markings that may have been removed or damaged.
- 16.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.

### 17.0 ENVIRONMENTAL HEALTH

- 17.1 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as not to cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 17.2 Noise emitted from the activity must not cause an environmental nuisance.
- 17.3 Operations on the site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light, noise or dust.

### 18.0 OPERATING PROCEDURES

- 18.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within Jardine Street.

### ADVISORY NOTES

#### NOTE 1. Aboriginal Cultural Heritage

It is advised that under section 23 of the *Aboriginal Cultural Heritage Act 2003*, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the "cultural heritage duty of care"). Maximum penalties for breaching the duty of care are listed in the Aboriginal cultural heritage legislation. The information on Aboriginal cultural heritage is available on the Department of Aboriginal and Torres Strait Islander and Partnerships website [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au).

**NOTE 2. General Environmental Duty**

General environmental duty under the *Environmental Protection Act 1994* prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.

**NOTE 3. General Safety Of Public During Construction**

The *Work Health and Safety Act 2011* and *Manual of Uniform Traffic Control Devices* must be complied with in carrying out any construction works, and to ensure safe traffic control and safe public access in respect of works being constructed on a road.

**NOTE 4. Infrastructure Charges Notice**

This application is subject to infrastructure charges in accordance with Council policies. The charges are presented on an Infrastructure Charges Notice.

**NOTE 5. Building Works**

Council will be a referral agency for the Building Works Permit where the development does not comply with the Queensland Development Code. This Development Permit does not constitute a referral agency response from Council for the Building Works Permit in relation to building envelopes and setbacks.

**RECOMMENDATION B**

THAT to reflect the above changes, Multicap Limited, be issued with an Amended Staged Infrastructure Charges Notice for the amount of \$228,203.00.

**BACKGROUND**

Council at its meeting on 13 April 2021, approved a Development Permit for a Residential Care Facility located at 76 Jardine Street, West Rockhampton, described as Lot 59 on RP848298.

The approval is for the construction of a Residential Care Facility being an extension to the existing Residential Care Facility located on the adjoining lot (Lot 58 on RP848298). The facility is to comprise of ten (10) long-term accommodation units, and one (1) four (4) bedroom short-term accommodation unit that was to be delivered over two (2) discrete stages.

**PROPOSAL**

In accordance with section 78 of the *Planning Act 2016*, the applicant has applied for a 'Minor Change' to the development approval and has proposed to make the following changes:

Conditions 2.1, 3.1 and 3.2 are to be amended to include additional stages (substages) to deliver the project successfully. Staging will be as followed:

**Stage 1A**

- One (1), two (2) bedroom high physical support villa with on-site overnight assistance; and
- One (1), two (2) bedroom robust villa with on-site overnight assistance.

**Stage 1B**

- Two (2), one (1) bedroom units with on-site overnight assistance; and
- Two (2), one (1) bedroom units with no on-site overnight assistance.

**Stage 2**

- One (1), four (4) bedroom short term accommodation facility with administration office; and
- Two (2), two (2) bedroom duplexes with on-site overnight assistance (four (4) units in total)



**PLANNING ASSESSMENT**

The applicant has requested the following condition be amended to include revised staging plans to the approved plans table in Item 5 and Condition 2.1 of the approval:

**Condition 2.1**

2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

Drawing/report title	Prepared by	Date	Reference number	Rev
Site Master Plan – Proposed	Thomson Adsett	<del>15 December 2020</del> 21 September 2022	MCU 004 20.0166.14 (sheet 10-10)	4 CB
Stage 1B- Floor Plan and Elevation 4 x 1 Bed Fully Accessible + OOA	Thomson Adsett	<del>9 February 2021</del> 6 October 2022	MCU 002	2 3
Stage 1A- Floor Plan and Elevation 2 Bed Robust Villa + OOA	Thomson Adsett	<del>15 December 2020</del> 06 October 2022	MCU 003	4 2
Stage 1A– Proposed Floor Plan 2 Bed High Physical Villa +OOA	Thomson Adsett	<del>9 February 2021</del> 6 October 2022	MCU 004	2 3
Stage 2 - Floor Plan and Elevation Short Term Accommodation + Admin	Thomson Adsett	9 February 2021	MCU 005	2
Stage 2 - Floor Plan and Elevation 2 x 2 Bed Duplex with OOA	Thomson Adsett	9 February 2021	MCU 006	2
Flood Impact Assessment and Stormwater Management Plan	McMurtrie Consulting Engineers	8 February 2021	J20065	R1V2
Technical Memorandum – 76 Jardine Street, West Rockhampton Stage 1A Flooding and Stormwater	McMurtrie Consulting Engineers	12 October 2022	J20065	-

The applicant has requested the following condition be amended to include stages 1A and 1B.

**Condition 3.1**

3.1 This development approval is for a development to be undertaken in three (3) discrete stages, namely:

3.1.1 Stage One A (1A) and Stage One B (1B); and

3.1.2 Stage Two (2);

in accordance with the approved plan (refer to condition 2.1).

The stages are required to be undertaken in any chronological order.

The applicant has requested the following condition be amended to include stages 1A and 1B.

**Condition 3.2**

- 3.2 Stage One A (1A) must be completed within six (6) years from the date this approval takes effect. Stage One B (1B) and Stage Two (2) must be completed within 12 years from the date this approval takes effect.

**MATTERS FOR CONSIDERATION**

This request has been assessed by Council's planning officers and other technical staff, as required. The assessment has been conducted in accordance with the provisions of the *Planning Act 2016* and Development Assessment Rules. Regard has been given to the relevant State Planning Policy; Council's Planning Scheme; and other general policies, procedures and documents as considered relevant.

An assessment of the Minor Change has been undertaken and it has been determined that the proposed changes are generally consistent with the original approval, legislative requirements, and the assessment benchmarks prescribed in the statutory instrument which were in effect when the development application for the development approval was properly made.

**CONCLUSION**

The applicant's change representations are considered reasonable and recommended for approval.

**REQUEST FOR A MINOR CHANGE TO  
DEVELOPMENT PERMIT D/138-2020  
FOR MATERIAL CHANGE OF USE  
FOR RESIDENTIAL CARE FACILITY**

**Updated Staging Plan**

**Meeting Date: 22 November 2022**

**Attachment No: 1**

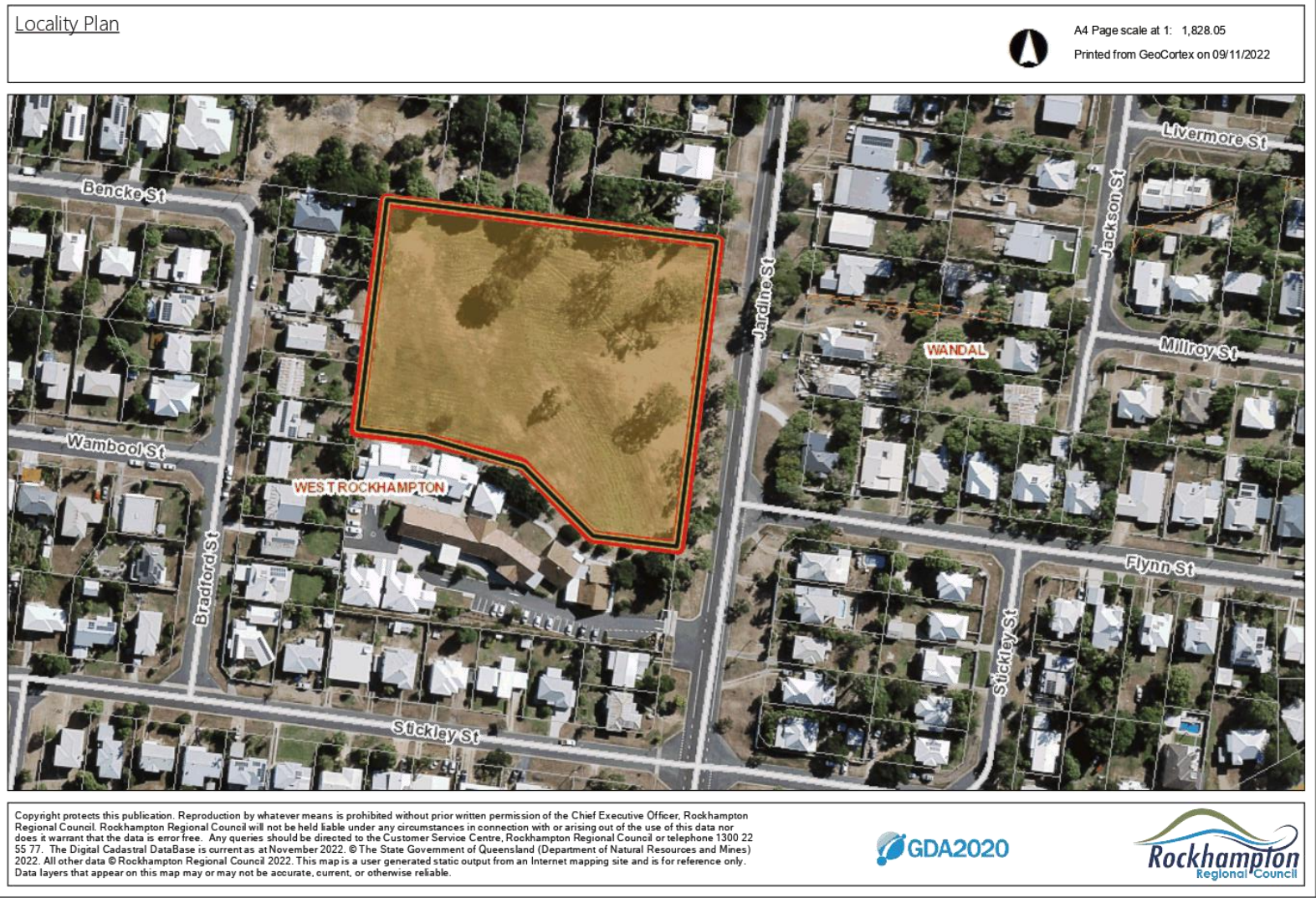


**REQUEST FOR A MINOR CHANGE TO  
DEVELOPMENT PERMIT D/138-2020  
FOR MATERIAL CHANGE OF USE  
FOR RESIDENTIAL CARE FACILITY**

**Locality Plan**

**Meeting Date: 22 November 2022**

**Attachment No: 2**



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**11.2 2023 ROCKHAMPTON AGRICULTURAL SHOW COMMITTEE**

**File No:** 14298  
**Attachments:** Nil  
**Authorising Officer:** Greg Bowden - Executive Manager Advance Rockhampton  
**Author:** Eileen Brown - Events Coordinator

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**SUMMARY**

*This report outlines the proposed Rockhampton Agricultural Show Committee for the 2023 Show.*

**OFFICER'S RECOMMENDATION**

THAT Council approve the 2023 Rockhampton Agricultural Show Committee as follows:

- Greg Bowden, Executive Manager – Advance Rockhampton (Chair)
- Councillor Ellen Smith
- Councillor Grant Mathers
- Peter Curtis
- Wendy Cole
- Ian Lovegrove
- Sharnie Friske
- Eileen Brown, Events Coordinator, Advance Rockhampton

**COMMENTARY**

Being the 150<sup>th</sup> year for the Rockhampton Agricultural Show it is important to establish a Management Committee with a diverse skillset with experience across the organisation of show related activities and experience from the broader local business community. The role of this committee is to provide oversight for delivery of the event.

The 2023 Rockhampton Agricultural Show Committee will meet with the Advance Rockhampton events team on a bi-monthly basis and provide advice on matters relating to the 2023 Rockhampton Agricultural Show.

The proposed 2023 Committee as follows:

- Greg Bowden, Executive Manager - Advance Rockhampton (Chair)
- Councillor Ellen Smith
- Councillor Grant Mathers
- Peter Curtis
- Wendy Cole
- Ian Lovegrove
- Sharnie Friske
- Eileen Brown, Events Coordinator, Advance Rockhampton

**BACKGROUND**

The Rockhampton Agricultural Show Committee has been a beneficial aspect in facilitating and overseeing the planning and decision-making stages for the Rockhampton Agricultural Show in previous years and will be beneficial to the planning and decision making for the 150<sup>th</sup> Show in 2023.

**PREVIOUS DECISIONS**

The previous motion for 2022 Committee proposed was approved at Council meeting on 22 February 2022 as follows:

*THAT Council replace the 2021 Rockhampton Agricultural Show Committee Members Annette Pearce (Chair) and Tash Bury with Greg Bowden Executive Manager, Rockhampton Regional Council (Chair), and Eileen Brown Events Coordinator, Rockhampton Regional Council and additionally Councillor Grant Mathers be appointed to the Committee for the 2022 Agricultural Show; and*

*THAT Council approve the 2022 Rockhampton Agricultural Show Committee as follows:*

- *Greg Bowden, Executive Manager, Advance Rockhampton (Chair)*
- *Councillor Ellen Smith*
- *Councillor Grant Mathers*
- *Rod Green*
- *Damien Massingham*
- *Peter Curtis*
- *Eileen Brown, Events Coordinator, Advance Rockhampton*

**BUDGET IMPLICATIONS**

The delivery of the 2023 Rockhampton Agricultural Show is allocated within the Advance Rockhampton budget FY22/23. Any additional requirements to highlight or increase the offering at the 150<sup>th</sup> show will require an additional budget allocation.

**LEGAL IMPLICATIONS**

No legal implications identified.

**STAFFING IMPLICATIONS**

No staffing implications, the Rockhampton Agricultural Show Committee will be managed within current Advance Rockhampton staffing allocation.

**RISK ASSESSMENT**

No risk assessment required.

**CORPORATE/OPERATIONAL PLAN**

3.3.2 We design places and deliver events that encourage visitors to come and stay.

3.3.2.1 Develop a diverse events calendar that supports liveability and visitability within the region.

**CONCLUSION**

Rockhampton Regional Council made a commitment to assume management of the Rockhampton Agricultural Show for a five-year period commencing in 2019.

An event that comprises many stakeholders and many different moving parts, the committee will play an essential role in the review of concepts, changes or discrepancies that are brought up in relation to the Sections, Programming and Event logistics.



**11.3 ROCKHAMPTON AGRICULTURAL SHOW TENDER CONSIDERATION PLAN**

**File No:** 14298  
**Attachments:** Nil  
**Authorising Officer:** Greg Bowden - Executive Manager Advance Rockhampton  
**Author:** Eileen Brown - Events Coordinator

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**SUMMARY**

*To seek approval under s230 of the Local Government Regulation (2012) for the procurement of various goods and services for the Rockhampton Agricultural Show 2023 and 2024.*

**OFFICER'S RECOMMENDATION**

THAT Council adopt the Tender Consideration Plan for the 2023 and 2024 Rockhampton Agricultural Show pursuant to s230 of the Local Government Regulation.

**COMMENTARY**

The Rockhampton Agricultural Show is one of the major events on the calendar for the Rockhampton Region. The Rockhampton Agricultural Show is all inclusive and ensures that all demographics and interests are catered for. The offering is one that is comprehensive and offers a wide range of activities and entertainment options.

The Rockhampton Agricultural Show's main purpose is to deliver a unique experience that will draw visitors to the region, provide an event for locals to continue to enjoy and fulfill our commitment to managing the show for a five-year period. This five-year period commenced in 2019.

The Rockhampton Agricultural Show has expectations to deliver new, interesting, engaging elements that exceed expectations and deliver entertaining programs across the event.

Vital aspects of the Rockhampton Agricultural Show that play a part in the exciting program and events offering are detailed below

- Musicians
- Visual Arts performers
- Public Arts performers
- Staging, Lighting and Event Dressing
- Fireworks Displays
- Market and Advertising
- Variety of Various Vendors
- Food, Drink and Market Staffs
- Ticketing, accreditation and event platforms

The following tender consideration plan is for the Rockhampton Agricultural Show coordination in 2023 & 2024.

**BACKGROUND**

Rockhampton Regional Council has committed to continue delivery of the Rockhampton Agricultural Show for the community and region for a five-year period which commenced in 2019.

**PREVIOUS DECISIONS**

Council have supported the Rockhampton Agricultural Show since taking the agreement to deliver in 2019.

The tender consideration plan for the 2022 Show presented to council on 22 February 2022 was endorsed.

**BUDGET IMPLICATIONS**

The 2023 Rockhampton Agricultural Show is included in the 22/23FY Advance Rockhampton Budget.

**LEGISLATIVE CONTEXT**

The following Tender Consideration Plan has been prepared under Div3 s230 of the *Local Government Regulation (2012)* – Exceptions for medium-sized and large-sized contractual arrangements.

“230 Exception of quote or tender consideration plan prepared

- (1) A local government may enter into a medium-sized contractual arrangement without first inviting written quotes or tenders if the local government –
  - (a) Decides, by resolution, to prepare a quote or tender consideration plan: and
  - (b) Prepares and adopts the plan.
- (2) A quote or tender consideration plan is a document stating
  - (a) The objectives of the plan; and
  - (b) How the objectives are to be achieved; and
  - (c) How the achievement of the objectives will be measured; and
  - (d) Any alternative ways of achieving the objectives, and why the alternative ways were not adopted; and
  - (e) The proposed terms of the contract for the goods or services; and
  - (f) A risk of the market from which the goods or services are to be outlined

Tender Consideration Plan:Objective:

The objective of this plan is to seek approval for the procurement of various goods and services required for the 150<sup>th</sup> event in 2023 and the 2024 Rockhampton Agricultural Show to deliver a unique experience that will be a major draw card for visitors to the Rockhampton Region.

How the objectives will be measured:

Marketing and advertising	A marketing plan will be designed to advertise all aspects of the show	The existing Marketing Register of Pre-qualified suppliers will be utilised, however there may be unique suppliers used to meet target audience requirements of the Rockhampton Show event  Agreements and in kind support from marketing bodies  Targeted platform marketing and ticket sales provider used to meet grant funding requirements
Fireworks/Lightshow	Ability to deliver a light show or firework display and specifications based on theme potential sponsorship/partnership	Invite multiple quotes  Where it is not feasible to seek quotes for unique goods/services that justification will be provided (on the purchase order) as to why multiple quotes could not be obtained.

<p>Entertainment – covers musicians, show performers, major drawcard entertainment, and visual art performers, and helps build the atmosphere through-out the event</p>	<ul style="list-style-type: none"> <li>- Genre</li> <li>- Price</li> <li>- Audience potential</li> <li>- Draw card potential</li> <li>- Availability</li> <li>- Theme</li> <li>- Staging</li> <li>- Ratio of local acts to outside of region performers</li> </ul>	<p>Online EOI Form on Rocky Show website</p> <p>Major Show Entertainment providers approached and quotes requested</p> <p>Information provided is matched against criteria</p> <p>Where a specific type of entertainment is required cost will be evaluated alongside return on investment, audience reach and suitability.</p>
<p>Stage, Audio, Lighting, Furniture and Event Dressing and Uniforms</p>	<ul style="list-style-type: none"> <li>- Specific requirements for each area and stage based on suitability and theme</li> <li>- Availability to deliver set requirements</li> <li>- Budget</li> <li>- Bump in time frames</li> </ul>	<p>The existing Event Equipment Hire Register of Pre-qualified suppliers will be utilised, however due to multiple staging and event dressing requirements other suppliers outside the register may be used</p> <p>In this instance quotes will be sourced to ensure best value for money, suitability and ability to meet requirements of the event</p> <p>Sharing business between local providers for a more even distribution of work between local businesses</p> <p>Where specific type of equipment is required justification will be provided (on the purchase order) as to why the preferred supplier arrangement was not used.</p>
<p>Food, Drink and Market Stall Holders</p>	<ul style="list-style-type: none"> <li>- Genre</li> <li>- Price</li> <li>- Audience potential</li> <li>- Draw Card potential</li> <li>- Availability</li> <li>- Theme</li> <li>- Staging</li> <li>- Standard of goods delivered</li> <li>- Licenses, permit and insurance required by legislation</li> <li>- Priority will be given to market stall holder where payment confirmation is made prior to due date.</li> </ul>	<p>EOI email is sent to all database on file, local and outside region.</p> <p>Online EOI Form on Rocky Show website</p> <p>Standard of goods plays a large role</p> <p>Note: Some food, drink and market stall holders are included in the Showman's Guild contractual obligations</p> <p>Standard of product plays a large role in evaluation of suppliers</p>
<p>For other ancillary Goods and Services as required for the Rockhampton Show (including operational requirements)</p>	<ul style="list-style-type: none"> <li>- Ability to deliver set requirements</li> <li>- Budget</li> <li>- Bump in time frames</li> </ul>	<ul style="list-style-type: none"> <li>- As per Council's preferred supplier list/register of prequalified suppliers (where applicable)</li> <li>- Where it is not feasible to seek quotes for unique goods/services that justification will be provided (on the purchase order) as to why multiple quotes could not be obtained</li> </ul>

Alternative ways of obtaining objectives:

The objectives of the plan could be achieved by issuing a number of traditional invitation to quote and/ or Tenders, however due to the significant volume of goods and services, and the unique experience Council is delivering, this method is not considered practical.

Proposed terms of Contract:

The proposed terms of the Contract will be Council's Conditions of Order, where there is a higher value/higher risk procurement, the Contracts & Tenders team will be consulted to determine the most suitable terms of the contract.

Risk Analysis of the market:

Due to the significant volume of required, there are a number of markets which need to be considered. In most instances, there are a large number of suppliers available to provide the required goods and services, with the exception of specialist goods

**LEGAL IMPLICATIONS**

There are no legal implications relevant to the Tender Consideration Plan being presented for consideration.

**STAFFING IMPLICATIONS**

This tender consideration plan does not have any staffing implications.

**RISK ASSESSMENT**

Risk assessment for this event will be conducted in accordance with the requirements set out in the Work Health and Safety protocols by RRC

**CORPORATE/OPERATIONAL PLAN**

3.3.2 We design places and deliver events that encourage visitors to come and stay.

3.3.2.1 Develop a diverse events calendar that supports liveability and visitability within the region.

**CONCLUSION**

It is recommended Council adopts the proposed Tender Consideration Plan for the 2023 and 2024 Rockhampton Agricultural Shows.

**11.4 ROCKYNATS - TRADE FEES AND CHARGES**

<b>File No:</b>	<b>14299</b>
<b>Attachments:</b>	<b>1. Trade Site Fees and Charges (current approved)</b> <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Greg Bowden - Executive Manager Advance Rockhampton</b>
<b>Author:</b>	<b>Eileen Brown - Events Coordinator</b>

**SUMMARY**

*The intention of this report is to outline the Rockynats Food, Trade and Market Site Fees and Charges that have now been established for the Rockynats Car Festival 2023 – 2025 for review and adoption with the addition of a new category of ‘Non-Commercial Trade’ within the Walter Pierce Pavilion.*

**OFFICER’S RECOMMENDATION**

THAT in accordance with the requirements of the *Local Government Act 2009* Council endorses the addition of a ‘Walter Pierce Pavilion - Non-Commercial Trade’ category to the Rockynats Food, Trade and Market Site Fees and Charges.

**COMMENTARY**

The following table sets out the proposed addition of Fees and Charges for the ‘non-commercial’ Trade Sites to be set for the Rockynats Car Festival held 2023 - 2025.

The ‘non-commercial’ Trade Site price point aligns with the price point offered for Trade sites at our other major events held at the Showground keeping consistency across all events.

**WALTER PIERCE PAVILION**

Non-Commercial Trade - 3 days trade, indoor venues, secured nightly, site only

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$300	\$600	TB Neg.	\$55

Full Table of current Trade, Food Vendors and Market Stall Fees and Charges attached.

**BACKGROUND**

On 2 April 2019 Council resolved to proceed with a 5-year agreement to host the Rockynats event within the Rockhampton region.

**PREVIOUS DECISIONS**

Previous fees and charges (attached) were approved by Council on 23 November 2022.

**BUDGET IMPLICATIONS**

The fees and charges amendment will encourage more trade site submissions to meet budget expectations and assist to offset the impact of operating costs for the event.

**LEGISLATIVE CONTEXT**

There is no legislative context.

**LEGAL IMPLICATIONS**

No legal implications.

**STAFFING IMPLICATIONS**

No Staffing implications.

**RISK ASSESSMENT**

No forecast risk of any adverse implications to Council.

**CORPORATE/OPERATIONAL PLAN**

3.3.2 We design places and deliver events that encourage visitors to come and stay.

3.3.2.1 Develop a diverse events calendar that supports liveability and visitability within the region.

**CONCLUSION**

These fees and charges are to be included in the 2023-2025 Fees and Charges Schedule.

# **ROCKYNATS – TRADE FEES AND CHARGES**

## **Trade Site Fees and Charges (current approved)**

**Meeting Date: 22 November 2022**

**Attachment No: 1**

**SHOWGROUNDS PRECINCT****WALTER PIERCE PAVILION**

Commercial Trade - 3 days trade, indoor venues, secured nightly, professional trade boothing set up provided (walls, signage, lights)

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$750	\$1100	TB Neg.	\$55

**SURROUNDING CENTRE RING**

3 days trade, outdoor area, roving security, site only.

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$700	\$1000	\$50	\$55

**CREMORNE LAWN**

3 days trade, outdoor area, roving security, site only.

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$700	\$1000	\$50	\$55

**BURNOUTS PRECINCT****EVENT LAWN**

2 days trade, outdoor area, roving security, site only.

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$700	\$1000	\$50	\$55

**CBD PRECINCT****ROD LAVER PLAZA**

2 days trade, outdoor area, roving security, site only.

3M x 3M	6M x 3M	Extra /M	Power /10amp.
\$200	\$750	\$50	\$55



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**11.5 ROCKHAMPTON REGION ECONOMIC DEVELOPMENT STRATEGY 2023-2028  
AND ROCKHAMPTON REGION ECONOMIC ACTION PLAN 2023-2028**

<b>File No:</b>	<b>1291</b>
<b>Attachments:</b>	<b>1. RREDS 2023-2028</b> <a href="#">↓</a> <b>2. RREAP 2023-2028</b> <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Greg Bowden - Executive Manager Advance Rockhampton</b>
<b>Author:</b>	<b>Mary Ryan - Economic Development Manager</b>

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**SUMMARY**

*This report presents to Council the draft Rockhampton Region Economic Development Strategy 2023-2028 (RREDS) and Rockhampton Region Economic Action Plan 2023-2028 (RREAP).*

**OFFICER'S RECOMMENDATION**

THAT Council endorses the draft Rockhampton Region Economic Development Strategy 2023-2028 and the Rockhampton Region Economic Action Plan 2023-2028 and endorses that public consultation will be undertaken by Advance Rockhampton from 23 November 2022 to 14 December 2022.

**BACKGROUND**

These draft documents were developed following consultation with residents, local businesses and key stakeholders through surveys, public information sessions and one on one consultations. Advance Rockhampton is seeking endorsement from Council to undertake a submission-based public consultation with residents, key stakeholders and the local business community to ensure that both documents meet the expectations of the broader community.

**COMMENTARY**

In 2021, Advance Rockhampton commenced the process of a comprehensive engagement with industry and community to create an economic development strategy and action plan that reflects a vision for the region's economic future and a plan to get there.

A combined 1,500 participants throughout a year-long engagement campaign provided information and their views which have been used alongside economic analysis to develop the Rockhampton Region Economic Development Strategy (the strategy) and the Rockhampton Region Economic Action Plan (the action plan) 2023-28, please see attached.

These two documents will guide councils' economic development focus over the coming five years with a goal to support growth in Rockhampton that guarantees we remain as the Economic Capital of Central Queensland, creating the jobs of the future and ensuring our region continues our progression to becoming a more vibrant, diverse and a progressive place to live, visit and invest.

Key industry sectors and growth opportunities outlined through the engagement and verified by the economic analysis include:

Defence, Irrigated Agriculture, Coal Mining and mining services, non-coal resources, Renewable Energy, Transport and Logistics, Professional Services, Residential Construction, Aged Care, International Education, the Visitor Economy and major events.

To achieve the goal, five key pillars have been developed in the strategy and action plan with goals, outcomes, key performance indicators and associated action items. These five key pillars are:

- Future jobs and Investment Attraction
- Infrastructure for Future Growth
- Regional Promotion and Major Events
- Regional Collaboration and Partnerships
- Talent Retention and Attraction

## **BACKGROUND**

Advance Rockhampton engaged economic consultants, AEC to undertake and deliver a stakeholder engagement plan and economic analysis as part of the development of the strategy and action plan. As part of the stakeholder engagement Rockhampton Regional Council Councillors, leadership team and other key managers along with local business and industry groups were engaged with via surveys and face to face consultations. A significant body of work titled 'RREDS Economic Analysis followed these consultations and formed part of the draft RREDS and RREAP documents.

## **STAFFING IMPLICATIONS**

No significant impact as consultation will be undertaken and managed by the Advance Rockhampton team. Greg Bowden, Wade Clark, Zac Garven, Eileen Brown, Mary Ryan and Thomas Degotardi and other team members have invested significant time into this project and will manage it through to completion. A number of stakeholders from across council have reviewed these documents to provide and confirm data.

## **BUDGET IMPLICATIONS**

Costs associated with public consultation will be funded from within the Advance Rockhampton 2022-23 Operational Budget.

## **CORPORATE/OPERATIONAL PLAN**

3.1.1.1 Implement actions contained in the Rockhampton Region Economic Action Plan

3.2.2.1 Deliver industry development initiatives to strengthen and grow the key sectors of resources, construction, agriculture and water.

3.3.1.1 Develop a strategic tourism and marketing plan for the region in accordance with the Rockhampton Region Economic Development Strategy.

## **CONCLUSION**

This Strategy and Action Plan highlight key future opportunities for our region:

- Agriculture and development of the Fitzroy Food Bowl
- Energy, Manufacturing, Transport & Logistics
- A strategic focus on building a Defence presence and Defence industry capabilities in Central Queensland
- Attraction of Professional Services jobs to the region
- Building liveability and visitability through the visitor economy and major events

Undertaking the final step in stakeholder / community engagement will provide council the opportunity to consider public feedback and amend the draft strategic documents prior to endorsing the final version in early 2023.

The public consultation will be managed by Advance Rockhampton through a website survey portal, social media and will be advertised in local newspapers.

**ROCKHAMPTON REGION ECONOMIC  
DEVELOPMENT STRATEGY 2023-2028  
AND ROCKHAMPTON REGION  
ECONOMIC ACTION PLAN 2023-2028**

**RREDS 2023-2028**

**Meeting Date: 22 November 2022**

**Attachment No: 1**

A plan to realise the future growth opportunities in  
Rockhampton Region

ADVANCEROCKHAMPTON.COM.AU

# ROCKHAMPTON REGION ECONOMIC DEVELOPMENT STRATEGY 2023-2028

📍 Development of Rookwood Weir, Gogango

**ADVANCE**   
**ROCKHAMPTON**

Economic Development,  
Tourism, Events  
& Marketing

View of Rockhampton and Toonaba (Fitzroy River)  
from Nurim (Mount Archer)

# ACKNOWLEDGEMENT OF COUNTRY

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

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



**DISCLAIMER** Rockhampton Regional Council will not be held liable under any circumstances in connection with or arising out of the use of the information contained in this document nor does it warrant that the information is free of errors or omissions. Information contained in this document is not intended to be a source of advice or analysis with respect to the material presented, and the information contained in this document does not constitute investment advice.



This Document

## ECONOMIC DEVELOPMENT STRATEGY 2023-2028



Feeds into

## ECONOMIC ACTION PLAN 2023-2028

## ACKNOWLEDGEMENT OF CONSULTANCY

Rockhampton Regional Council greatly appreciates the time, effort, analysis and engagement provided by economic consultants AEC in the development of the Rockhampton Region Economic Development Strategy 2023-28

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**MAYOR TONY  
WILLIAMS**

*Mayor*  
Rockhampton Regional Council

## AN INTRODUCTION FROM OUR MAYOR

### **SINCE COUNCIL'S DECISION IN 2015 TO ESTABLISH ITS OWN ECONOMIC DEVELOPMENT ARM, ADVANCE ROCKHAMPTON, THE LOCAL AND GLOBAL LANDSCAPE HAS CHANGED SIGNIFICANTLY.**

The challenges of COVID-19, global supply chain shortages, domestic political changes, talent shortages with constrained housing supply across the nation has changed how we think about future economic growth.

Rockhampton Regional Council is committed to building one great region to live, visit and invest. To do this, we need an economic strategy and plan that continues to build resilience into our local economy which includes strategic planning for growth, understanding community needs, industry development, investment attraction, building critical infrastructure and doing this as a fiscally responsible council.

We have seen several major infrastructure projects commence in our region over the past few years creating jobs and stimulating the local economy. And while we will continue to advocate for investment, our future must also be built on the development of our existing businesses, new investment attraction, capturing new opportunities and creating sustainable job and population growth.

Our tourism and events offering has grown over the past few years and Council's Advance Rockhampton team has been working hard engaging with residents, businesses, visitors, and investors so that we can set the strategic economic direction for our region.

In 2021, upon being elected as Mayor, I also assumed the role of Chair of the Advance Rockhampton, Economic Development portfolio. Since this time, I have worked closely with the council team to drive economic growth opportunities and to develop the Rockhampton Region Economic Development Strategy and Action Plan.

This strategy is the result of comprehensive stakeholder engagement through industry and community surveys, industry engagement sessions, one on one industry meetings and community consultation.

I wish to personally thank all those who took the time to be involved in this process and contribute to our region's future. It cannot be done alone.

This Strategy and Action Plan will help consolidate current industry development, create the opportunities to build a great region into the future, and will continue to put 'Rocky on the Radar'.

Council will continue to work collaboratively with community, industry, state and federal governments and associated agencies to deliver on this strategy and action plan for a prosperous future in Rockhampton Region.



**GREG BOWDEN**  
Executive Manager  
Advance Rockhampton

## AN INTRODUCTION FROM ADVANCE ROCKHAMPTON

**COUNCIL AGREED IN 2015 THAT ROCKHAMPTON REGIONAL COUNCIL NEEDED TO TAKE DIRECT ACTION TOWARDS DEVELOPING ECONOMIC STRATEGY FOR ROCKHAMPTON REGION. ADVANCE ROCKHAMPTON WAS ESTABLISHED AND A PLEDGE WAS MADE BY COUNCIL TOWARDS WORKING WITH THE COMMUNITY AND INDUSTRY TO DRIVE FUTURE ECONOMIC DEVELOPMENT AND GROWTH IN OUR REGION.**

As the economic development unit of Rockhampton Regional Council, Advance Rockhampton works to build the liveability, visitability and investability of the Region. Other key pillars include facilitating and advocating for increased industry innovation, strategic partnerships and industry collaboration.

Rockhampton Region is currently home to over 82,000 residents with a \$5.5 billion economy and supports 36,000 FTE jobs.

Historically and as the economic hub for Central Queensland, our region has many strengths in agriculture, mining services, energy, construction, education and health services. Our strategic location as a logistics hub well serviced by road, rail, air and sea positions us positively for future opportunities as Northern, Central and Southern Australia continue to grow.

In 2021, we commenced the process of comprehensive engagement with industry, community and subsequent engagement of an external consultant to assist in preparation of this strategy and action plan.

### THE KEY FOCUS AREAS IDENTIFIED WITHIN THIS STRATEGY AND ACTION PLAN INCLUDE:

- + Talent retention and attraction
- + Infrastructure for future growth
- + Future jobs and investment attraction
- + Regional promotion and major events
- + Regional collaboration and partnerships

### OUR REGIONAL INDUSTRY SECTOR ADVANTAGES AND OPPORTUNITIES FOR THE FUTURE INCLUDE:

- + Energy and resources
- + Beef production and agriculture
- + Water security
- + Defence
- + Construction
- + Transport and logistics
- + Professional services
- + Education, health and aged care
- + Visitor economy and event attraction

By committing to these focus areas, consolidating our regional advantages and actively pursuing opportunities, the Rockhampton economy has the potential to become a \$19.9 billion economy by 2041 with a population of 148,000 creating the jobs of the future.

This will continue the commitment towards economic development made in 2015 and will Put Rocky on the Radar across the country and internationally.





*we consulted with our community on a vision for a prosperous Rockhampton Region and what needs to be done to achieve this.*

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

📍 Working with the wheat in South Yaamba

# COMMUNITY ENGAGEMENT

## ROCKHAMPTON REGION PRECINCT ACTIVATION

### 435 SURVEY PARTICIPANTS

March to April 2021 consultation period.  
This survey focussed on Rockhampton Region's business community.

#### MAIN MESSAGES FROM THE SURVEY

- + Commodities, construction and manufacturing sectors are leading regional confidence.
- + Industry is requiring more skilled staff urgently.
- + Positive perception of Rockhampton – business sector views the Region as being affordable, a good provider of education and having quality events but our city centre needs further work.
- + Work is required in the retail and hospitality sector to improve customer service.
- + Work is required to improve business to business engagement.
- + Major events are bringing economic benefits to the Region and more music focused events are a priority.

## ADVANCE ROCKHAMPTON ECONOMIC DEVELOPMENT

### 1, 120 SURVEY PARTICIPANTS

July to September 2021 consultation period.  
This survey focused on residents and the broader Rockhampton Region community.

#### MAIN MESSAGES FROM THE SURVEY

- + Rockhampton rates highly in terms of key social facilities with a clean and tidy feel.
- + Rockhampton rates below average for feeling safe and secure and having sufficient public transport.
- + Rockhampton neighbourhoods are seen as a *functional, friendly, clean, and affordable*.
- + Rockhampton neighbourhoods rate below average for public transport, quality investment opportunities and having quality local events.
- + Priorities to enhance prosperity include: *increase capital infrastructure, investment attraction, and improve the CBD and its liveability*.
- + Types of events people want to see: *music festivals, sports and motor sports events, and family friendly events*.

## COMMUNITY ENGAGEMENT FEEDBACK WORKSHOPS

### 150 WORKSHOP PARTICIPANTS

March 2022 consultation period.  
These workshops focussed on the Region's business community, residents, and significant stakeholders.

#### MAIN MESSAGES FROM THE WORKSHOPS

- + Participants generally had a positive view of the Rockhampton economy.
- + Vision for Rockhampton: Key responses included *liveability, family friendly, attractive to live, vibrant, and sustainable*.
- + How do participants see Rockhampton? Responses included a focus on *opportunity* and *diversity* that is *friendly* with a *community feel* and a range of liveability response, including *comfortable, relaxed, affordable, and beautiful*.
- + Most significant external risk: *the potential impact on the future of the coal industry, and the risk of a general downturn in the mining industry*.
- + Most significant internal risks: *old thinking, complacency, unwillingness to change, mentality, and small town mindset*, were identified as the core internal risks to the Region's growth.
- + Key industry areas expected to grow quickly: *renewable energy, residential construction, irrigated agriculture, aged care, and defence*.

Nurim Boardwalk, Mount Archer

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# THE ROCKHAMPTON ECONOMY

**ROCKHAMPTON IS RECOGNISED AS THE ECONOMIC HEART OF CENTRAL QUEENSLAND. IT IS HOME TO OVER 82,000 RESIDENTS AND IS BLESSED WITH OVER 300 DAYS OF SUNSHINE EACH YEAR.**

Logistically, the Region is perfectly positioned as the gateway to Northern Australia as it is well serviced by road, rail, air and sea infrastructure.

Rockhampton has a \$5.5 billion economy, primarily driven by the healthcare and social assistance industry followed by electricity, gas, water and waste services, construction, and mining. Since 2014, the Region's economy has grown slower than the state average, however the Rockhampton economy has experienced less of an economic impact to COVID-19 than the Queensland economy and is now growing quickly.

# KEY STATISTICS

## POPULATION

Population	<b>82,904</b>
2011 to 2021 population growth	<b>5%</b> (16.5% in Queensland)
2041 Current projected population	<b>99,664</b>
2041 successful future projected population	<b>148,343</b>

## PROPERTY MARKET

Residential building approvals, FY 2021/2022	<b>\$117.3 M</b>
Non-residential building approvals, FY 2021/2022	<b>\$99.9 M</b>
Rental vacancy rate	<b>0.4%</b>

## REGIONAL IMPORTS

Total imports	<b>\$3.7 B</b>
<b>TOP 3 IMPORTS</b>	
Manufacturing	<b>\$1.4 B</b>
Financial and insurance services	<b>\$532.8 M</b>
Professional, scientific and technical services	<b>\$395.7 M</b>

## EMPLOYMENT

Labour force 2021	<b>43,039</b>
Unemployed 2021	<b>2,500</b>
Unemployment rate	<b>5.8%</b> (5.5% in Queensland)
Full time employees	<b>35,891</b>
2041 successful future projected FTEs	<b>71,589</b>

## ECONOMY

Gross regional product (GRP)	<b>\$5.56 B</b>
2011 to 2021 GRP Growth	<b>13.6%</b> (24.2% in Queensland)
2041 successful future projected GRP	<b>\$12.9 B</b>

## TOURISM

### DOMESTIC OVERNIGHT VISITORS IN 2021 (SOURCE: NATIONAL VISITOR SURVEY)

Total	<b>424,000</b>
Holiday	<b>24.33%</b>
Visiting family and friends	<b>30.86%</b>
Business	<b>29.40%</b>

## REGIONAL EXPORTS

Total exports	<b>\$3.8 B</b>
<b>TOP 3 EXPORTS</b>	
Electricity, gas, water and waste services	<b>\$796.4 M</b>
Manufacturing	<b>\$698.2 M</b>
Mining	<b>\$666.9 M</b>

## KEY EMPLOYERS

Health care and social assistance	<b>5,761</b>
Construction	<b>3,793</b>
Education and training	<b>3,411</b>

Current statistics provided by Profileld using figures from the Australian Bureau of Statistics, forecast figures provided by AEC. Statistics are for the year of 2021 unless otherwise stated.



Working hard at SMW, Parkhurst

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

Statistics provided by Profiled using figures from the Australian Bureau of Statistics.



### MINING

Output/total sales **\$721.6M**  
 Value add **\$408.39**  
 Full time employees **1,093**  
 Growth (2011 to 2021) **20.9%**



### TOURISM

Output/total sales **\$329.4M**  
 Value add **\$184.3M**  
 Full time employees **3,164**  
 Growth (2011 to 2021) **3.37%**



### HEALTHCARE

Output/total sales **\$935.6M**  
 Value add **\$631.2M**  
 Full time employees **5,761**  
 Growth (2011 to 2021) **6.3%**



### EDUCATION & TRAINING

Output/total sales **\$550.9M**  
 Value add **\$372.3M**  
 Full time employees **3,441**  
 Growth (2011 to 2021) **13.8%**



### AGRICULTURE & FOOD MANUFACTURING

Output/total sales **\$1B**  
 Value add **\$372.4M**  
 Full time employees **3,005**  
 Growth (2011 to 2021) **79.8%**



### ELECTRICITY SUPPLY

Output/total sales **\$1.25B**  
 Value add **\$482.4M**  
 Full time employees **998**  
 Growth (2011 to 2021) **-6.4%**



📍 Gaia art installation at Rockhampton Museum of Art as part of Rockhampton River Festival, Rockhampton City

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

## REGIONAL HEALTH CARE FACILITIES

Rockhampton is also a regional health hub with the Rockhampton Hospital being the largest health care facility in the Central Queensland region. The hospital is a regional centre of clinical excellence for cardiovascular, cancer care, women's and children's services, and surgery and trauma as well as general health care services for local residents.

## CQUNIVERSITY AUSTRALIA

CQUniversity Australia in Rockhampton provides local students, as well as those from the wider Central Queensland region, an opportunity to continue their studies locally, helping to retain and build the future workforce in the region.

## REGIONAL PROFESSIONAL SERVICES HUB

Rockhampton is the regional professional service hub for central and western Queensland with \$190.5 million worth of professional, scientific, and technical services exported out of the Region (2019- 20 estimate).

## REGION'S LARGEST AIRPORT AND PROXIMITY TO BEACH AND BUSH (TOURISM)

Rockhampton Airport provides flights to major cities including, Brisbane, Townsville, Cairns and Mackay and has a total throughput of 580,000 passengers every year. Rockhampton Airport (ROK) is the largest airport in Central Queensland and is the gateway for tourists to the Southern Great Barrier Reef and Australia's eastern outback is the gateway for tourists, defence and other industries to Central and Western Queensland, the Bowen and Galilee Basins and the Barrier Reef.

## NON-COAL RESOURCES

Rockhampton Region has a number of significant non-coal mineral deposits with high demand minerals, such as gold, nickel and cobalt. There are also other deposits in neighbouring areas throughout the Central Queensland region. Former mines in the Region such as Mount Morgan and Mount Chalmers are also looking to return to production through mining of previously uneconomical resources and the processing of tailings.

## TRANSPORT & LOGISTICS

Rockhampton is the regional logistics and transport hub for central and western Queensland and is an important freight hub. As the gateway to Northern Australia, the region is well connected and serviced by superior road, rail, air and sea infrastructure.

## DEFENCE INFRASTRUCTURE

Leveraging its proximity to the Shoalwater Bay Training Area, Rockhampton Airport, Port Alma, and the Bajool Magazine, Rockhampton Region is uniquely placed to support a permanent Australian Defence Force (ADF) presence and with experienced providers of maintenance of large equipment we offer a future defence industry capability.

## FITZROY RIVER

Fitzroy River has the largest river catchment system on the eastern seaboard of Australia and is the primary water source for Rockhampton Region. It provides important water for the city's population and growing agricultural and industrial sectors. Fitzroy River Barrage, Eden Bann Weir and Rookwood Weir are all reliant on the water in the Fitzroy River and its surrounding catchment areas.

## RENEWABLE ENERGY RESOURCES

Rockhampton Region is home to considerable renewable energy resources, with a competitive advantage in wind and solar generation. Rockhampton also has a developing pipeline of large scale renewable energy projects, which could enable local manufacturing of renewable energy components. Following the Queensland Government announcement of 70% renewable energy by 2032, and the \$62 billion Queensland Energy and Jobs Plan the Rockhampton Region has a significant opportunity to be an energy powerhouse.




*what do we need to overcome for our Region to not only grow, but thrive.*

# CHALLENGES TO OVERCOME

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

 Fabrication works at SMW, Parkhurst

## DEVELOPMENT AND INVESTMENT CONSTRAINED BY FLOOD RISKS

Implementing previously considered flood mitigation options will not only improve the flood immunity of the city, but also remove a perceived risk with investing in the Region.

## PERCEIVED TO BE UNCULTURED AND LACKING CULTURAL FACILITIES

Continuing to invest in new cultural facilities, new events and supporting the development of the local arts industry will increase the range of cultural appreciation opportunities in the Region.

## HOUSING SHORTAGE

Supporting an increase in the supply of housing in the region is critical – with a focus on the inclusion of diverse range of housing options – will remove a key barrier to unlock growth in the Region.

## DISLOCATED SUPPLY CHAINS

Rockhampton needs to identify and invest in its local manufacturing capabilities for its major industries to capture value adding possibilities for the Region, encouraging both business investment and employment growth.

## LARGE IMPORTS OF PROFESSIONAL SERVICES TO THE REGION

Supporting the development of a professional services industry, through encouraging head office relocation to Rockhampton – coupled with local procurement initiatives within government agencies and large businesses – will build demand for renewal and growth in the Rockhampton CBD.

## AGEING MUNICIPAL INFRASTRUCTURE

Updating the Rockhampton Regional Council Local Government Infrastructure Plan (LGIP) and revenue policy will enable council to invest in upgrading and delivering new infrastructure to support long-term growth without an impact on council's long-term financial sustainability.

## ROCKHAMPTON CITY'S TROPICAL HEAT

To mitigate the urban heat island effect – an effect where high-density paving and removal of natural ground cover causes the absorption and retention of heat – a number of urban design and planning elements can be introduced to mitigate heat in Rockhampton's urban spaces.

## PUBLIC TRANSPORT DOES NOT MEET COMMUNITY EXPECTATIONS

An integrated public transport system would improve the liveability and visitability of both Rockhampton and the wider region, particularly for central business district workers and visitors.

## THE REGION HAS UNREALISED POTENTIAL, BUT IS SLOW TO PROGRESS

A focused economic development strategy can set the regional development vision and give confidence to investors and the community at large about the Region's future.

## WORKER SHORTAGE

Encouraging workers for in demand industries to move to Rockhampton will help alleviate this problem and will remove a key barrier to unlock growth for these key industries in Rockhampton Region.

*how we change  
perspective on our  
challenges and leverage  
our strengths to foster  
growth in our Region*

# GROWTH OPPORTUNITIES

📍 Growing new opportunities in Alton Downs

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028





## DEFENCE

Key opportunities for growth include a new army barracks (for the relocation of Army's 7th Brigade and a US Marine rotation), a new RAAF base for No 92 Wing (Maritime Surveillance – South Pacific), land and air platform deep maintenance and munitions manufacturing and stockpiling. Opportunities also exist for the ADF and international forces to store and maintain large equipment in the region along with working to build our defence industry capabilities.

## IRRIGATED AGRICULTURE

By leveraging the water resource opportunity in the Fitzroy River, Rockhampton Region has the potential to expand from its current 2,700 ha of irrigated agriculture up to 40,600 ha (the total area of good quality soils). The expansion of irrigated agriculture may also support growth in the local processing sector. Crop opportunities include macadamias, mangoes, lychees, mandarins and high-value irrigated cropping.



## INTERNATIONAL EDUCATION

As the home of CQUniversity Australia, Rockhampton has an opportunity to become an international education hub. Before COVID-19 Central Queensland supported approximately only 130 international students, whereas other regional centres (who also have an industrial heritage) were attracting significantly larger numbers, such as Ballarat 8,300, Townsville 9,400, Darwin 1,620, Toowoomba 1,750, Geelong 3,350, Newcastle 3,750, and Wollongong 6,300. Developing the international education market and attracting international students to Rockhampton can support considerable economic opportunity for the city, especially in the CBD.

## NON-COAL RESOURCES

Leveraging the Region's mining expertise to develop non-coal resources can provide a considerable economic benefit for Rockhampton Region. Non-coal resources include gold, copper, pyrite. There are also large deposits of magnesium and salt across the Region.



## PROFESSIONAL SERVICES

Rockhampton's largest import is professional services (estimated at over \$350 million per year), principally driven by a lack of head office staff for large companies with their operations in the wider Central Queensland region. Importantly, most of these companies are government owned corporations (such as Stanwell, Powerlink and Energy Queensland). Repatriating professional services jobs back to Rockhampton would provide a considerable economic boost, especially for the Rockhampton CBD.

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028



## VISITOR ECONOMY

Visitation in Rockhampton Region is dominated by business travel and Visiting Friends and Relatives (VFR). Leisure travel (for holiday purposes) makes up a smaller proportion of Rockhampton Region's visitor nights (24%, compared to 39% in Queensland generally), despite having a number of high-quality tourism assets and being the gateway to the wider Central Queensland region. Increasing Rockhampton's leisure visitation (currently estimated at 257,000 in 2018) to rates of peer regions like Livingstone – 398,000 nights, Gladstone – 751,000 nights, Newcastle – 875,300 nights or Townsville – 973,100 nights, would drive additional economic activity in the local economy.



## AGED CARE

Like many regions in Australia, Rockhampton Region has an ageing population. By 2040, over 20% of the Rockhampton population is expected to be aged over 65, placing a very high demand for already over-subscribed aged care services. Supporting the development of new aged care services in the Region would not only generate new employment in high-paying healthcare roles but would also support population retention in the Region.



## COAL MINING

The Central Queensland region is one of Australia's largest coal producing regions, for both thermal and metallurgical coal. Geopolitical tension and continued strong demand for energy commodities across the world is supporting sustained price, leading to the prospective development of new coal mines within the Bowen and Galilee Basins. As a key mining service centre for the mining industry, the development of new mines in the wider Central Queensland region is expected to generate increased economic activity in Rockhampton.



## RENEWABLE ENERGY

As demand for energy increases globally and a focus from Government to provide alternative energy sources, the need for a diverse range of energy sources is being created. Our region is well positioned with key strengths in renewable and traditional energy sources along with a manufacturing industry ready to provide new technologies to these industries. Transitioning into the new generation of renewable technologies also includes Hydrogen production and supporting Rockhampton's goal to have its own green hydrogen manufacturing facilities for local uses such as transport (as a liquid fuel replacement) and manufacturing (as a gas replacement), will transition the region to a offering more diverse energy options in the future.



## TRANSPORT & LOGISTICS

With the growth of key industries such as agriculture, food manufacturing, facilitated product manufacturing, non-coal resources and coal mining, Rockhampton has significant growth opportunities in transport logistics. Key opportunities to improve local supply chains include intermodal transport hubs and funding for beef corridors.



## RESIDENTIAL CONSTRUCTION

The flow on effects of the increase in economic activity, population and employment will require significant development of the housing market in the Region by construction of new residential dwellings throughout Parkhurst, Gracemere, and Rockhampton's CBD to accommodate the future workforce and population.

# ECONOMIC DEVELOPMENT STRATEGY

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# THE MISSION

THE ECONOMIC MISSION IS TO SUPPORT GROWTH IN ROCKHAMPTON AND CENTRAL QUEENSLAND TO ENSURE WE CONTINUE TO GROW AS THE CAPITAL OF CENTRAL QUEENSLAND AND THE REGION BECOMES A MORE VIBRANT, DIVERSE AND PROGRESSIVE PLACE TO LIVE, VISIT AND INVEST.

Growth in the Rockhampton Region to ensure we continue to overcome the challenges posed by the COVID-19 pandemic.

WE WILL APPROACH OUR MISSION THROUGH THESE **FIVE PILLARS**

**P1**

**FUTURE JOBS  
& INVESTMENT  
ATTRACTION**

**P2**

**INFRASTRUCTURE  
FOR FUTURE  
GROWTH**

**P3**

**REGIONAL  
PROMOTION &  
MAJOR EVENTS**

**P4**

**REGIONAL  
COLLABORATION &  
PARTNERSHIPS**

**P5**

**TALENT  
RETENTION &  
ATTRACTION**





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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# P1 FUTURE JOBS & INVESTMENT ATTRACTION

AS THE ECONOMIC CAPITAL OF CENTRAL QUEENSLAND, ROCKHAMPTON REGION IS SITUATED AT THE NEXUS OF QUEENSLAND'S MAJOR TRANSPORT ROUTES. THE REGION, BEING WELL CONNECTED TO MAJOR RESOURCE DEPOSITS; RENEWABLE ENERGY PROJECTS; THE FITZROY FOOD BOWL; AND SHOALWATER BAY MILITARY TRAINING AREA; OFFERS A WEALTH OF INVESTMENT OPPORTUNITIES.

📍 CQUniversity Australia, North Rockhampton

**GOAL****INCREASE RESIDENTIAL AND COMMERCIAL DEVELOPMENT****OUTCOME**

P1.A Strong regional property development including housing (both detached estates and multi-storey residential) and industrial land development.

**KPI**

- P1.A.1 Increased value add (\$M) for construction sector
- P1.A.2 Increased jobs for the construction sector
- P1.A.3 Develop an investment attraction strategy

**GOAL****INCREASE MINING DEVELOPMENT AND SERVICES****OUTCOME**

P1.B Robust resources sector including metal ore mining (gold, copper, cobalt, nickel, silver etc) and exploration and mining support services for new coal mines.

**KPI**

- P1.B.1 Increased value add (\$M) for mining and support services
- P1.B.2 Increased jobs for mining and support services sector

**GOAL****INCREASE LOCAL ADVANCED MANUFACTURING****OUTCOME**

P1.C Advanced manufacturing sector including metal smelting and refining, food, transport, and defence related industries.

**KPI**

- P1.C.1 Increased value add (\$M) for the advanced manufacturing sector
- P1.C.2 Increased jobs for the advanced manufacturing sector

**GOAL****INCREASE SUSTAINABLE AGRICULTURAL DEVELOPMENT****OUTCOME**

P1.D Sustainable agricultural sector including irrigated agricultural opportunities, aquaculture, broadacre cropping, dryland cropping, grass raised beef, grain assist livestocking and local feed lotting.

**KPI**

- P1.D.1 Increased value add (\$M) for agriculture
- P1.D.2 Increased jobs for agricultural sector

**GOAL****INCREASE PROFESSIONAL SERVICES IN ROCKHAMPTON****OUTCOME**

P1.E Development of further professional services, namely corporate office relocation and local procurement.

**KPI**

- P1.E.1 Increased professional service businesses in Rockhampton
- P1.E.2 Increased jobs in the professional services sector

**GOAL****INCREASE REGIONAL ENERGY DIVERSIFICATION****OUTCOME**

P1.F Renewable energy development including wind, solar, battery storage, pumped hydro and hydrogen electrolysis.

**KPI**

- P1.F.1 Increased development of renewable energy assets in Rockhampton Region

**GOAL****INCREASE VISITOR LENGTH OF STAY AND SPEND****OUTCOME**

P1.G Active visitor economy, through tourism, hotels and resorts, glamping and farm stays, tour operators and major events.

**KPI**

- P1.G.1 Increased visitor length of stay in Rockhampton Region
- P1.G.2 Increased spend from visitors who stay in Rockhampton Region

**GOAL****CIRCULARISE THE REGION'S ECONOMY****OUTCOME**

P1.H Innovative circular economy activities that create resilience and opportunities in Rockhampton Region.

**KPI**

- P1.H.1 Creation and Implementation of the Rockhampton Regional Council Circular Economy Pathway

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# P2 INFRASTRUCTURE FOR FUTURE GROWTH

ROCKHAMPTON'S CENTRAL LOCATION ALONG MAJOR NORTH, SOUTH AND WEST TRANSPORT FREIGHT INFRASTRUCTURE ROUTES, ITS PROXIMITY TO MAJOR MINING AND RESOURCE DEVELOPMENT, COMBINED WITH ITS LARGE CUSTOMER BASE AND LABOUR FORCE CONSISTENTLY DRIVE GROWTH AND PROSPERITY TO THE REGION.

 Moving Forward, Gracemere

**GOAL****SUPPORT POPULATION AND INDUSTRIAL GROWTH****OUTCOME**

P2.A Municipal water and sewerage infrastructure that supports continued residential, commercial and industrial growth.

**KPI**

P2.A.1 Development of quality trunk infrastructure to accommodate residential and industrial growth

**GOAL****SUPPORT AGRICULTURAL GROWTH****OUTCOME**

P2.B Water and water infrastructure to support intensive agriculture and food manufacturing.

**KPI**

P2.B.1 Construction commitment for the raising of Eden Bann Weir and raising of the Fitzroy Barrage

**GOAL****ESTABLISH A GREATER DEFENCE PRESENCE IN ROCKHAMPTON****OUTCOME**

P2.C A Defence estate that enables the relocation of the Army's 7th Brigade and RAAF No 92 Wing to Rockhampton.

**KPI**

- P2.C.1 Establishment of the defence estate
- P2.C.2 Create defence storage, maintenance and industry capabilities in the region

**GOAL****IMPROVE AIR, ROAD, RAIL AND SEA TRANSPORTATION****OUTCOME**

P2.D Transport and freight infrastructure that supports efficient movement of goods to market and urban renewal and public transport.

**KPI**

- P2.D.1 Sustained State and Federal Government expenditure into regional transportation infrastructure
- P2.D.2 Development of an intermodal terminal either in Gracemere or Parkhurst

**GOAL****INCREASE REGIONAL TOURISM OPPORTUNITIES****OUTCOME**

P2.E Tourism infrastructure that unlocks the Region's natural wonders and enables stronger visitation to the Region.

**KPI**

P2.E.1 New and improved tourism infrastructure across the Region

**GOAL****ATTRACT AND RETAIN RESIDENTS TO LIVE IN ROCKHAMPTON****OUTCOME**

P2.F Community infrastructure and planning that makes the Region's communities more liveable and attracts new residents to the Region.

**KPI**

P2.F.1 Increased annual migration to Rockhampton Region

**GOAL****ENABLE LOCAL RENEWABLE ENERGY TO THE NATIONAL ENERGY MARKET****OUTCOME**

P2.G Electricity network infrastructure that connects local renewable energy to the National Energy Market (NEM).

**KPI**

P2.G.1 Local renewable energy businesses connected to the NEM

**GOAL****IMPROVE TELECOMMUNICATIONS ACROSS THE REGION****OUTCOME**

P2.H Telecommunications infrastructure that overcomes localised mobile black spots and enables connectivity that drives business innovation.

**KPI**

P2.H.1 Resident satisfaction with telecommunications across the Region

**GOAL****PLAN FOR FUTURE GROWTH IN HEALTH AND EDUCATION****OUTCOME**

P2.I Precinct master plans for health and tertiary education facilities in the Rockhampton Region that supports growth.

**KPI**

P2.I.1 Finalised master plans that supports the community's growing health and education needs.

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

## P3 REGIONAL PROMOTION & MAJOR EVENTS

CONTRIBUTING NEARLY 2,100 FULL TIME EQUIVALENT JOBS TO THE REGION, TOURISM PLAYS AN IMPORTANT PART IN ROCKHAMPTON'S ECONOMY. IT IS ONE OF ROCKHAMPTON REGION'S KEY INDUSTRIES, AND ADVANCE ROCKHAMPTON IS ACTIVELY PLAYING A ROLE IN TOURISM PLANNING, PRODUCT DEVELOPMENT, MARKETING AND PROMOTION, AND ATTRACTION OF MAJOR EVENTS TO THE REGION.

LIVEABILITY TAKES MANY FORMS AND MEANS MANY THINGS TO RESIDENTS, VISITORS AND INVESTORS. OUR AIM AT ROCKHAMPTON REGIONAL COUNCIL IS TO BUILD ONE GREAT REGION TO LIVE, VISIT AND INVEST.

📍 *Checking out the field at Pop Up Polo, Rockhampton*

**GOAL****BUILD THE EXPLORE ROCKHAMPTON BRAND OFFERING****OUTCOME**

P3.A Promote the Region's various tourism experiences through storytelling and increased bookable product

**KPI**

- P3.A.1 Improved awareness of the Explore Rockhampton brand
- P3.A.2 Grow the digital and trade ready capacity of existing products as well as steward new tourism products and leverage against Tourism and Event Queensland's pillars.

**GOAL****IMPROVE INCLUSIVITY FOR TOURISM AND EVENTS****OUTCOME**

P3.B Enhance and develop accessible, inclusive and diverse event and tourism offerings

**KPI**

- P3.B.1 Event and tourism planning includes and articulates accessibility / inclusive approach

**GOAL****INCREASE REGION'S VISITOR ECONOMY****OUTCOME**

P3.C Develop tourism growth sectors

**KPI**

- P3.C.1 Increased visitation numbers
- P3.C.2 Increased average length of stay
- P3.C.3 Increased visitor spend
- P3.C.4 Increased Rockhampton Airport passengers

**GOAL****INCREASE OVERSEAS VISITATION IN ROCKHAMPTON****OUTCOME**

P3.D Embrace post COVID-19 tourism opportunities for renewed international markets.

**KPI**

- P3.D.1 Increase numbers of overnight stays of visitors from overseas

**GOAL****BUILD INDIGENOUS EXPERIENCES****OUTCOME**

P3.E Identify, develop and promote indigenous experiences

**KPI**

- P3.E.1 Number of indigenous experiences and products

**GOAL****INCREASE ROCKHAMPTON'S EVENT REPUTATION****OUTCOME**

P3.F Provide city shaping events that are unique, high quality offerings that support additional visitation.

**KPI**

- P3.F.1 Resident and visitor satisfaction with Advance Rockhampton led events
- P3.F.2 Increased and more diverse range in our major event offering

**GOAL****ROCKHAMPTON IS KNOWN AS A NATIONAL EVENT PROVIDER****OUTCOME**

P3.G Support and develop nationally recognised events that are to be held in Rockhampton.

**KPI**

- P3.G.1 Number of nationally recognised events

**GOAL****ROCKHAMPTON RECOGNISED AS A SPORTING DESTINATION****OUTCOME**

P3.H Attract and retain a variety of sporting events as well as capitalising on event and tourism opportunities from the 2032 Brisbane Olympics and Paralympics

**KPI**

- P3.H.1 Number of international, national, local and regional sporting events
- P3.H.2 Increased visitor economy initiatives planned for 2032

**GOAL****IMPROVED AIRLINE CONNECTIVITY****OUTCOME**

P3.I New airline attraction and direct flights to major Australian cities

**KPI**

- P3.I.1 Increased flights, flight legs and destinations



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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# P4 REGIONAL COLLABORATION AND PARTNERSHIPS

ADVANCE ROCKHAMPTON SUPPORTS AND ADVOCATES FOR THE REGION'S LOCAL BUSINESSES. WE HELP OUR BUSINESSES PREPARE FOR THE OPPORTUNITIES THAT COME OUT OF MAJOR SUPPLY CHAINS. FROM START-UP ENTREPRENEURS TO MINING EQUIPMENT TECHNOLOGY AND SERVICES SPECIALISTS, WE'RE HERE TO HELP BUSINESSES FIND THEIR ENTRY POINT INTO SUPPLY CHAIN NETWORKS.

📍 Advanced manufacturing at Hastings Deering, Port Curtis

**GOAL****INCREASE REGIONAL COLLABORATION****OUTCOME**

P4.A Work the Central Queensland Regional Organisation of councils (CQROC) and other key organisations to realise regional opportunities.

**KPI**

- P4.A.1 CQROC advocates and obtains funding and policy aligned with regional development
- P4.A.2 Strategically align with industry and government organisations who will contribute to growth in key industry sectors

**GOAL****INCREASE BUSINESS INNOVATION****OUTCOME**

P4.B Facilitate engagement between local businesses with regional and national innovation ecosystems.

**KPI**

- P4.B.1 Local businesses engage and adopt innovation

**GOAL****INCREASE BUSINESS ACTIVITY****OUTCOME**

P4.C Connect local businesses with state, federal agencies, major projects and economic opportunities.

**KPI**

- P4.C.1 Local businesses obtain 80% or higher local content into major projects

**GOAL****IMPROVE BUSINESS READINESS****OUTCOME**

P4.D Support local business readiness to realise major opportunities including capacity building.

**KPI**

- P4.D.1 Local businesses engage and increase business readiness
- P4.D.2 Increased number of local businesses including social enterprise and not-for-profit organisations.

**GOAL****INCREASE LOCAL EDUCATION EXPORT OPPORTUNITIES****OUTCOME**

P4.E Support CQUniversity Australia to encourage growth in the education sector as a key regional export.

**KPI**

- P4.E.1 CQUniversity Australia increases domestic and international student participation in Rockhampton

**GOAL****INCREASE COLLABORATIVE NETWORKING****OUTCOME**

P4.F Enable business-to-business networking and opportunities for information sharing.

**KPI**

- P4.F.1 Deliver stakeholder and business events that leverage key partnerships and where possible through collaboration with key industry organisations and government agencies.

**GOAL****INCREASE INDUSTRY COLLABORATION****OUTCOME**

P4.G Work with industry to realise Rockhampton Region's economic potential.

**KPI**

- P4.G.1 Realise economic growth milestones via collaboration and advocacy for government and non-government projects and industry growth opportunities that benefit the Region.





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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

P5

# TALENT RETENTION & ATTRACTION

LIVEABILITY, VISITABILITY AND INVESTABILITY TAKES MANY FORMS AND MEANS MANY THINGS TO RESIDENTS, VISITORS AND INVESTORS. OUR AIM AT ROCKHAMPTON REGIONAL COUNCIL IS TO BUILD ONE GREAT REGION TO LIVE, VISIT AND INVEST.

📍 Adventure playground at Fraser Park, Mount Archer

**GOAL****UNDERSTAND THE REGION'S WORKFORCE CAPABILITY****OUTCOME**

P5.A Work with industry and stakeholders to understand current and future needs of the local workforce

**KPI**

P5.A.1 Develop and Implement a Jobs Pipeline Study

**GOAL****INCREASE THE REGION'S WORKFORCE CAPABILITY****OUTCOME**

P5.B Work with industry and stakeholders to implement actions to improve the Region's workforce capability

**KPI**

P5.B.1 Reduced unemployment rate

**GOAL****IMPROVE INDUSTRY AND STUDENT ENGAGEMENT****OUTCOME**

P5.C Increase student work awareness and experience opportunities through industry engagement initiatives

**KPI**

P5.C.1 Number of High Schools and Tertiary providers that engage with industry facing opportunities

**GOAL****ATTRACT AND RETAIN RESIDENTS VIA LIFESTYLE OPPORTUNITIES****OUTCOME**

P5.D New and improved lifestyle and recreational opportunities

**KPI**

P5.D.1 New and improved lifestyle and recreational assets

**GOAL****IMPROVE CITY LIFESTYLE AMENITIES AND EXPERIENCES****OUTCOME**

P5.E Deliver a more vibrant and activated Rockhampton CBD

**KPI**

P5.E.1 Increased number of lifestyle focused businesses in the City that are accessible for a working population

**GOAL****IMPROVE REGIONAL EDUCATION LEVELS****OUTCOME**

P5.F Deliver quality education programs for early childhood cohorts through to tertiary and adult cohorts that enables higher achievements in qualifications attained

**KPI**

P5.F.1 Increased qualifications attained across vocational, advanced diploma, diploma, bachelor or higher degree

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# FEDERAL AND STATE POLICY IMPROVEMENTS REQUIRED TO ACHIEVE ROCKHAMPTON REGION'S ECONOMIC MISSION

ECONOMIC DEVELOPMENT STRATEGY 2023-2028

## AUSTRALIAN GOVERNMENT POLICY

AP .1 Relocate Army's 7th Brigade to Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .2 Relocate RAAF's no.92 WG to Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .3 Relocate Army's School of Armour to SWBTA  
DEPARTMENT  
**DEFENCE**

AP .4 Concentrate armoured vehicles in SWBTA  
DEPARTMENT  
**DEFENCE**

AP .5 Support sovereign aircraft maintenance in Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .6 Northern Australia FBT exemption  
DEPARTMENT  
**TREASURY**

AP .7 Remote Tax Allowance increase  
DEPARTMENT  
**TREASURY**

AP .8 Expansion of the reinsurance pool to cover all types of buildings and infrastructure in northern Australia  
DEPARTMENT  
**TREASURY**

AP .9 Remove Commonwealth supported place caps at northern Australia-based universities (both domestic and international)  
DEPARTMENT  
**EDUCATION**

AP .10 Designated Area Migration Agreement (DAMA) for Rockhampton  
DEPARTMENT  
**HOME AFFAIRS**

AP .11 Skills and training to ensure the local workforce is qualified to deliver current and future skill needs of the Region's key industry sectors  
DEPARTMENT  
**SKILLS & TRAINING**

AP .12 Expansion of Great Barrier Reef investments to incorporate upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads  
DEPARTMENT  
**ENVIRONMENT**

AP .13 Introduce an energy capacity market to enable wholesale electricity markets to be available to meet peak electricity demand  
DEPARTMENT  
**CLIMATE CHANGE & ENERGY**

AP .14 Commonwealth investment into catalytic local infrastructure to support growth  
DEPARTMENT  
**INFRASTRUCTURE, TRANSPORT & REGIONAL DEVELOPMENT**

TO HELP ROCKHAMPTON REGION REACH ITS FULL POTENTIAL, AND TO REACH OUR ECONOMIC DEVELOPMENT GOALS, WE REQUIRE AND IN MOST CASES ADVOCATE FOR THE FOLLOWING POLICY CHANGES FROM STATE AND FEDERAL GOVERNMENTS.

## QUEENSLAND GOVERNMENT POLICY

QP .1 Relocation of corporate head offices of key government owned corporations operating in Central Queensland into new, CBD offices

DEPARTMENT  
**TREASURY (AS SHAREHOLDING MINISTER)**

QP .2 Concentration of existing state services in Rockhampton Region into new CBD offices

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP .3 Identification of Rockhampton as a designated defence industry hub

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP .4 Establish master plans for improved access to the Region's national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP .5 Removal of barriers to entry for more private ecotourism operators in national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP .6 Upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP .7 Retail electricity price competition, time-of-use metering

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP .8 Rapid and reliable public transport in Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP .9 Use of existing rail infrastructure for regional passenger services

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP .10 Regulated east-west flights to Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP .11 Skilling and training funding to support local skilling of in-demand trades and professions

DEPARTMENT  
**EMPLOYMENT, SMALL BUSINESS & TRAINING**

QP .12 Expand the availability of a diverse range of housing and accommodation

DEPARTMENT  
**COMMUNITIES AND HOUSING**

QP .13 Expand first-home owner grants for the purchase of existing dwellings in the regions

DEPARTMENT  
**TREASURY**

QP .14 Support car hire companies to implement an "open jaw" policy

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP .15 Classify Rockynats as a "major event"

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP .16 Water resources policy to update the Fitzroy Catchment Water Plan

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP .17 Introduction of catchment-wide water trading and contestability

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP .18 State investment to acquire industrial land in the Rockhampton Region

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP .19 Invest in future energy solutions at Stanwell

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP .20 Invest in waste to energy solutions

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT W**

# ECONOMIC FORECASTING

ACCOUNTING FOR THE POTENTIAL FOR STEP-CHANGE IN THE REGION'S GROWTH, ROCKHAMPTON HAS THE POTENTIAL TO GROW AT A CONSIDERABLY FASTER RATE THAN A BAU APPROACH TO GROWTH.

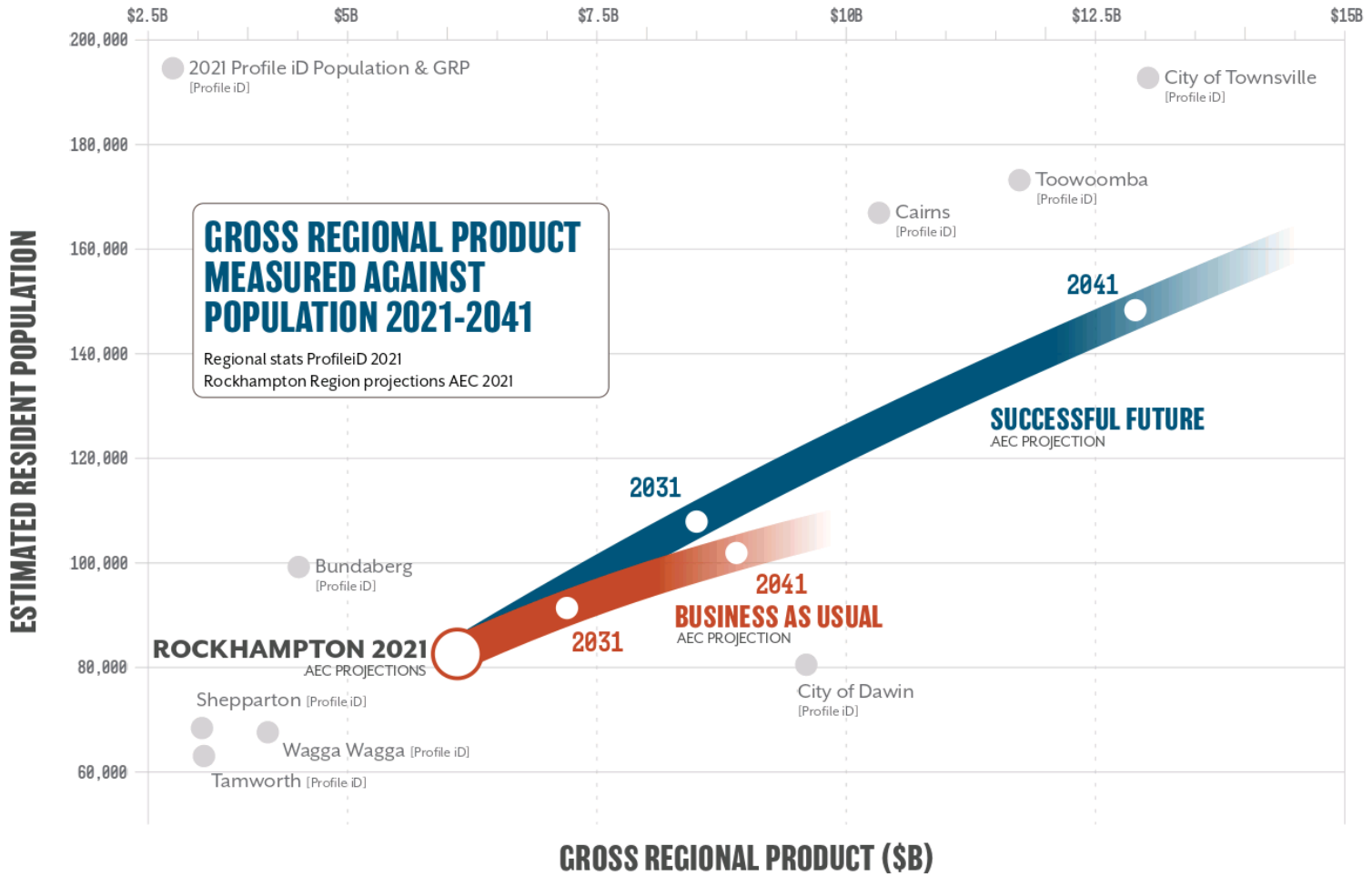
*The key economic forecasts provide the following information:*

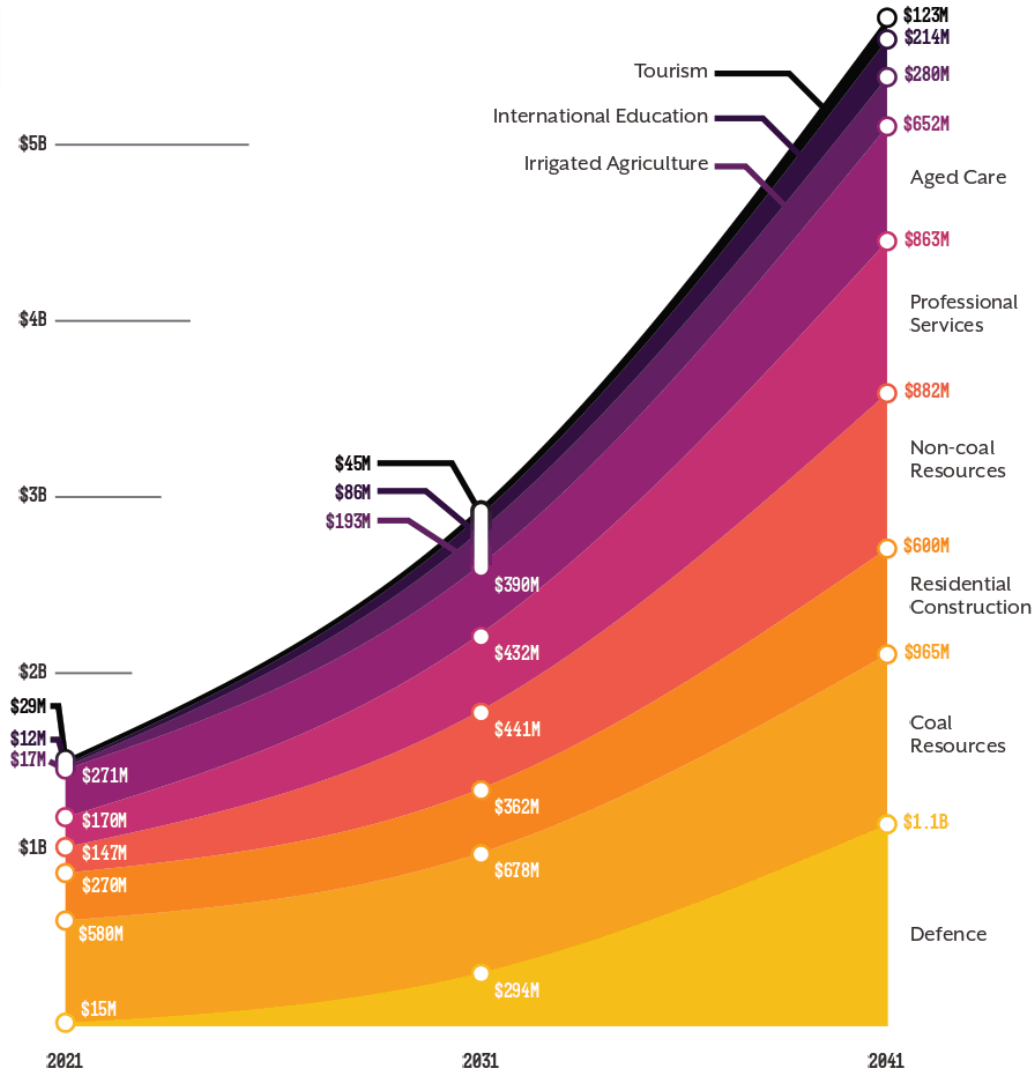
## **BUSINESS AS USUAL (BAU)**

Where the economy will continue to grow by historic trends, in accordance with the Queensland Government projections.

## **SUCCESSFUL FUTURE**

Where a series of step-changes in economic growth are realised, through catalytic infrastructure investment, internal industry growth and attraction of new major industries to the Region.



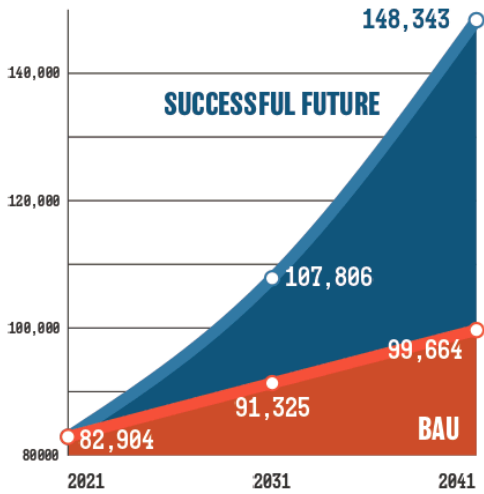


## ROCKHAMPTON REGION KEY INDUSTRY GROWTH AREAS BY GROSS REGIONAL PRODUCT 2021-2041

AEC Projection

## GROSS REGIONAL PRODUCT

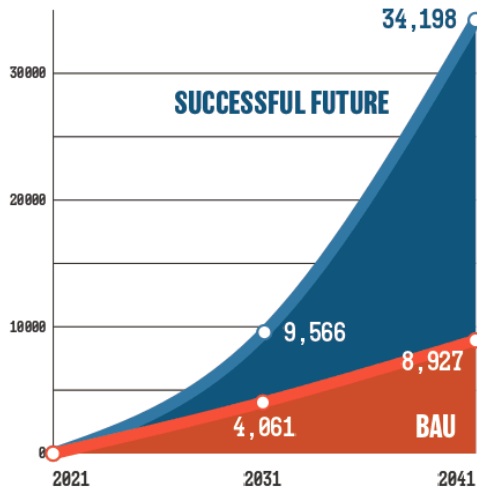
By 2041 the successful future projected GRP of Rockhampton is \$12.9 billion if the Region's opportunities are realised – this is a \$4.2 billion increase above business usual.



## POPULATION GROWTH

The estimated residential population (ERP) of Rockhampton is 82,596, growing at a rate of 1.8% below the state population growth rate of 2.1%.

Realising the opportunities will enable annual population growth of 2.8% to 2051, higher than the BAU projection of 1.1%. By 2041, Rockhampton's is expected to house 80% more people in a successful future scenario than 2021.

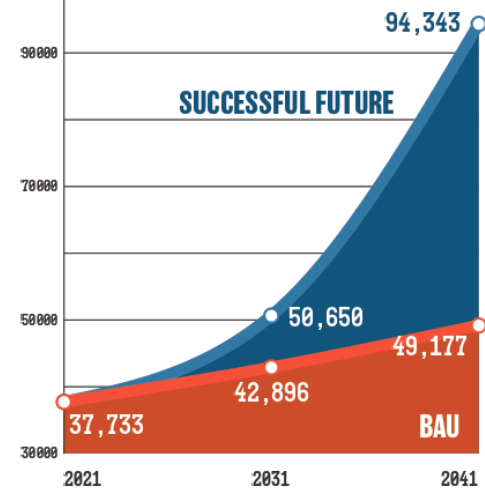


## ADDITIONAL DWELLINGS

To house the Region's growing workforce, significant investment in residential dwellings is required.

With a successful future, the full development potential of Gracemere and Parkhurst will be realised, driving demand for high-rise apartments in the CBD.

The growth of residential population in the city centre will support a transformation of business opportunity in the Rockhampton CBD.



## LABOUR FORCE

With the investment into key opportunities within the Region, the labour force in the Region is expected to grow over the next 20 years.

Rockhampton's labour force is projected to grow at a rate of 2.9% in a successful future where opportunities presented are capitalised. This is more than double than the labour force growth rate at BAU of 1.2%.



# ENVISIONING THE FUTURE OF ROCKHAMPTON

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ECONOMIC DEVELOPMENT STRATEGY 2023-2028

# HIGH IMPACT AREAS

THE CENTRAL BUSINESS DISTRICT, FITZROY FOOD BOWL, GRACEMERE & GIA AND PARKHURST WERE IDENTIFIED THROUGH ANALYSING INFORMATION FROM THE ROCKHAMPTON PRECINCT ACTIVATION SURVEY, THE ADVANCE ROCKHAMPTON ECONOMIC DEVELOPMENT SURVEY AND THE COMMUNITY ENGAGEMENT FEEDBACK WORKSHOPS COUPLED WITH INDUSTRY GROWTH OPPORTUNITIES.

To grow the Region's economy, we will place extra focus on the following areas because there are significant opportunities to grow industries aligned with defence, agriculture, manufacturing, aged care, residential and commercial development.

WE WILL ACHIEVE THE HIGHEST IMPACT THROUGH **FOUR AREAS**

**A1**

**CENTRAL  
BUSINESS  
DISTRICT**

**A2**

**FITZROY  
RIVER FOOD  
BOWL**

**A3**

**GRACEMERE  
AND THE  
GIA**

**A4**

**PARKHURST  
NORTHERN  
CORRIDOR**



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ECONOMIC DEVELOPMENT STRATEGY 2023/2028

📍 Rod Laver Plaza and Boathouse Restaurant  
Rockhampton Riverfront Precinct



# CENTRAL BUSINESS DISTRICT

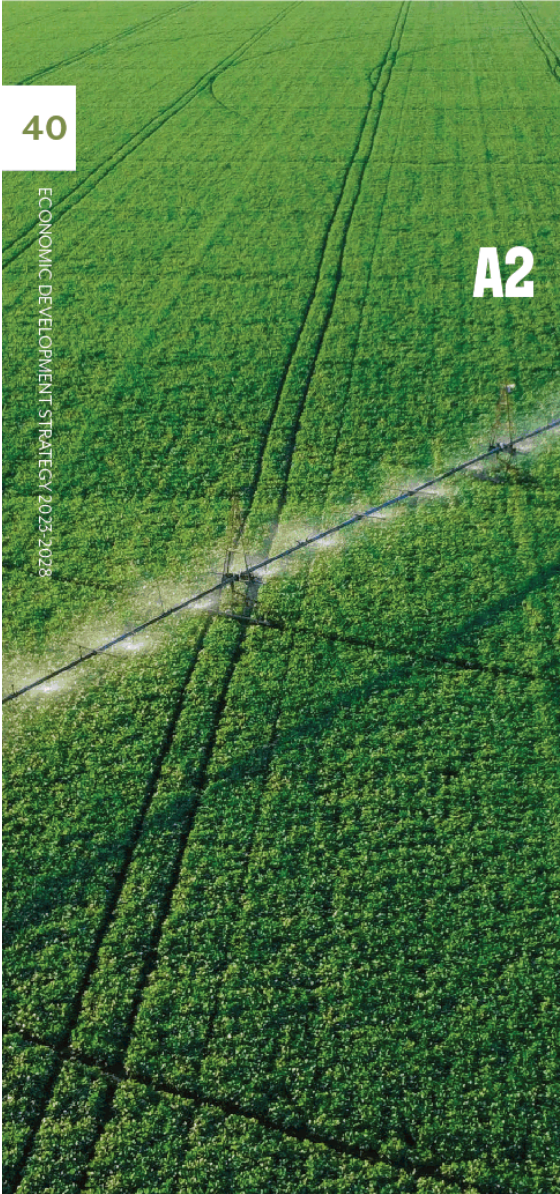
THE ROCKHAMPTON CBD HAS THE POTENTIAL TO BECOME A MAJOR PROFESSIONAL SERVICES HUB FOR CENTRAL QUEENSLAND. THIS GROWTH WILL BE SUPPORTED BY THE DEVELOPMENT OF NEW CULTURAL INFRASTRUCTURE TO AID IN THE TRANSFORMATION OF THE CBD, AS WELL AS ENCOURAGE FURTHER GROWTH WITHIN THE RESIDENTIAL COMMUNITY TO ENABLE A VIABLE DAY AND NIGHT TIME ECONOMY.

## INFRASTRUCTURE REQUIREMENTS

- A1.01 Construction of Rocky Stadium and Browne Park Stadium
- A1.02 Redevelopment of the Rockhampton Showgrounds Complex
- A1.03 CQUniversity Tafe Centre of Excellence
- A1.04 Multi-storey car parking
- A1.05 Rockhampton Performing Arts and Conference Centre
- A1.06 All abilities jetty on the south side of the river.
- A1.07 Green street beautification
- A1.08 Western rail alignment (and subsequent removal of the heavy rail in the CBD)
- A1.09 South Rockhampton flood levee
- A1.10 Agricultural Centre of Excellence

## INVESTMENT OPPORTUNITIES

- + Dense residential development
- + Hotel and short-term accommodation
- + CBD office space
- + Additional food and beverage retail services



# FITZROY RIVER FOOD BOWL

THE FITZROY FOOD BOWL CAN SUPPORT THE DEVELOPMENT OF A MORE DIVERSE REGIONAL ECONOMY. THE CONSTRUCTION OF NEW WATER STORAGE AND DISTRIBUTION INFRASTRUCTURE IN THE LOWER FITZROY WILL ENABLE A STEP-CHANGE IN AGRICULTURAL PRODUCTION IN ROCKHAMPTON REGION. RELIABLE WATER WILL SUPPORT THE DEVELOPMENT OF HIGH-VALUE IRRIGATED HORTICULTURAL AND BROADACRE PRODUCTS, WHICH IN TURN UNLOCKS FOOD MANUFACTURING OPPORTUNITIES AND HIGHER VALUE SUPPLY CHAINS.

## INFRASTRUCTURE REQUIREMENTS

- |   |  |   |
|---|--|---|
| A2.01 Water distribution network  | A2.03 Pumped hydro generation                  | A2.06 Rockhampton Ring Road                             |
| A2.02 Increased water storage (Eden Bann Weir raising and off-stream storage) | A2.04 Glenroy River crossing and road upgrades | A2.07 Parkhurst intermodal rail terminal                |
|   | A2.05 CQLX upgrade                             | A2.08 Telecommunications upgrade (lower Fitzroy region) |

## INVESTMENT OPPORTUNITIES

- |                            |                                      |                                     |
|----------------------------|--------------------------------------|-------------------------------------|
| + Irrigation enterprises   | + Agricultural services and supplies | + Food processing and manufacturing |
| + Feed lotting enterprises |                                      | + Freight and logistics services    |



# GRACEMERE AND THE GIA

GRACEMERE IS ROCKHAMPTON'S SOUTHERN GROWTH CORRIDOR. DEVELOPMENT IN GRACEMERE CAN SUPPORT A TOTAL RESIDENTIAL POPULATION OF UP TO 20,000 RESIDENTS AND ENABLE CONSIDERABLE GROWTH IN THE REGION'S INDUSTRIAL LAND SUPPLY. DEVELOPMENT OF THE REGION'S AGRICULTURAL, DEFENCE AND MINING INDUSTRIES IS EXPECTED TO INCREASE DEMAND FOR INDUSTRIAL LAND, WHICH CAN BE ACCOMMODATED IN THE GRACEMERE INDUSTRIAL AREA (GIA). THE UPGRADE OF THE CAPRICORN HIGHWAY AND ROAD TRAIN ACCESS TO PORT ALMA AND GLADSTONE PORT WOULD PROVIDE AN IDEAL LOCATION FOR NEW FREIGHT LOGISTICS BUSINESSES.

## INFRASTRUCTURE REQUIREMENTS

- A3.01 Water and sewage trunk extensions
- A3.02 CQLX upgrade
- A3.03 Rail station for commuter connection to Rockhampton and Gladstone
- A3.04 Gracemere high school
- A3.05 Green transport avenues
- A3.06 Stanwell intermodal rail terminal

## INVESTMENT OPPORTUNITIES

- + Residential housing development
- + Commercial development
- + Industrial land development
- + Large scale manufacturing and processing
- + Food product manufacturing
- + Machinery and equipment manufacturing



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ECONOMIC DEVELOPMENT STRATEGY 2023-2028



A4

SMW Engineering, Parkhurst

# PARKHURST

PARKHURST IS ROCKHAMPTON'S NORTHERN GROWTH CORRIDOR. DEVELOPMENT IN PARKHURST CAN SUPPORT A TOTAL RESIDENTIAL POPULATION OF UP TO 14,000 RESIDENTS AND ENABLE CONSIDERABLE GROWTH IN THE REGION'S INDUSTRIAL LAND SUPPLY. DEVELOPMENT OF THE REGION'S AGRICULTURAL, DEFENCE AND MINING INDUSTRIES IS EXPECTED TO INCREASE DEMAND FOR INDUSTRIAL LAND, WHICH CAN BE ACCOMMODATED IN THE PARKHURST INDUSTRIAL AREA. THE PROJECTION POPULATION GROWTH AS A RESULT OF THE POTENTIAL DEVELOPMENT OF AN ARMY BARRACKS CAN ALSO BE ACCOMMODATED WITH THE PARKHURST AREA. FURTHERMORE, THE INTERSECTION OF THE ROCKHAMPTON RING ROAD AND WESTERN RAIL ALIGNMENT PROVIDES A NEW HIGH QUALITY ACCESS POINT TO KEY TRANSPORT NETWORKS.

## INFRASTRUCTURE REQUIREMENTS

- A4.01 Water and sewer trunk extensions (including north-south water connection)
- A4.02 Rockhampton Ring Road
- A4.03 Western rail alignment
- A4.04 Green transport avenues
- A4.05 Community centre and library
- A4.06 Parkhurst intermodal transport hub

## INVESTMENT OPPORTUNITIES

- + Residential housing development
- + Commercial development
- + Industrial land development
- + Fabricated metal manufacturing
- + Non-metallic mineral product manufacturing
- + Chemical product manufacturing





Economic Development, Tourism,  
Events and Marketing

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[advancerockhampton.com.au](http://advancerockhampton.com.au)

ARED-RREDS-02/11/22

**ROCKHAMPTON REGION ECONOMIC  
DEVELOPMENT STRATEGY 2023-2028  
AND ROCKHAMPTON REGION  
ECONOMIC ACTION PLAN 2023-2028**

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

**Meeting Date: 22 November 2022**

**Attachment No: 2**

A plan to realise the future growth opportunities in  
Rockhampton Region

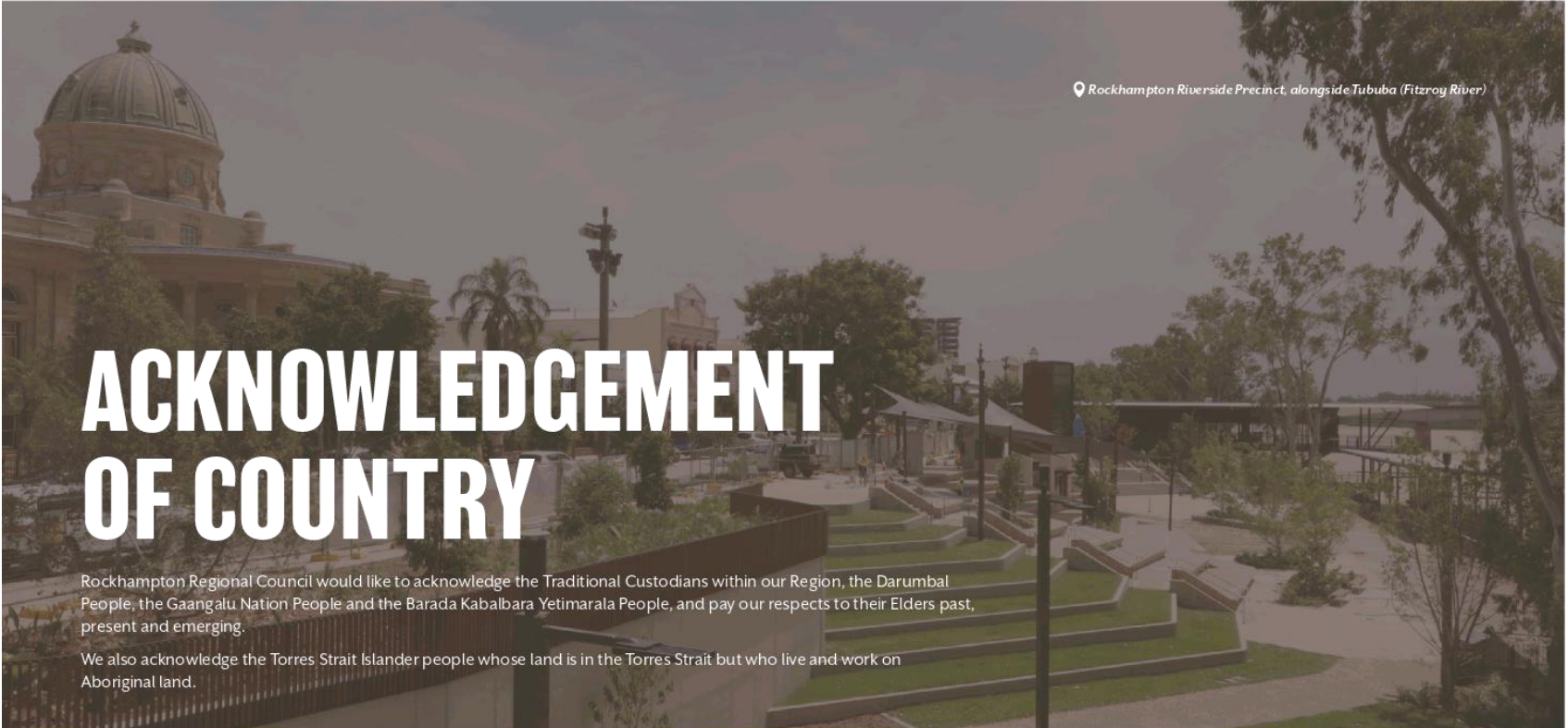
ADVANCEROCKHAMPTON.COM.AU

# ROCKHAMPTON REGION ECONOMIC ACTION PLAN 2023-2028

📍 Assessing the cotton crop, Alton Downs

**ADVANCE**   
**ROCKHAMPTON**

Economic Development,  
Tourism, Events  
& Marketing



📍 Rockhampton Riverside Precinct, alongside Tububa (Fitzroy River)

# ACKNOWLEDGEMENT OF COUNTRY

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

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



**DISCLAIMER** Rockhampton Regional Council will not be held liable under any circumstances in connection with or arising out of the use of the information contained in this document nor does it warrant that the information is free of errors or omissions. Information contained in this document is not intended to be a source of advice or analysis with respect to the material presented, and the information contained in this document does not constitute investment advice.



## ECONOMIC DEVELOPMENT STRATEGY 2023-2028



*This document*  
**ECONOMIC ACTION PLAN 2023-2028**

## ACKNOWLEDGEMENT OF CONSULTANCY

Rockhampton Regional Council greatly appreciates the time, effort, analysis and engagement provided by economic consultants AEC in the development of the Rockhampton Region Economic Development Strategy 2023-28

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**MAYOR TONY  
WILLIAMS**

*Mayor*  
Rockhampton Regional Council

## AN INTRODUCTION FROM OUR MAYOR

### **SINCE COUNCIL'S DECISION IN 2015 TO ESTABLISH ITS OWN ECONOMIC DEVELOPMENT ARM, ADVANCE ROCKHAMPTON, THE LOCAL AND GLOBAL LANDSCAPE HAS CHANGED SIGNIFICANTLY.**

The challenges of COVID-19, global supply chain shortages, domestic political changes, talent shortages with constrained housing supply across the nation has changed how we think about future economic growth.

Rockhampton Regional Council is committed to building one great region to live, visit and invest. To do this, we need an economic strategy and plan that continues to build resilience into our local economy which includes strategic planning for growth, understanding community needs, industry development, investment attraction, building critical infrastructure and doing this as a fiscally responsible council.

We have seen several major infrastructure projects commence in our region over the past few years creating jobs and stimulating the local economy. And while we will continue to advocate for investment, our future must also be built on the development of our existing businesses, new investment attraction, capturing new opportunities and creating sustainable job and population growth.

Our tourism and events offering has grown over the past few years and Council's Advance Rockhampton team has been working hard engaging with residents, businesses, visitors, and investors so that we can set the strategic economic direction for our region.

In 2021, upon being elected as Mayor, I also assumed the role of Chair of the Advance Rockhampton, Economic Development portfolio. Since this time, I have worked closely with the council team to drive economic growth opportunities and to develop the Rockhampton Region Economic Development Strategy and Action Plan.

This strategy is the result of comprehensive stakeholder engagement through industry and community surveys, industry engagement sessions, one on one industry meetings and community consultation.

I wish to personally thank all those who took the time to be involved in this process and contribute to our Region's future. It cannot be done alone.

This Strategy and Action Plan will help consolidate current industry development, create the opportunities to build a great region into the future, and will continue to put 'Rocky on the Radar'.

Council will continue to work collaboratively with community, industry, state and federal governments and associated agencies to deliver on this strategy and action plan for a prosperous future in Rockhampton Region.



**GREG BOWDEN**  
Executive Manager  
Advance Rockhampton

# AN INTRODUCTION FROM ADVANCE ROCKHAMPTON

**COUNCIL AGREED IN 2015 THAT THE ROCKHAMPTON REGIONAL COUNCIL NEEDED TO TAKE DIRECT ACTION TOWARDS DEVELOPING ECONOMIC STRATEGY FOR ROCKHAMPTON REGION. ADVANCE ROCKHAMPTON WAS ESTABLISHED AND A PLEDGE WAS MADE BY COUNCIL TOWARDS WORKING WITH THE COMMUNITY AND INDUSTRY TO DRIVE FUTURE ECONOMIC DEVELOPMENT AND GROWTH IN OUR REGION.**

As the economic development unit of Rockhampton Regional Council, Advance Rockhampton works to build the liveability, visitability and investability of the Region. Other key pillars include facilitating and advocating for increased industry innovation, strategic partnerships and industry collaboration.

Rockhampton Region is currently home to over 82,000 residents with a \$5.5 billion economy and supports 36,000 FTE jobs.

Historically and as the economic hub for Central Queensland, our region has many strengths in agriculture, mining services, energy, construction, education and health services. Our strategic location as a logistics hub well serviced by road, rail, air and sea positions us positively for future opportunities as Northern, Central and Southern Australia continue to grow.

In 2021, we commenced the process of comprehensive engagement with industry, community and subsequent engagement of an external consultant to assist in preparation of this strategy and action plan.

## THE KEY FOCUS AREAS IDENTIFIED WITHIN THIS STRATEGY AND ACTION PLAN INCLUDE:

- + Talent retention and attraction
- + Infrastructure for future growth
- + Future jobs and investment attraction
- + Regional promotion and major events
- + Regional collaboration and partnerships

## OUR REGIONAL INDUSTRY SECTOR ADVANTAGES AND OPPORTUNITIES FOR THE FUTURE INCLUDE:

- + Energy and resources
- + Beef production and agriculture
- + Water security
- + Defence
- + Construction
- + Transport and logistics
- + Professional services
- + Education, health and aged care
- + Visitor economy and event attraction

By committing to these focus areas, consolidating our regional advantages and actively pursuing opportunities, the Rockhampton economy has the potential to become a \$19.9 billion economy by 2041 with a population of 148,000 creating the jobs of the future.

This will continue the commitment towards economic development made in 2015 and will Put Rocky on the Radar across the country and internationally.

*we consulted with our community on a vision for a prosperous Rockhampton Region and what needs to be done to achieve this.*



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ECONOMIC ACTION PLAN 2023-2028



# COMMUNITY ENGAGEMENT

## ROCKHAMPTON REGION PRECINCT ACTIVATION

### 435 SURVEY PARTICIPANTS

March to April 2021 consultation period.  
This survey focussed on the Rockhampton Region business community.

#### MAIN MESSAGES FROM THE SURVEY

- + Commodities, construction and manufacturing sectors are leading regional confidence.
- + Industry is requiring more skilled staff urgently.
- + Positive perception of Rockhampton – business sector views the Region as being affordable, a good provider of education and having quality events but our city centre needs further work.
- + Work is required in the retail and hospitality sector to improve customer service.
- + Work is required to improve business to business engagement.
- + Major events are bringing economic benefits to the Region and more music focused events are a priority.

## ADVANCE ROCKHAMPTON ECONOMIC DEVELOPMENT

### 1, 120 SURVEY PARTICIPANTS

July to September 2021 consultation period.  
This survey focused on residents and the broader Rockhampton Region community.

#### MAIN MESSAGES FROM THE SURVEY

- + Rockhampton rates highly in terms of key social facilities with a clean and tidy feel.
- + Rockhampton rates below average for feeling safe and secure and having sufficient public transport.
- + Rockhampton neighbourhoods are seen as a *functional, friendly, clean, and affordable*.
- + Rockhampton neighbourhoods rate below average for public transport, quality investment opportunities and having quality local events.
- + Priorities to enhance prosperity include: *increase capital infrastructure, investment attraction, and improve the CBD and its liveability*.
- + Types of events people want to see: *music festivals, sports and motor sports events, and family friendly events*.

## COMMUNITY ENGAGEMENT FEEDBACK WORKSHOPS

### 150 WORKSHOP PARTICIPANTS

March 2022 consultation period.  
These workshops focussed on the Region's business community, residents, and significant stakeholders.

#### MAIN MESSAGES FROM THE WORKSHOPS

- + Participants generally had a positive view of the Rockhampton economy.
- + Vision for Rockhampton: Key responses included *liveability, family friendly, attractive to live, vibrant, and sustainable*.
- + How do participants see Rockhampton? Responses included a focus on *opportunity* and *diversity* that is *friendly* with a *community feel* and a range of liveability response, including *comfortable, relaxed, affordable, and beautiful*.
- + Most significant external risk: *the potential impact on the future of the coal industry, and the risk of a general downturn in the mining industry*.
- + Most significant internal risks: *old thinking, complacency, unwillingness to change, mentality, and small town mindset*, were identified as the core internal risks to the Region's growth.
- + Key industry areas expected to grow quickly: *renewable energy, residential construction, irrigated agriculture, aged care, and defence*.

# ECONOMIC FORECASTING

ACCOUNTING FOR THE POTENTIAL FOR STEP-CHANGE IN THE REGION'S GROWTH, ROCKHAMPTON REGION HAS THE POTENTIAL TO GROW AT A CONSIDERABLY FASTER RATE THAN A BAU APPROACH TO GROWTH.

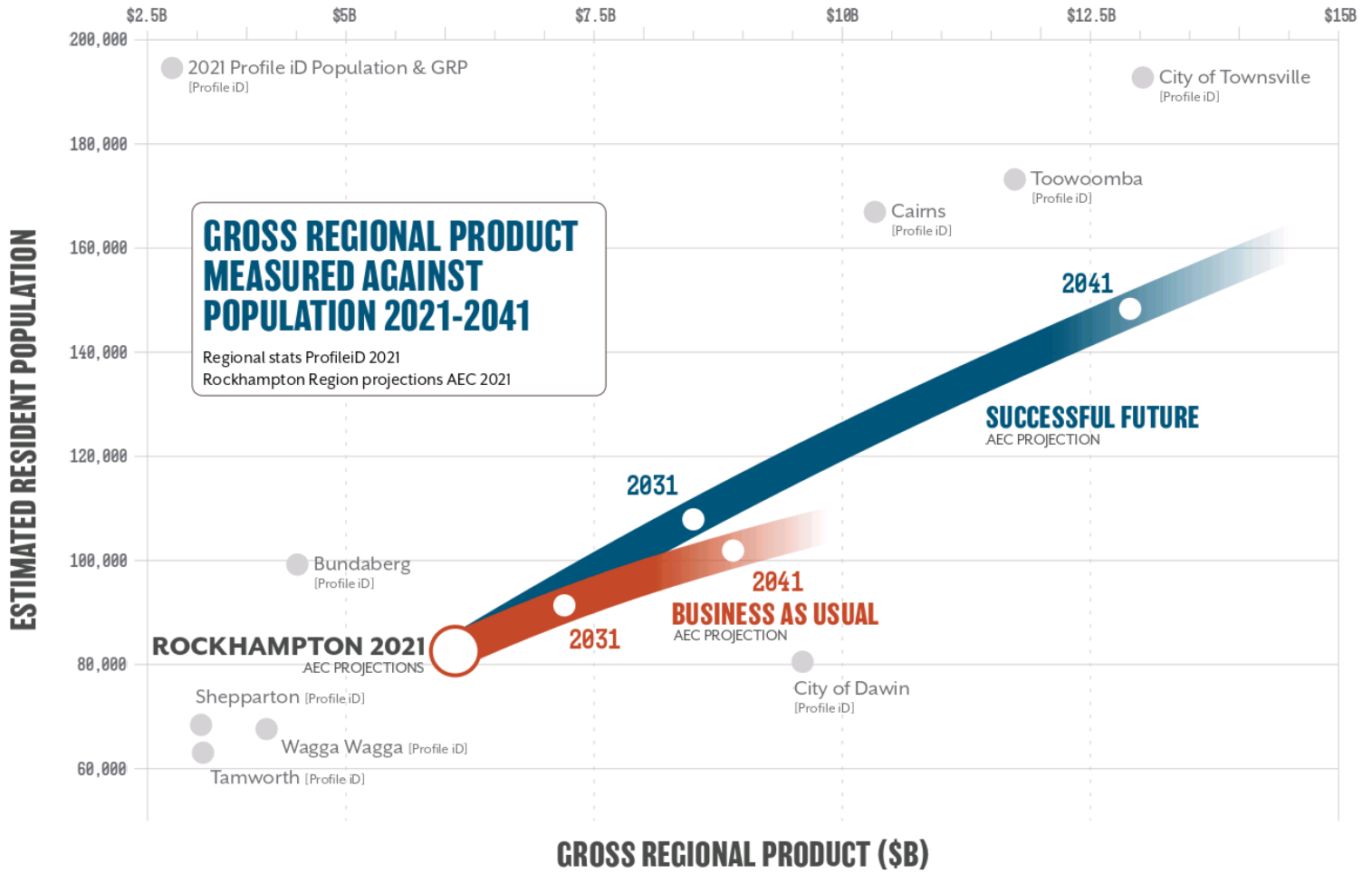
*The key economic forecasts provide the following information:*

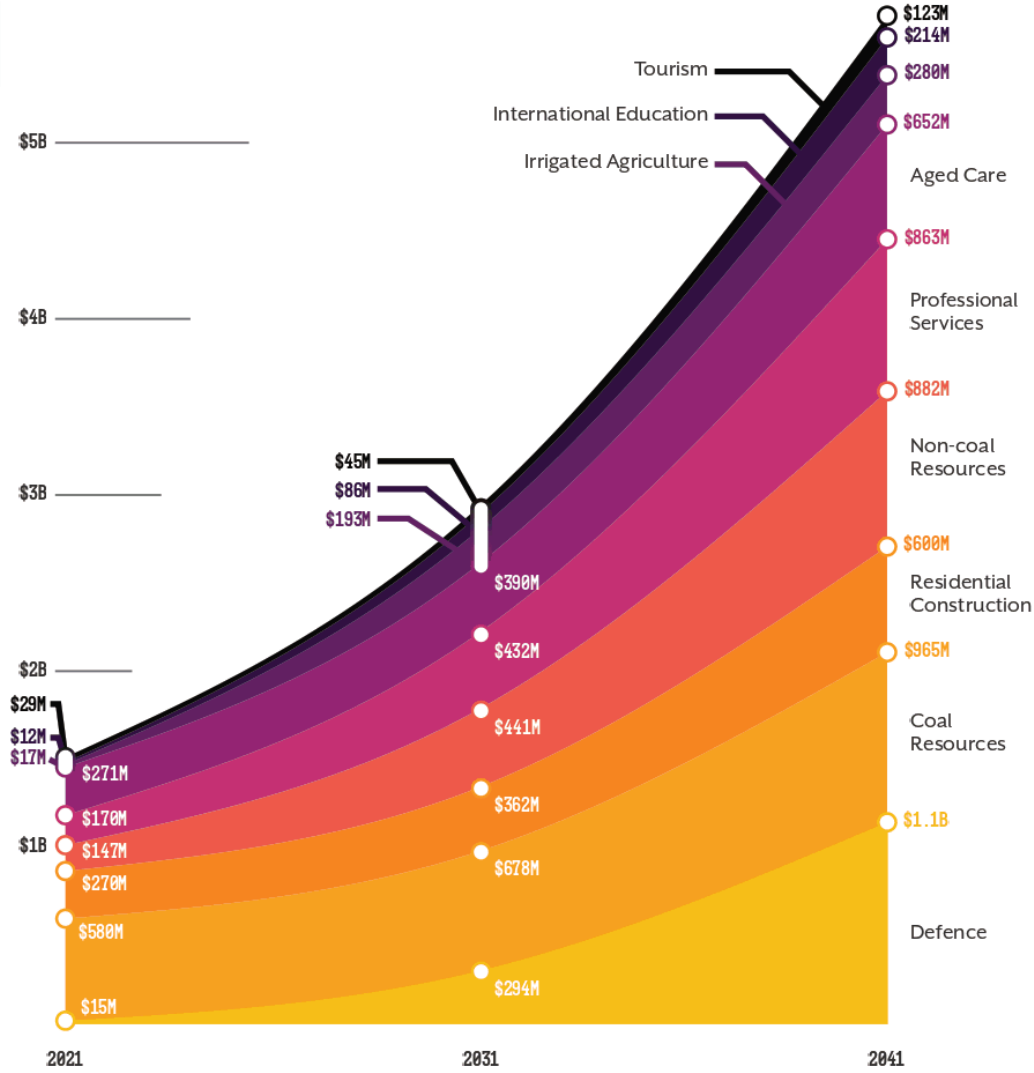
## **BUSINESS AS USUAL (BAU)**

Where the economy will continue to grow by historic trends, in accordance with the Queensland Government projections.

## **SUCCESSFUL FUTURE**

Where a series of step-changes in economic growth are realised, through catalytic infrastructure investment and attraction of new major industries to the Region.



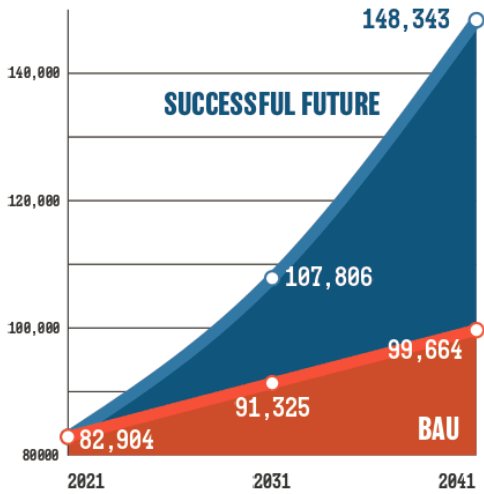


## ROCKHAMPTON REGION KEY INDUSTRY GROWTH AREAS BY GROSS REGIONAL PRODUCT 2021-2041

AEC Projection

## GROSS REGIONAL PRODUCT

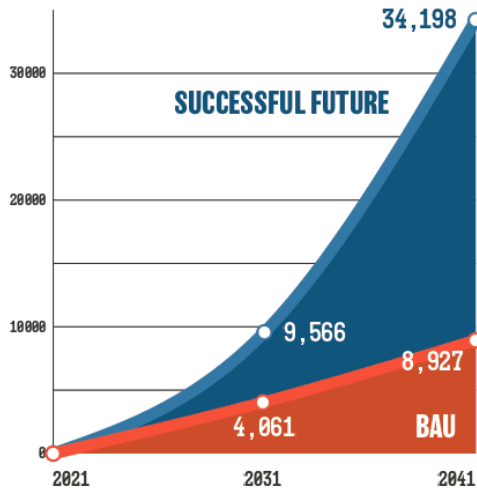
By 2041 the successful future projected GRP of Rockhampton is \$12.9 billion if the Region's opportunities are realised – this is a \$4.2 billion increase above business usual.



## POPULATION GROWTH

The estimated residential population (ERP) of Rockhampton is 82,596, growing at a rate of 1.8% below the state population growth rate of 2.1%.

Realising the opportunities will enable annual population growth of 2.8% to 2051, higher than the BAU projection of 1.1%. By 2051, Rockhampton's is expected to house 2.3 times more people than 2021.

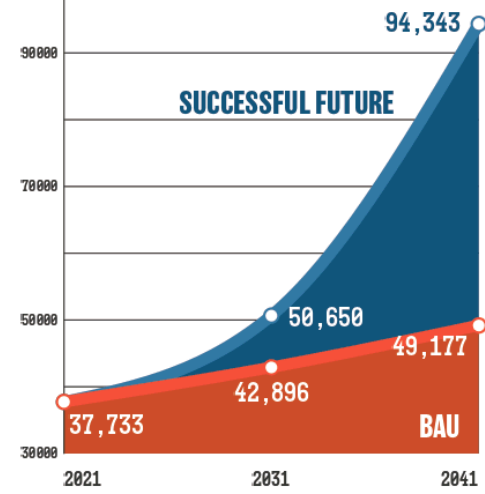


## ADDITIONAL DWELLINGS

To house the Region's growing workforce, significant investment in residential dwellings is required.

With a successful future, the full development potential of Gracemere and Parkhurst will be realised, driving demand for high-rise apartments in the CBD.

The growth of residential population in the city centre will support a transformation of business opportunity in the Rockhampton CBD.



## LABOUR FORCE

With the investment into key opportunities within the Region, the labour force in the Region is expected to grow over the next 20 years.

Rockhampton's labour force is projected to grow at a rate of 2.9% in a successful future where opportunities presented are capitalised. This is more than double than the labour force growth rate at BAU of 1.2%.

# ECONOMIC ACTION PLAN

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ECONOMIC ACTION PLAN 2023-2028



# THE MISSION

THE ECONOMIC MISSION IS TO SUPPORT GROWTH IN ROCKHAMPTON AND CENTRAL QUEENSLAND TO ENSURE WE CONTINUE TO GROW AS THE CAPITAL OF CENTRAL QUEENSLAND AND THE REGION BECOMES A MORE VIBRANT, DIVERSE AND PROGRESSIVE PLACE TO LIVE, VISIT AND INVEST.

Growth in the Rockhampton Region to ensure we continue to overcome the challenges posed by the COVID-19 pandemic.

WE WILL APPROACH OUR MISSION THROUGH THESE **FIVE PILLARS**

**P1**

**FUTURE JOBS  
& INVESTMENT  
ATTRACTION**

**P2**

**INFRASTRUCTURE  
FOR FUTURE  
GROWTH**

**P3**

**REGIONAL  
PROMOTION &  
MAJOR EVENTS**

**P4**

**REGIONAL  
COLLABORATION &  
PARTNERSHIPS**

**P5**

**TALENT  
RETENTION &  
ATTRACTION**



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ECONOMIC ACTION PLAN 2023-2028

P1

# FUTURE JOBS & INVESTMENT ATTRACTION

📍 Rockhampton Food & Wine Festival on the bank of  
Tunuba (Fitzroy River)



**OUTCOME**

P1.A Strong regional property development including housing (both detached estates and multi-storey residential) and industrial land development.

**ACTIONS**

- P1.A.AC1 Update market analysis to identify opportunities for retail attraction
- P1.A.AC2 Identify and promote opportunities to optimise and further develop the Region's industrial areas

**OUTCOME**

P1.B Robust resources sector including metal ore mining (gold, copper, cobalt, nickel, silver etc) and exploration and mining support services for new coal mines.

**ACTIONS**

- P1.B.AC1 Work with the local resources sector and support services to help secure economic opportunities
- P1.B.AC2 Host inbound and outbound investor delegations
- P1.B.AC3 Identify industry catalyst projects that will further encourage investment in the Region

**OUTCOME**

P1.C Advanced manufacturing sector including metal smelting and refining, food, transport, and defence related industries.

**ACTIONS**

- P1.C.AC1 Work with various sectors of the manufacturing industry to help secure economic opportunities
- P1.C.AC2 Undertake a supply chain analysis to understand key inward investment opportunities
- P1.C.AC3 Work with regional stakeholders to research biofuel opportunities and explore de-risking options such as a biofuel pilot
- P1.C.AC4 Work with other levels of government, industry organisations and local businesses to become defence ready

**OUTCOME**

P1.D Sustainable agricultural sector including irrigated agricultural opportunities, aquaculture, broadacre cropping, dryland cropping, grass raised beef, grain assist livestocking and local feed lotting.

**ACTIONS**

- P1.D.AC1 Invest in project de-risking (business cases) to ensure agricultural projects are investment ready
- P1.D.AC2 Identify industry catalyst projects that will further encourage investment in the Region
- P1.D.AC3 Investigate the feasibility of a food processing and logistics facility for the region

**OUTCOME**

P1.E Development of further professional services, namely corporate office relocation and local procurement.

**ACTIONS**

- P1.E.AC1 Advocate to the Queensland State Government to relocate agencies to the Rockhampton CBD
- P1.E.AC2 Encourage corporate offices to establish in the CBD
- P1.E.AC3 Identify key professional service gaps and niche industry requirements to promote new market investment

**OUTCOME**

P1.F Renewable energy development including wind, solar, battery storage, pumped hydro and hydrogen electrolysis.

**ACTIONS**

- P1.F.AC1 Engage with renewable energy sector highlighting local supply chain capability
- P1.F.AC2 Identify and promote the investment opportunities in the Region to maintain existing industries whilst accelerating growth industries
- P1.F.AC3 Develop a regional marketing plan for Renewable Energy Project Opportunities

**OUTCOME**

P1.G Active visitor economy, through tourism, hotels and resorts, glamping and farm stays, tour operators and major events.

**ACTIONS**

- P1.G.AC1 Develop accessible and inclusive tourism offerings
- P1.G.AC2 Encourage external investment for major events and attractions to the Region

**OUTCOME**

P1.H Innovative circular economy activities that create resilience and opportunities in Rockhampton Region.

**ACTIONS**

- P1.H.AC1 Engage industry in the development of the Circular Economy
- P1.H.AC2 Implement Circular Economy activities across council activities and work with key industry sectors to show the benefits of what a Circular Economy can deliver for them



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ECONOMIC ACTION PLAN 2023-2028

# P2 INFRASTRUCTURE FOR FUTURE GROWTH

📍 Construction of the Rookwood Weir, Fitzroy River, south-west of Rockhampton

**OUTCOME**

P2.A Municipal water and sewerage infrastructure that supports continued residential, commercial and industrial growth.

**ACTIONS**

- P2.A.AC1 Plan infrastructure requirements to overcome constraints of economic growth
- P2.A.AC2 Investigate and secure funding mechanisms that assist the region to overcome growth constraints
- P2.A.AC3 Review and update RRC's Local Government Infrastructure Plan (LGIP) and infrastructure charges to enable future growth
- P2.A.AC4 RRC to work with developers to plan for new water and sewerage infrastructure
- P2.A.AC5 RRC to project manage/build where necessary strategic water assets
- P2.A.AC6 FRW to deliver and maintain municipal water and sewer assets
- P2.A.AC7 RRC to work with Queensland Government to ensure urban water security

**OUTCOME**

P2.B Water and water infrastructure to support intensive agriculture and food manufacturing.

**ACTIONS**

- P2.B.AC1 Advocate to the Minister for Regional Development and Water for water infrastructure upgrades
- P2.B.AC2 Advocate for development of a business case and subsequent raising of Eden Bann Weir
- P2.B.AC3 Undertake planning and seek funding for the raising of the Fitzroy Barrage
- P2.B.AC4 Continue agricultural business readiness and planning to maximise water resources
- P2.B.AC5 Actively engage in the Water Plan (Fitzroy Basin) 2011 review to mitigate risk and maximise opportunities

P2.B.AC6 Continue to support sunwater and agriculture businesses to capitalise on opportunities

**OUTCOME**

P2.C A Defence estate that enables the relocation of the Army's 7th Brigade and RAAF No 92 Wing to Rockhampton.

**ACTIONS**

- P2.C.AC1 Advocate to the Minister for Defence to relocate Army Brigades and RAAF Wing
- P2.C.AC2 Undertake further planning to de-risk the relocation proposition engaging suitable advocates to highlight our key regional advantages
- P2.C.AC3 Plan and secure sites for the Army's 7th Brigade and RAAF No 92 Wing
- P2.C.AC4 Investigate defence supply chain opportunities and increase industry capability development efforts

**OUTCOME**

P2.D Transport and freight infrastructure that supports efficient movement of goods to market and urban renewal and public transport.

**ACTIONS**

- P2.D.AC1 Continue engaging TMR and DITR regarding future infrastructure needs
- P2.D.AC2 Step-up advocacy efforts to secure state and federal government investment in key freight and logistics projects

**OUTCOME**

P2.E Tourism infrastructure that unlocks the Region's natural wonders and enables stronger visitation to the Region.

**ACTIONS**

- P2.E.AC1 Plan and seek funding for tourism infrastructure

**OUTCOME**

P2.F Community infrastructure and planning that makes the Region's communities more liveable and attracts new residents to the Region.

**ACTIONS**

- P2.F.AC1 Plan and seek funding for urban infrastructure
- P2.F.AC2 Develop precinct concept plans for the central business district, Fitzroy food bowl, Parkhurst and Gracemere
- P2.F.AC3 Evolve RRC's planning scheme to support future growth and development
- P2.F.AC4 Update the CQ Regional Plan to reflect contemporary practice

**OUTCOME**

P2.G Electricity network infrastructure that connects local renewable energy to the National Energy Market (NEM).

**ACTIONS**

- P2.G.AC1 Advocate to the NEM for local renewable energy connection

**OUTCOME**

P2.H Telecommunications infrastructure that overcomes localised mobile black spots and enables connectivity that drives business innovation.

**ACTIONS**

- P2.H.AC1 Engage with NBN Co, Telstra and other providers to improve telecommunications

**OUTCOME**

P2.I Precinct master plans for health and tertiary education facilities in the Rockhampton Region that supports growth.

**ACTIONS**

- P2.I.AC1 Update the planning scheme to support new residential growth and assist in the development of new master plans for health and education facilities



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ECONOMIC ACTION PLAN 2023-2028

**P3 REGIONAL PROMOTION & MAJOR EVENTS**

Rockhampton Airport, West Rockhampton

VH-Q01

**OUTCOME**

P3.A Promote the Region's various tourism experiences through storytelling and increased bookable product

**ACTIONS**

- P3.A.AC1 Focus promotion on Hero Experience Pillars: Natural Encounters, Adventure & Discovery, Lifestyle & Culture, Heritage & History and Events
- P3.A.AC2 Capitalise on drive and fly market through continuation of the Explore Rockhampton strategic destination marketing campaign
- P3.A.AC3 Grow and distribute the Rocky Host Program for front-line customer service education
- P3.A.AC4 Grow and develop the bookable tourism experiences and products and build the operator digital capacity
- P3.A.AC5 Develop new tours and experiences in the Explore Rockhampton self-guided tour app

**OUTCOME**

P3.B Enhance and develop accessible, inclusive and diverse event and tourism offerings

**ACTIONS**

- P3.B.AC1 Plan and implement initiatives that improve tourism accessibility and inclusivity
- P3.B.AC2 Increase overnight visitor expenditure and length of stay through awareness of accessible and inclusive destination offerings

**OUTCOME**

P3.C Develop tourism growth sectors

**ACTIONS**

- P3.C.AC1 Develop the visitor economy segments: leisure, corporate, sporting, event, education
- P3.C.AC2 Invest in growth sectors: fishing, MTB, farm stay (beef), indigenous, eco/sustainable tourism
- P3.C.AC3 Develop co-op funded opportunities and campaigns with local operators

**OUTCOME**

P3.D Embrace post COVID-19 tourism opportunities for renewed international markets.

- P3.D.AC1 Plan and implement campaigns that focus on post COVID-19 opportunities for renewed international markets

**OUTCOME**

P3.E Identify, develop and promote indigenous experiences

**ACTIONS**

- P3.E.AC1 Work with traditional custodians to promote existing products and experiences
- P3.E.AC2 Work with traditional custodians to develop new products and experiences
- P3.E.AC3 Connect non-indigenous tourism operators with traditional custodians to encourage the inclusion of indigenous culture and awareness

**OUTCOME**

P3.F Provide city shaping events that are unique, high quality offerings that support additional visitation.

**ACTIONS**

- P3.F.AC1 Consolidate and grow the Rockhampton Region major events calendar – already hosting major events, including RockyNats, Rocky River Run, CapriCon, Rockhampton River Festival, Pop Up Polo, Capricorn Food and Wine Festival and the Rockhampton Show
- P3.F.AC2 Lock in multi year contracts for large scale events and opportunities
- P3.F.AC3 Promote out of region for destination events
- P3.F.AC4 Formulate and implement an event attraction strategy
- P3.F.AC5 Collaborate with other event touring schedules to include Rockhampton

P3.F.AC6 Partner with Tourism and Events Queensland for event funding and promotion opportunities

**OUTCOME**

P3.G Support and develop nationally recognised events that are to be held in Rockhampton.

**ACTIONS**

- P3.G.AC1 Support and attract event organisations to the Region
- P3.G.AC2 Collaborate with Beef Australia through our long term MOU to continue to deliver future Beef events in Rockhampton

**OUTCOME**

P3.H Attract and retain a variety of sporting events as well as capitalising on event and tourism opportunities from the 2032 Brisbane Olympics and Paralympics

**ACTIONS**

- P3.H.AC1 Promote and distribute Sporting Destination Guide within the Australian sporting community
- P3.H.AC2 Identify 2032 Olympics and Paralympics opportunities in line with the Region's strengths and develop designated plans and campaigns to increase visitation pre, during and post 2032

**OUTCOME**

P3.I New airline attraction and direct flights to major Australian cities

**ACTIONS**

- P3.I.AC1 Advocate to new and existing airlines to extend their service offerings at Rockhampton Airport



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ECONOMIC ACTION PLAN 2023-2028

# P4 REGIONAL COLLABORATION AND PARTNERSHIPS

 CQUniversity Australia, North Rockhampton

**OUTCOME**

P4.A Work the Central Queensland Regional Organisation of councils (CQROC) and other key organisations to realise regional opportunities.

**ACTIONS**

- P4.A.AC1 Meet, collaborate and work with CQROC on a mutually beneficial regional opportunities
- P4.A.AC2 Continue advocacy efforts with CQROC to secure funding for the Beef Corridors initiative, bulk water infrastructure developments, better telecommunications to assist agriculture and resource industry development
- P4.A.AC3 Work with CQROC to further advocate to the Minister for Defence for Central Queensland's role to be expanded to enable the ADF to shape, deter and respond to issues of national security from the broader region
- P4.A.AC4 Collaborate and develop new and existing partnerships that enhance key industry sector growth and innovation such as Small Business Friendly Council Initiative, Ai Hub, Chamber of Commerce

**OUTCOME**

P4.B Facilitate engagement between local businesses with regional and national innovation ecosystems.

**ACTIONS**

- P4.B.AC1 Establish workshops between local businesses and groups including the AI Hub, Advance Queensland and other innovation hubs
- P4.B.AC2 Identify innovation and cross fertilisation opportunities and engage industries including agriculture, defence, energy, manufacturing, resources and transport & logistics to assist industry development
- P4.B.AC3 Partner with Rockhampton Region's manufacturing hubs and industry to drive innovation development and uptake

**OUTCOME**

P4.C Connect local businesses with state, federal agencies, major projects and economic opportunities.

**ACTIONS**

- P4.C.AC1 Establish and support major projects focused briefing sessions.
- P4.C.AC2 Regularly update local businesses on grant opportunities, and available support.
- P4.C.AC3 Develop and implement industry capability strategies and directory

**OUTCOME**

P4.D Support local business readiness to realise major opportunities including capacity building.

**ACTIONS**

- P4.D.AC1 Facilitate workshops to support local business readiness for post COVID-19 economic resilience opportunities
- P4.D.AC2 Identify and communicate opportunities for funding to assist local business development
- P4.D.AC3 Continue to support digital readiness and online development workshops for small business

**OUTCOME**

P4.E Support CQUniversity Australia to encourage growth in the education sector as a key regional export.

**ACTIONS**

- P4.E.AC1 Assist CQUniversity Australia through Study Rockhampton and industry engagement opportunities
- P4.E.AC2 Collaborate with CQUniversity Australia to develop course content relevant to the key regional industry sectors

**OUTCOME**

P4.F Enable business-to-business networking and opportunities for information sharing.

**ACTIONS**

- P4.F.AC1 Host quarterly business networking events, in partnership with local business groups
- P4.F.AC2 Enable periodic strategic stakeholder meetings with CQUniversity to identify and collaborate on opportunities to develop the Region
- P4.F.AC3 Work with partners including CQUniversity, Fitzroy Basin Association and the Department of Agriculture and Fisheries to enable an annual Rockhampton Region focused agricultural development exhibition focused on innovation
- P4.F.AC4 Host periodic leaders lunch sessions for industries including agriculture, energy and resources
- P4.F.AC5 Host regular industry breakfast sessions that enable networking opportunities for industries including civil construction, residential construction, manufacturing, energy and resources
- P4.F.AC6 Work with key industry sector partners to deliver a bi-annual future energy and resources forum

**OUTCOME**

P4.G Work with industry to realise Rockhampton Region's economic potential.

**ACTIONS**

- P4.G.AC1 Host regular strategic engagements with state and federal government agencies and industry
- P4.G.AC2 Work with industry to de-risk industry development opportunities in aged care, agriculture, construction, defence, manufacturing, resources, transport & logistics and the visitor economy



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ECONOMIC ACTION PLAN 2023-2028

**P5 TALENT RETENTION & ATTRACTION**

 Hastings Deering, Port Curtis



**OUTCOME**

P5.A Work with industry and stakeholders to understand current and future needs of the local workforce

**ACTIONS**

- P5.A.1 Develop and implement an Industry Stakeholder Engagement Plan
- P5.A.2 Collaborate and engage with industry to deliver a Jobs Pipeline Study
- P5.A.3 Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated Rockhampton CBD

**OUTCOME**

P5.B Work with industry and stakeholders to implement actions to improve the Region's workforce capability

**ACTIONS**

- P5.B.AC1 Continue supporting the Local Jobs Program, Skilling Queenslanders for Work and other State and Federal Government workforce capability initiatives
- P5.B.AC2 Implement actions from the Jobs Pipeline Study
- P5.B.AC3 Develop a rolling "Live and Work in Rockhampton" campaign

**OUTCOME**

P5.C Increase student work awareness and experience opportunities through industry engagement initiatives.

**ACTIONS**

- P5.C.AC1 Work with CQUniversity Australia and state high schools on initiatives that up-skill the local student body
- P5.C.AC2 Collaborate with educational institutions to deliver a yearly careers development expo for student retention

**OUTCOME**

P5.D New and improved lifestyle and recreational opportunities

**ACTIONS**

- P5.D.AC1 Identify, plan and deliver new and improved local lifestyle and recreational opportunities
- P5.D.AC2 Continue to develop key recreational assets that will attract and retain residents such as The Showgrounds Masterplan, Mount Archer, Pilbeam Theatre, Rockhampton Zoo, The Common, sporting facilities and our recreational fishing strategy

**OUTCOME**

P5.E Deliver a more vibrant and activated Rockhampton CBD.

**ACTIONS**

- P5.E.AC1 Continue improvements to the Rockhampton CBD which will assist in further restaurant, café and the night time economy.
- P5.E.AC2 Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated Rockhampton CBD
- P5.E.AC3 Regularly assess place making livability innovations abroad that could assist the modernisation and offering within the CBD

**OUTCOME**

P5.F Deliver quality education programs for early childhood cohorts through to tertiary and adult cohorts that enables higher achievements in qualifications attained

**ACTIONS**

- P5.F.AC1 Support early childhood, state and high schools are properly funded through advocacy efforts
- P5.F.AC2 Work with CQUniversity Australia to ensure tertiary subjects and facilities are properly funded through advocacy efforts

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ECONOMIC ACTION PLAN 2023-2028

# FEDERAL AND STATE POLICY IMPROVEMENTS REQUIRED TO ACHIEVE ROCKHAMPTON REGION'S ECONOMIC MISSION

TO HELP ROCKHAMPTON REGION REACH ITS FULL POTENTIAL, AND TO REACH OUR ECONOMIC DEVELOPMENT GOALS, WE REQUIRE AND IN MOST CASES ADVOCATE FOR THE FOLLOWING POLICY CHANGES FROM STATE AND FEDERAL GOVERNMENTS.

## AUSTRALIAN GOVERNMENT POLICY

AP .1 Relocate Army's 7th Brigade to Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .2 Relocate RAAF's no.92 WG to Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .3 Relocate Army's School of Armour to SWBTA  
DEPARTMENT  
**DEFENCE**

AP .4 Concentrate armoured vehicles in SWBTA  
DEPARTMENT  
**DEFENCE**

AP .5 Support sovereign aircraft maintenance in Rockhampton  
DEPARTMENT  
**DEFENCE**

AP .6 Northern Australia FBT exemption  
DEPARTMENT  
**TREASURY**

AP .7 Remote Tax Allowance increase  
DEPARTMENT  
**TREASURY**

AP .8 Expansion of the reinsurance pool to cover all types of buildings and infrastructure in northern Australia  
DEPARTMENT  
**TREASURY**

AP .9 Remove Commonwealth supported place caps at northern Australia-based universities (both domestic and international)  
DEPARTMENT  
**EDUCATION**

AP .10 Designated Area Migration Agreement (DAMA) for Rockhampton  
DEPARTMENT  
**HOME AFFAIRS**

AP .11 Skills and training to ensure the local workforce is qualified to deliver current and future skill needs of the Region's key industry sectors  
DEPARTMENT  
**SKILLS & TRAINING**

AP .12 Expansion of Great Barrier Reef investments to incorporate upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads  
DEPARTMENT  
**ENVIRONMENT**

AP .13 Introduce an energy capacity market to enable wholesale electricity markets to be available to meet peak electricity demand  
DEPARTMENT  
**CLIMATE CHANGE & ENERGY**

AP .14 Commonwealth investment into catalytic local infrastructure to support growth  
DEPARTMENT  
**INFRASTRUCTURE, TRANSPORT & REGIONAL DEVELOPMENT**

## QUEENSLAND GOVERNMENT POLICY

QP.1 Relocation of corporate head offices of key government owned corporations operating in Central Queensland into new, CBD offices

DEPARTMENT  
**TREASURY (AS SHAREHOLDING MINISTER)**

QP.2 Concentration of existing state services in Rockhampton Region into new CBD offices

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.3 Identification of Rockhampton as a designated defence industry hub

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP.4 Establish master plans for improved access to the Region's national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.5 Removal of barriers to entry for more private ecotourism operators in national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.6 Upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.7 Retail electricity price competition, time-of-use metering

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.8 Rapid and reliable public transport in Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.9 Use of existing rail infrastructure for regional passenger services

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.10 Regulated east-west flights to Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.11 Skilling and training funding to support local skilling of in-demand trades and professions

DEPARTMENT  
**EMPLOYMENT, SMALL BUSINESS & TRAINING**

QP.12 Expand the availability of a diverse range of housing and accommodation

DEPARTMENT  
**COMMUNITIES AND HOUSING**

QP.13 Expand first-home owner grants for the purchase of existing dwellings in the regions

DEPARTMENT  
**TREASURY**

QP.14 Support car hire companies to implement an "open jaw" policy

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP.15 Classify Rockynats as a "major event"

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP.16 Water resources policy to update the Fitzroy Catchment Water Plan

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP.17 Introduction of catchment-wide water trading and contestability

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP.18 State investment to acquire industrial land in the Rockhampton Region

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP.19 Invest in future energy solutions at Stanwell

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.20 Invest in waste to energy solutions

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT W**

# INFRASTRUCTURE REQUIRED FOR GROWTH

ROCKHAMPTON NEEDS THE FOLLOWING INFRASTRUCTURE TO UNLOCK FUTURE GROWTH. WE WILL ADVOCATE FOR THIS INFRASTRUCTURE TO HELP THE REGION MEET ITS FULL 2041 POTENTIAL.

## MUNICIPAL WATER AND SEWERAGE INFRASTRUCTURE

- + North Rockhampton Sewerage Treatment Plant augmentation
- + Gracemere and South Rockhampton Sewage Treatment Strategy
- + North-South Rockhampton water main connection
- + Gracemere Water Supply Strategy (distribution and reservoir augmentations)
- + Water and wastewater network servicing growth areas (LGIP projects)
- + Water main upgrades (Parkhurst and Gracemere)
- + Sewer main upgrades (Parkhurst and Gracemere)
- + Mount Morgan treated water pipeline (from Gracemere)

## BULK WATER AND DISTRIBUTION INFRASTRUCTURE

- + Raising Eden Bann Weir
- + Rural water distribution network(s) business case and subsequent delivery
- + Raising of the Fitzroy River Barrage

## THE DEFENCE ESTATE

- + Army Barracks For Army's 7th Brigade and US Marine and British Army rotations (AUKUS)
- + RAAF Base for No 92 Wing (maritime surveillance)
- + Defence equipment storage and maintenance facilities

## TELECOMMUNICATIONS INFRASTRUCTURE

- + Fitzroy Food Bowl
- + Mobile black spots (4G/5G)
- + NBN FTTP upgrade

## TRANSPORT AND FREIGHT INFRASTRUCTURE

- + Rockhampton Ring Road
- + Central Queensland beef corridors
- + Glenroy Road and Crossing upgrades
- + North Coast Rail realignment at Rockhampton
- + CQLX Upgrades
- + Rockhampton Airport freight facilities upgrades (including Bay 7 and freight)
- + Bruce Highway and Capricorn Highway upgrades
- + Intermodal rail terminal (Parkhurst or Gracemere)
- + Electric vehicle charging infrastructure
- + Parkhurst Access Strategy
- + Parkhurst Industrial Area Road Upgrades
- + Rockhampton CBD bus interchange and car parking

## TOURISM INFRASTRUCTURE

- + Rockhampton Botanic Gardens and Zoo development scheme, design and business case
- + Rockhampton Performing Arts And Exhibition Centre
- + Dreamtime Cultural Centre refurbishment
- + Southside all abilities floating jetty
- + Development of mountain bike and walking trails
- + Development of marine infrastructure such as boat ramps and land based fishing opportunities
- + Rockhampton Stadium and Browne Park Re-development

## URBAN INFRASTRUCTURE

- + South Rockhampton Flood Levee
- + North Rockhampton flood mitigation works
- + Rockhampton Airport levee
- + Improved urban public transport network
- + Heavy rail commuter network: Gracemere <-> Rockhampton <-> Gladstone
- + CBD multi-storey car park
- + Rockhampton Showgrounds Complex redevelopment
- + Regional sporting precinct
- + High School In Gracemere

## ENERGY RELATED INFRASTRUCTURE

- + Network connections to known renewable energy zones
- + Connecting renewable energy developments
- + Biofuel renewable energy developments
- + Waste to energy developments

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ECONOMIC ACTION PLAN 2023-2028

# INVESTMENT OPPORTUNITIES

ROCKHAMPTON HAS A RANGE OF PRIVATE INVESTMENT OPPORTUNITIES ACROSS MULTIPLE HIGH-GROWTH SECTORS.



## PROPERTY DEVELOPMENT

- + Housing estates
- + Multi-storey residential (CBD)
- + Hotels and serviced apartments
- + Industrial land development
- + Retail and hospitality development



## RESOURCES

- + Metal ore mining (gold, copper, cobalt, nickel, silver, magnesium)
- + Mining exploration services
- + Mining support services for new mines



## HEALTH

- + Aged and palliative care services
- + Retirement accommodation and Over 55 living
- + Medical serviced offices and day surgery facilities



## MANUFACTURING

- + Metal smelting and refining
- + Food manufacturing
- + Transport manufacturing
- + Renewable energy generator components
- + Waste and recycling
- + Defence related industry
- + Fertiliser and biochar manufacturing
- + Chemical manufacturing



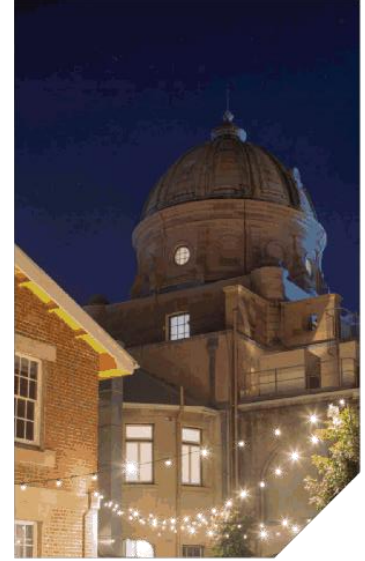
## AGRICULTURE

- + Irrigated agricultural opportunities
- + Land-based aquaculture
- + Broadacre cropping
- + Dryland cropping in support of local feed lotting
- + Feedlots
- + Agricultural support services
- + Agricultural machinery products and maintenance
- + Beef supply chain developments
- + Genetics research and development



## PROFESSIONAL SERVICES

- + Corporate office relocation
- + Set up office to service key industry opportunities
- + Local procurement – increase awareness of local capability
- + Renewable energy
- + Wind, Solar, Pumped Hydro
- + Electric vehicle charging stations
- + Hydrogen electrolysis



## TOURISM

- + Hotels and resorts
- + Hospitality – Restaurants, wine bar, boutique brewery and cafes
- + Glamping and farm stays
- + Tour operators
- + Major events
- + Destination events
- + Unanchored event opportunities



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ECONOMIC ACTION PLAN 2023-2028

# MEASURING SUCCESS

ADVANCE ROCKHAMPTON WILL PUBLISH AN ANNUAL PERFORMANCE REPORT TO TRACK PROGRESS AND ENSURE ACCOUNTABILITY.





Mountain biking at the No. 7 Dam, Mount Morgan

# SUCCESS WILL BE MEASURED BY

## M1 PERFORMANCE

Did we deliver on our specified actions outlined in the Economic Action Plan? Did our actions have a positive effect on our KPIs outlined in the Economic Development Strategy?

**MEASURED BY**

- M1 . A Completed actions
- M1 . B KPIs met



## M2 EFFECTIVENESS

Did our actions bring about the achievement of our goals and outcomes in the Economic Development Strategy?

**MEASURED BY**

- M2 . A Overall progression of our five pillars
- M2 . B Outcomes met or progressed



## M3 IMPACT

Did our actions bring about quantifiable change in Rockhampton Region?

**MEASURED BY**

- M3 . A Employment – total FTE Jobs
- M3 . B Gross regional product (GRP)
- M3 . C Value of construction – residential and non-residential
- M3 . D Total overnight visitation and visitor spend
- M3 . E Economic diversity index
- M3 . F Regional population and net regional migration
- M3 . G Business counts
- M3 . H Confidence of local industry in the Rockhampton economy and direction
- M3 . I Estimated external investment attraction



Economic Development, Tourism,  
Events and Marketing

220 Quay Street, Rockhampton Qld 4700  
PO Box 1860, Rockhampton Qld 4700  
07 4932 9000 or 1300 22 55 77  
[advancerockhampton.com.au](http://advancerockhampton.com.au)

ARED-RREAP-02/11/22

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**11.6 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2022**

<b>File No:</b>	<b>8148</b>
<b>Attachments:</b>	1. <b>Income Statement - October 2022</b> <a href="#">↓</a> 2. <b>Key Indicator Graphs - October 2022</b> <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Ross Cheesman - Deputy Chief Executive Officer</b>
<b>Author:</b>	<b>Marnie Taylor - Chief Financial Officer</b>

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**SUMMARY**

*The Chief Financial Officer presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 October 2022.*

**OFFICER'S RECOMMENDATION**

That the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 October 2022 be received.

**COMMENTARY**

The attached financial report and graphs have been compiled from information within Council's TechnologyOne system. The reports presented are as follows:

1. Income Statement (Actuals and Budget for the period 1 July 2022 to 31 October 2022), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial statement provides Council's position after four months of the 2022/23 financial year. Results should be approximately 33.3% of budget.

The following commentary is provided in relation to the Income Statement:

Total Operating Revenue is at 43% of the adopted budget. Key components of this result are:

- Net Rates and Utility Charges are at 45% of budget. Council's rates and utility charges for the first six months of the financial year ending 31 December 2022 have been raised and were due on 7 September 2022.
- Grants and Subsidies are ahead of budget at 45% due to recognition of unearned revenue from the 2021/22 financial year carried over to the 22/23 year. A budget amendment will be required to reflect the amounts carried over.
- Interest Revenue is ahead of budget at 50% due to higher than forecast cash holdings and increasing interest rates for investments.
- Other Income is ahead of budget at 38% due to the recognition of unearned revenue from 2021/22 financial year. A budget review adjustment will be required to align to actuals.
- All other revenue items are in proximity to budget.

Total Operating Expenditure is at 31% of the adopted budget. Key components of this result are:

- Asset operational expenses are at 27% due to the timing of payments for services such as electricity.
- Administrative expenses are at 28% as the estimated timing of expenditure for the majority of this account group is later in the financial year for events managed by Community and Culture Unit and Advance Rockhampton.

- Finance Costs are at 37% due to the timing of interest payments. Payments will be higher at the start of the financial year pending the final repayments for some older loans in December 2022, March 2023 and June 2023.
- All other expenditure items are in proximity to budget.

The following commentary is provided in relation to capital income and expenditure, as well as investments and loans:

Total Capital Income is at 16% of the carryover budget. The majority of capital revenue budgeted to be received in 2022/23 is from grants and subsidies tied to performance obligations. As capital works progress through the year and meet performance milestones, grants will be claimed.

Total Capital Expenditure is at 18% of the carryover budget. The amount of capital expenditure carried over from 2021/22 was \$12.5M and this has been recognised in August, bringing the 2022/23 capital expenditure budget to a total of \$199.1M

Total Investments are \$124.4M at 31 October 2022.

Total Loans are \$150.6M at 31 October 2022.

### **CONCLUSION**

With four months of the financial year passed, indications are that operational activities are mostly in line with expectations. Total operational revenue is ahead of budget at 43% due to the levying of the General Rates and Utility Charges for the six months ending 31 December 2022.

The capital program saw \$35.3M spent during the first four months of the financial year and will need to gain momentum over the coming months to deliver the projects budgeted for the 2022/23 financial year.

# **SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2022**

## **Income Statement - October 2022**

**Meeting Date: 22 November 2022**

**Attachment No: 1**



**Income Statement**  
**For Period July 2022 to October 2022**  
**33.3% of Year Gone**

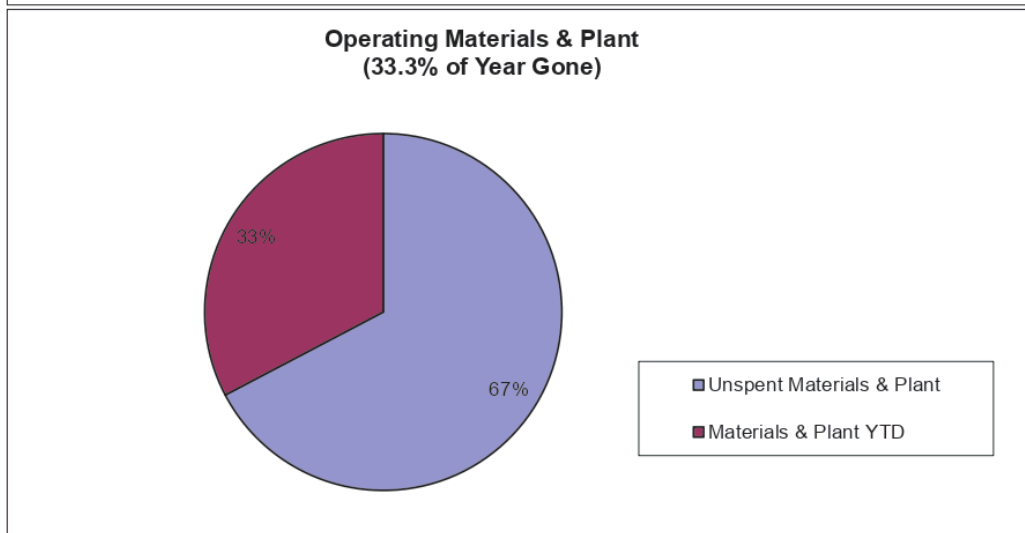
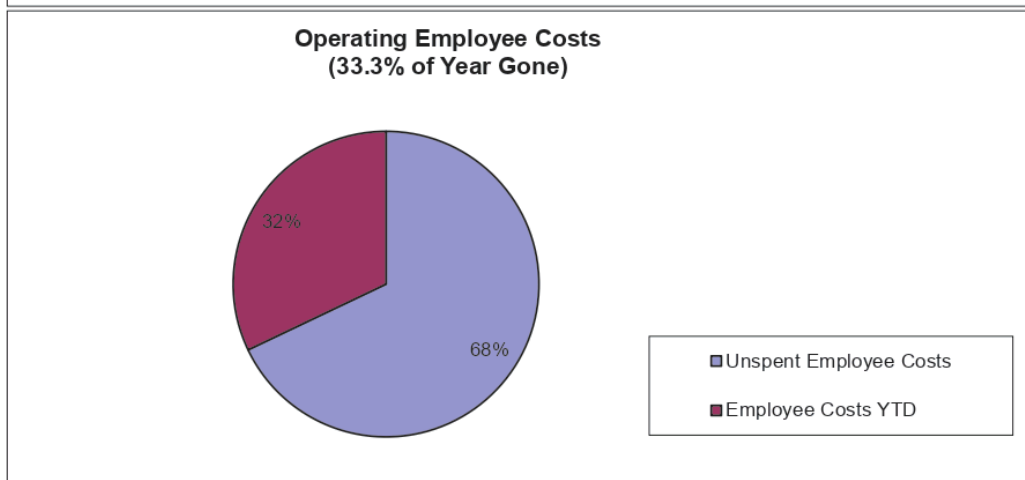
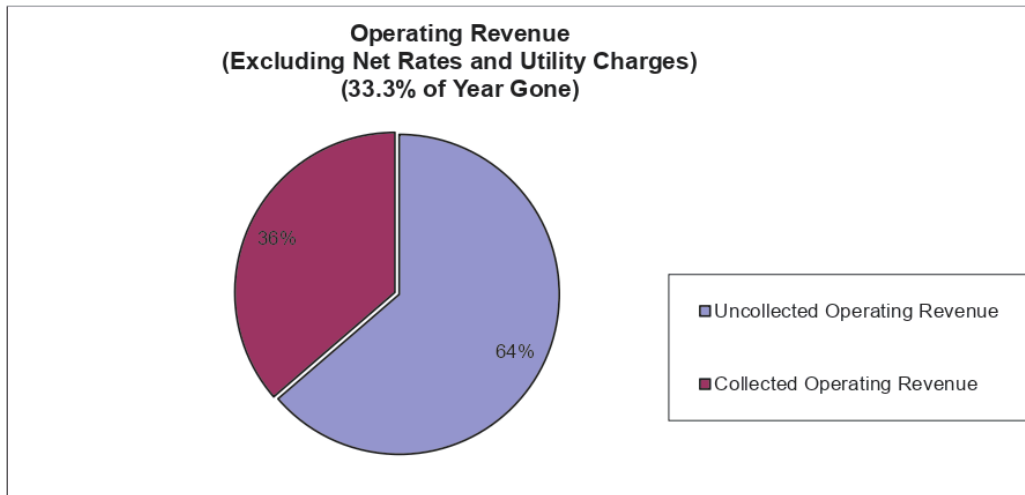
	Adopted Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Adopted Budget
	\$	\$	\$	\$	
<b>OPERATING</b>					01
					04
<b>Revenues</b>					
Net rates and utility charges	(174,337,236)	(79,283,631)	0	(79,283,631)	45% A
Fees and Charges	(32,822,227)	(11,048,255)	0	(11,048,255)	34% A
Private and recoverable works	(6,483,251)	(2,200,734)	0	(2,200,734)	34% A
Rent/Lease Revenue	(3,415,046)	(1,197,060)	0	(1,197,060)	35% A
Grants Subsidies & Contributions	(7,264,926)	(3,238,350)	0	(3,238,350)	45% A
Interest revenue	(2,484,000)	(1,243,653)	0	(1,243,653)	50% A
Other Income	(7,049,627)	(2,891,058)	0	(2,891,058)	38% A
<b>Total Revenues</b>	<b>(233,856,313)</b>	<b>(100,902,740)</b>	<b>0</b>	<b>(100,902,740)</b>	<b>43% A</b>
<b>Expenses</b>					
Employee Costs	91,570,444	29,379,661	137,311	29,516,973	32% A
Contractors & Consultants	23,779,130	7,188,940	9,887,970	17,076,910	30% A
Materials & Plant	19,169,823	6,268,997	5,553,381	11,822,378	33% A
Asset Operational	29,103,480	7,732,251	2,041,231	9,773,482	27% A
Administrative expenses	15,548,412	4,368,158	2,355,136	6,721,294	28% A
Depreciation	60,358,856	20,124,716	0	20,124,716	33% A
Finance costs	4,688,250	1,735,613	0	1,735,613	37% A
Other Expenses	1,171,805	336,081	102,364	438,445	29% A
<b>Total Expenses</b>	<b>245,390,260</b>	<b>77,132,417</b>	<b>20,077,393</b>	<b>97,209,810</b>	<b>31% A</b>
<b>Transfer / Overhead Allocation</b>					
Transfer / Overhead Allocation	(7,895,456)	(2,447,881)	0	(2,447,881)	31% A
<b>Total Transfer / Overhead Allocation</b>	<b>(7,895,456)</b>	<b>(2,447,881)</b>	<b>0</b>	<b>(2,447,881)</b>	<b>31% A</b>
<b>TOTAL OPERATING POSITION (SURPLUS)DEFICIT</b>	<b>3,638,491</b>	<b>(26,218,205)</b>	<b>20,077,393</b>	<b>(6,140,812)</b>	<b>-72.1% A</b>
<b>CAPITAL</b>	<b>Carry Over Budget</b>	<b>YTD Actual</b>	<b>Commitments</b>	<b>YTD Actuals (inc commitments)</b>	<b>% of Carry Over Budget</b>
<b>Total Developers Contributions Received</b>	(5,763,000)	(976,024)	0	(976,024)	17%
<b>Total Capital Grants and Subsidies Received</b>	(57,796,166)	(10,066,921)	0	(10,066,921)	17%
<b>Total Proceeds from Sale of Assets</b>	(7,088,814)	(63,432)	0	(63,432)	1%
<b>Total Capital Income</b>	<b>(70,645,980)</b>	<b>(11,106,377)</b>	<b>0</b>	<b>(11,106,377)</b>	<b>16%</b>
<b>Total Capital Expenditure</b>	199,084,421	35,328,591	73,968,005	109,296,596	18%
<b>Net Capital Position</b>	<b>128,438,441</b>	<b>24,222,214</b>	<b>73,968,005</b>	<b>98,190,219</b>	<b>19%</b>
<b>TOTAL INVESTMENTS</b>		124,392,083			
<b>TOTAL BORROWINGS</b>		150,554,282			

# **SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2022**

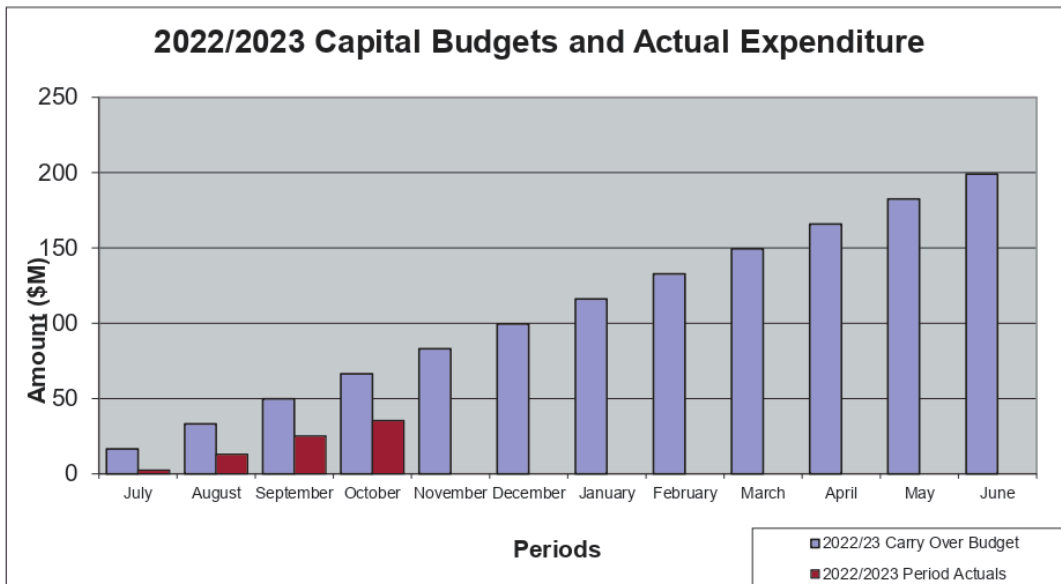
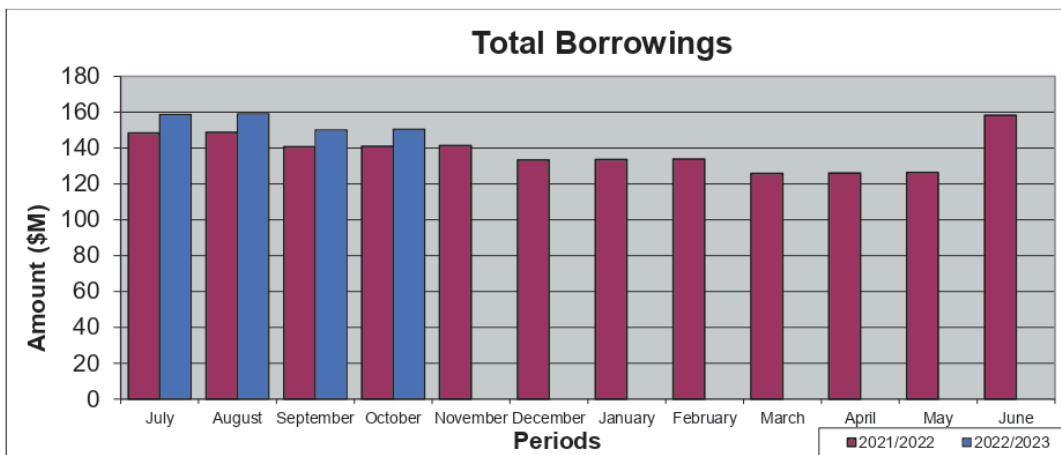
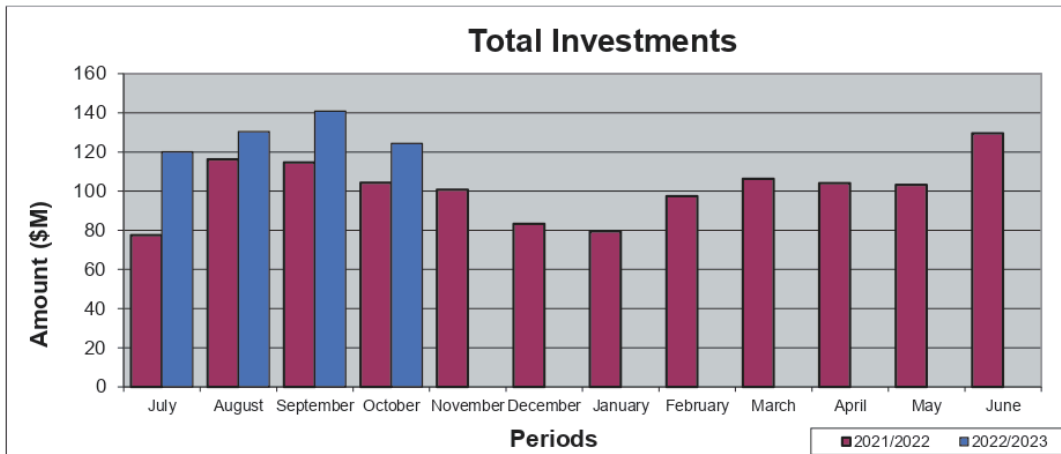
## **Key Indicator Graphs - October 2022**

**Meeting Date: 22 November 2022**

**Attachment No: 2**







**11.7 WHOLE OF COUNCIL CORPORATE PERFORMANCE REPORT FOR PERIOD  
ENDING OCTOBER 2022**

**File No:** 1392  
**Attachments:** 1. [October 2022](#)↓  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Ross Cheesman - Deputy Chief Executive Officer

---

**SUMMARY**

*Deputy Chief Executive Officer presenting the Whole of Council Corporate Performance Report for period ending 31 October 2022 for Councillors' information.*

**OFFICER'S RECOMMENDATION**

THAT the Whole of Council Corporate Performance Report for period ending 31 October 2022 be received.

**COMMENTARY**

The Whole of Council Corporate Performance Report for period ending 31 October 2022 is presented for Council's consideration.

# **WHOLE OF COUNCIL CORPORATE PERFORMANCE REPORT FOR PERIOD ENDING OCTOBER 2022**

## **October 2022**

**Meeting Date: 22 November 2022**

**Attachment No: 1**



# Corporate Performance Report

01 October 2022 – 31 October 2022



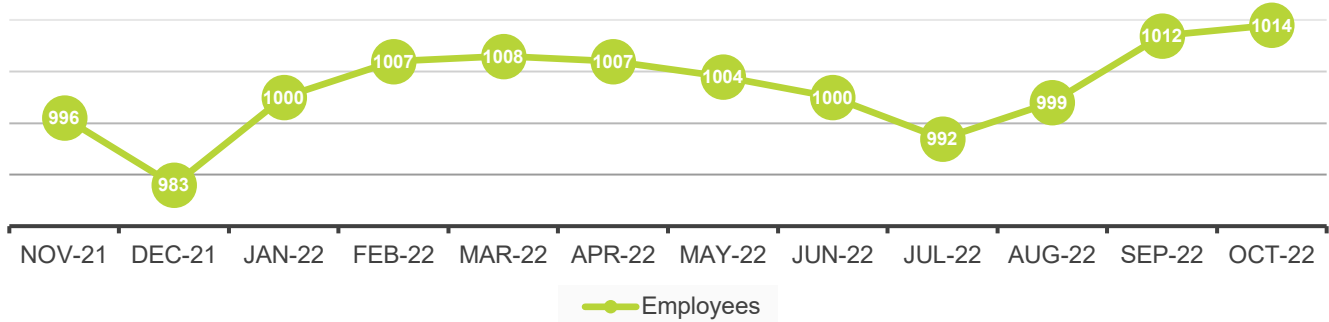
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## CORPORATE SERVICES

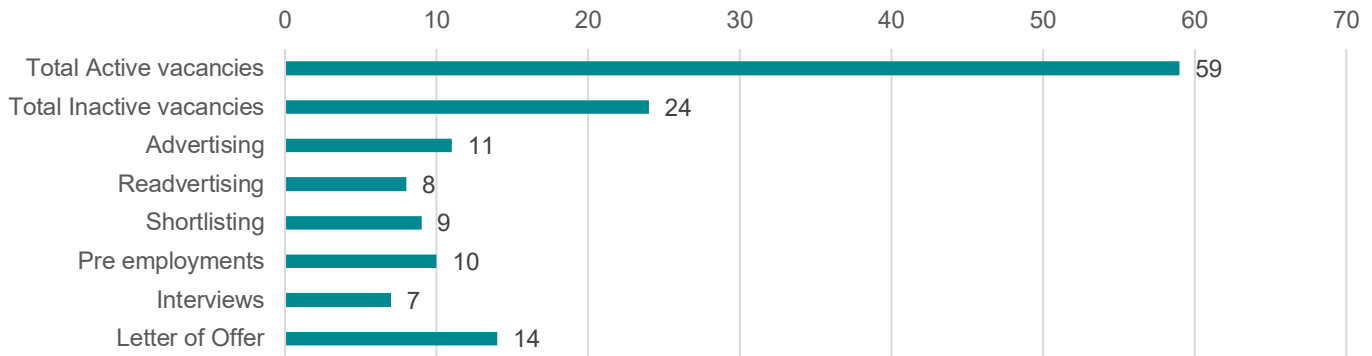
### Human Resources

## WORKFORCE



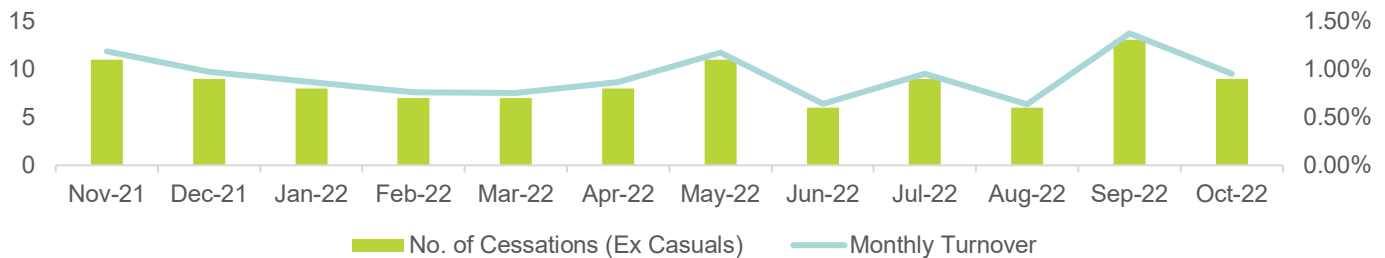
**Commentary:** Our workforce includes the total number of employees employed by Council including full time, part time and casual employees (excludes labour hire and contractors).

## RECRUITMENT



**Commentary:** Active vacancies are those positions currently being recruited. Inactive vacancies are positions that are currently under review or on hold.

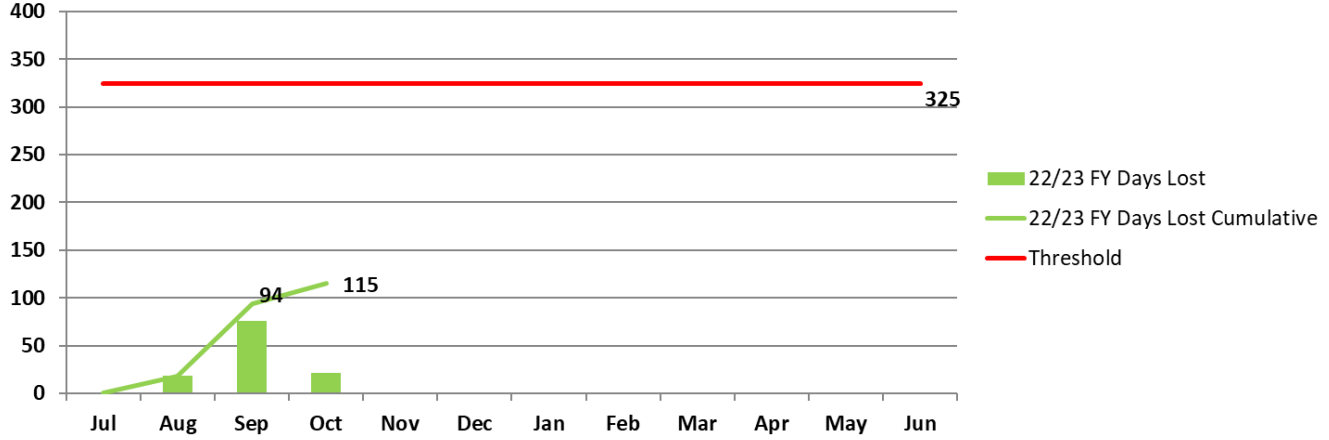
## STAFF TURNOVER - 11.36%



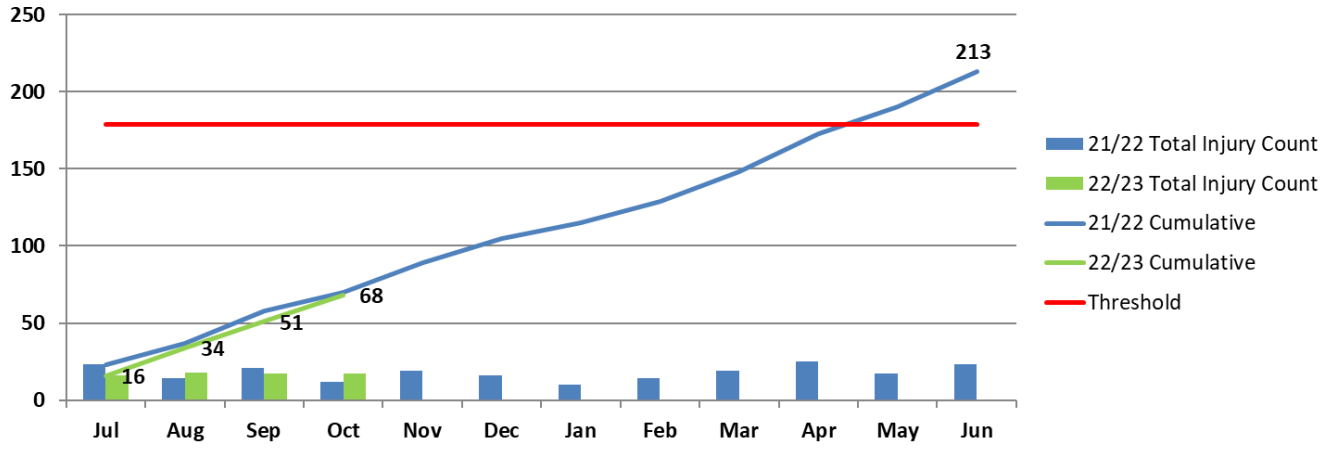
**Commentary:** Staff turnover for the previous 12 months is 11.36%. This is considered to be an acceptable level of employee turnover. Casual employees are excluded from staff turnover calculations.

Safety

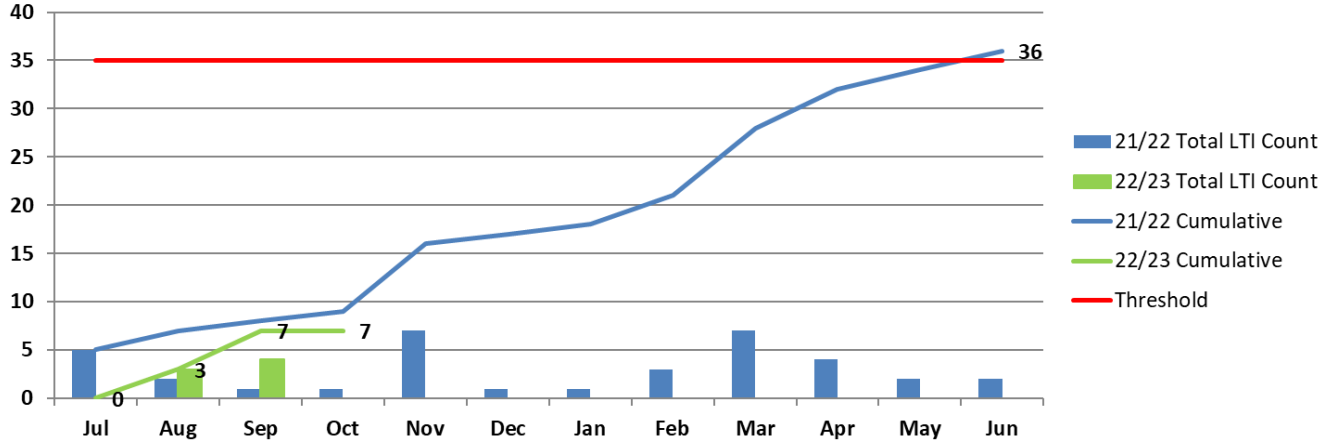
Days Lost Due to Injury



Total Injury Count



Lost Time Injury Count

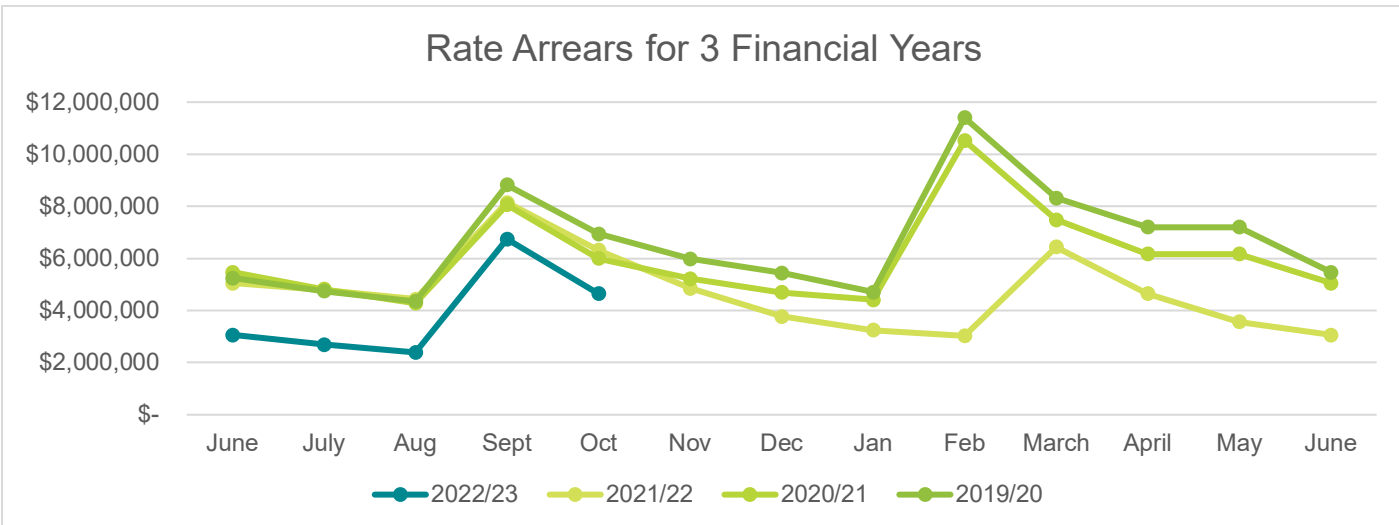
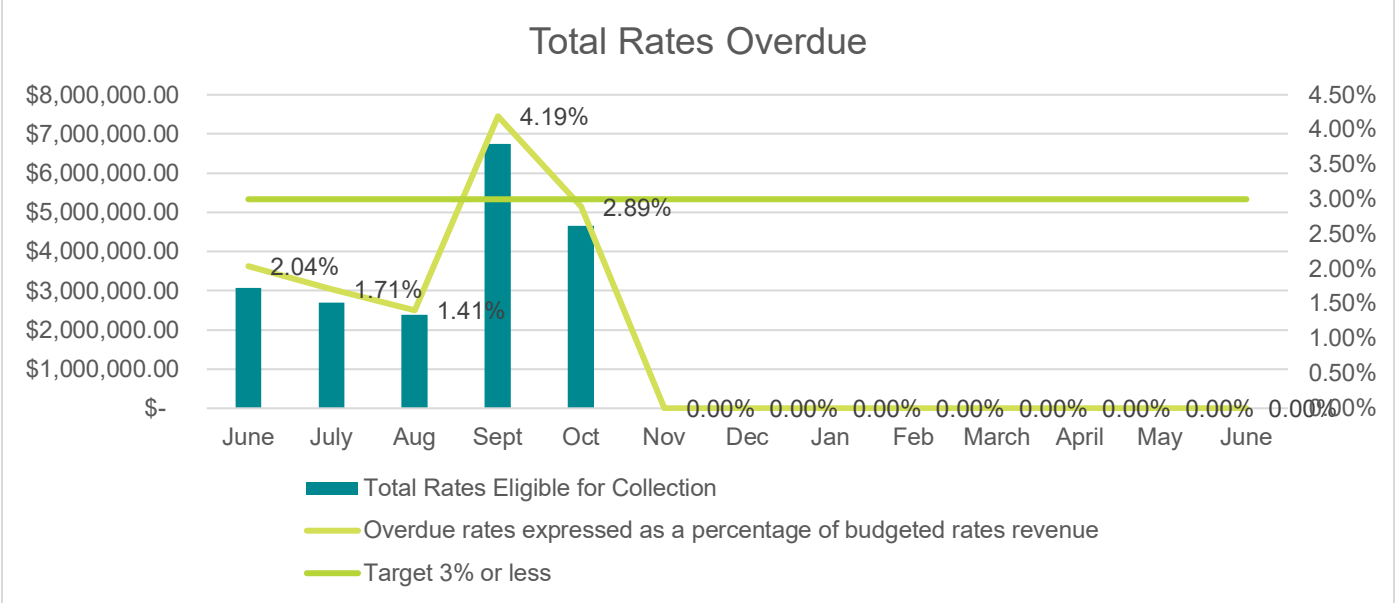




## Service Level Statistics

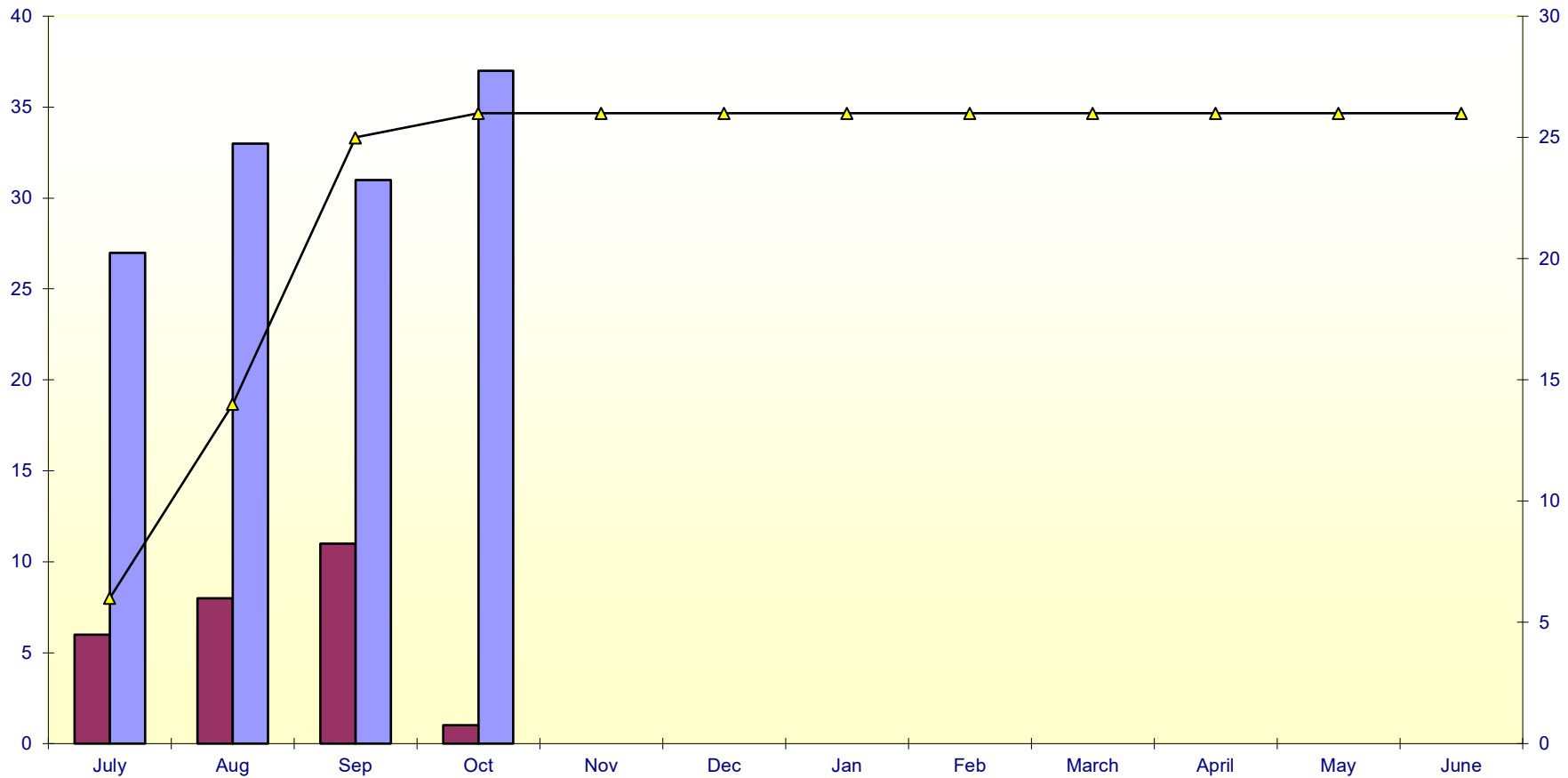
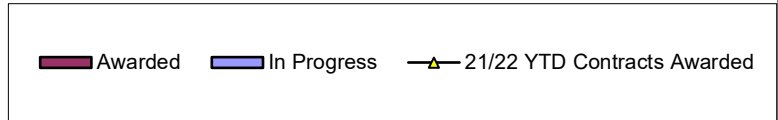
Service Level	Target	Current Performance
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	93%
IT support services provided within service levels outlined in the IT Service Catalogue.	90%	89%
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	99.99%
Process records on the day of receipt as per Recordkeeping Charter.	95%	99%
Ensure supplier payments are made within stated trading terms.	90%	91%

## Rates



## Procurement & Logistics

**Contracts & Tenders Activity**  
*(Indicates the Contracts Awarded & In Progress)*

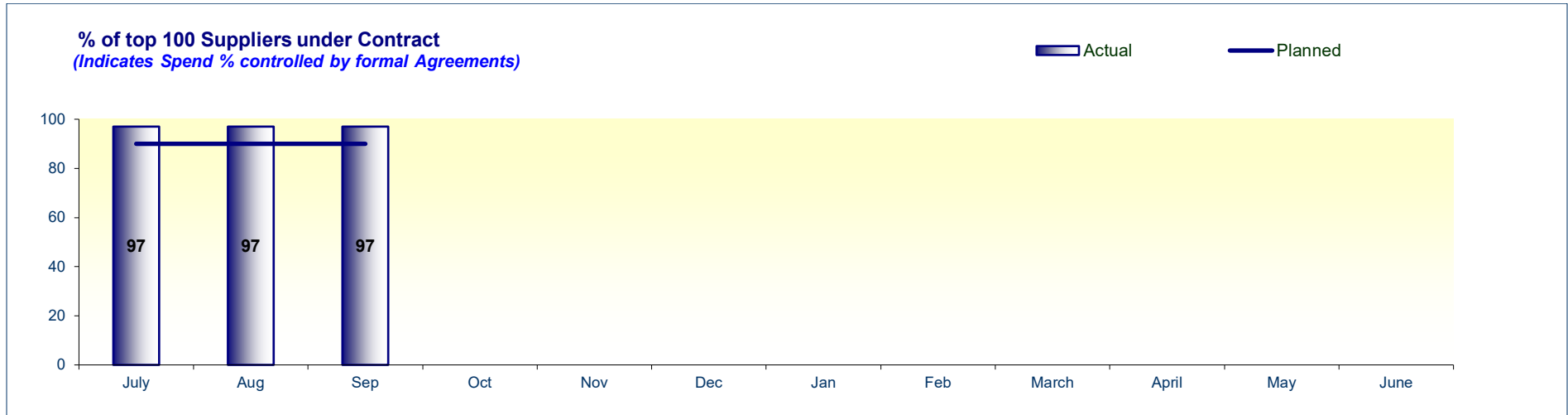


**Contracts Awarded: 1**

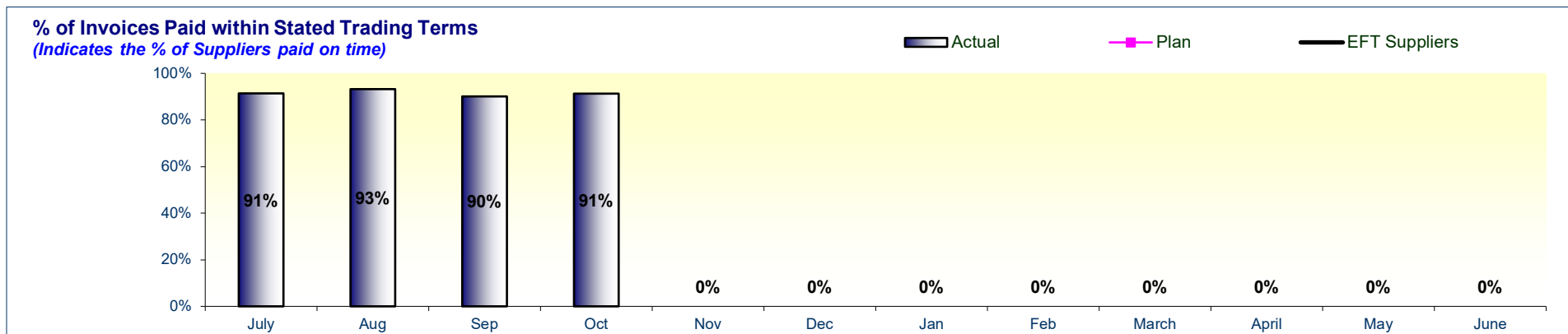
QUO15161 - Veterinary Services for Rockhampton Zoo - SOR

**Contracts in Progress: 37**

TENXXXX - RPQS Landscaping, Irrigation and Turf - Document Development  
 TENXXXX - Service Maintenance of Airconditioning - Document Development  
 TEN14685 - Provision of Security Services - Document Development  
 TEN14963 - Recyclable Processing Services 2023-2033 - Close 18 January 2023  
 QUO14992 - Botanic Gardens & Zoo Enclosure Refurbishment - Closed 8 June - Under Evaluation  
 TEN15082 - RPQS for the Provision of Pre-Employment Drug & Alcohol Testing - Closed 21 September - Under Evaluation  
 QUO15102 - Natural Disaster Damage Inspections - Document Development  
 CON15123 - Preventative Maintenance BMS Pilbeam Theatre - Document Development  
 TEN15153 - Construction of the Botanic Gardens & Zoo Visitor Hub - Close 11 November  
 TEN15157 - RPQS Consultancy Services - Closed 21 September - Under Evaluation  
 TEN15166 - Construction of Cultural Shelter at the Flat Parkland - Closed 7 September - Under Evaluation  
 TEN15177 - Cladding Replacement of Shed at Airport - On Hold  
 TEN15231 - RPQS S & D of Events Equipment Hire - Closed 5 October - Under Evaluation  
 TEN15237 - GWTP Solar Generation Facilities - Closed 19 October - Under Evaluation  
 TEN15239 - Provision of Dam Engineering Services - Close 16 November  
 TEN15241 - S & D Pipe and Fittings for Mt Morgan Water Supply - Closed 5 October - Under Evaluation  
 TEN15245 - Lift Maintenance Services - Close 16 November  
 TEN15256 - Lakes Creek Road Piggy Back Expansion - Cell C - Close 18 November  
 TEN15263 - Supply & Delivery of Calcium Hydroxide - Closed 2 November - Under Evaluation  
 TEN15265 - Mt Morgan WTP Refurbishment - Closed 26 October - Under Evaluation  
 TEN15267 - Flood Risk Management Studies - Closed 2 November - Under Evaluation  
 QUO15270 - QA Support for Cell C Piggy Back Project - Document Development  
 TEN15273 - Construct New Arthur St SPS & Integrating Networks - Close 30 November  
 TEN15274 - D & C Three Water Pump Stations for Mt Morgan Water Supply Project - Close 7 December  
 TEN15275 - D & C Lamella Plates in Sedimentation Tanks at GWTP, Stage 2 - Close 14 December  
 TEN15276 - Blinder and Base Slabs, Norman Road & McMillan Ave Culverts - Closed 2 November - Under Evaluation  
 QUO15279 - GWTP Clearwater Reservoir Tank No 1 Access Upgrade - Closed 2 November - Under Evaluation  
 QUO15282 - Walking Network Plan for the Wandal Surrounds Area - Close 9 November  
 QUO15248 - Tree Removal at NRSTP Sludge Lagoons - Close 4 November  
 TEN15283 - Construction of Back House Pathways at Rockhampton Zoo - Close 9 November  
 QUO15286 - Installation of Fire Panel at Schotia Place - Close 9 November  
 TEN15287 - Bitumen Reseal Program 2022-2023 - Close 16 November  
 QUO15288 - Mobile Thermal Camera Monitoring Solution - Close 9 November  
 TENXXXX - Supply of Generator for City Hall - Document Development  
 TENXXXX - Kershaw Gardens Playground Precinct Pathway Upgrade - Stage 1 - Document Development  
 TENXXXX - Maintenance to Wetplay Equipment & Northside Pool Waterslide - Document Development  
 TENXXXX - RPQS Prescription Safety Glasses - Documentation Development



The operational target is to have 90% of Council's top 100 suppliers covered by formal agreements. To date 97% of Council's top 100 suppliers are under formal agreements. The top 100 suppliers are the 100 suppliers with the largest reported quarterly Council expenditure and is reported quarterly.



For this month, 91% of supplier invoices were paid within the Supplier's agreed payment terms (Op Target - 90% of Suppliers paid on time). The number of suppliers being paid by electronic funds transfer (EFT) is currently at 99% (target 90%).

## Customer Request Statistics

**Customer Requests Completed Monthly & Top 5 Customer Requests**

	July	August	September	October	November	December	January	February	March	April	May	June
<b>Requests Logged</b>	3212	3936	3313	3528								
<b>Same month Completed</b>	2454	3080	2523	2527								
<b>% completed same month</b>	76%	78%	76%	71%								
<b>Completed Total for Month</b>	<b>3559</b>	<b>4425</b>	<b>3610</b>	<b>3535</b>								
<b>Total Pending</b>	<b>2174</b>	<b>2085</b>	<b>2052</b>	<b>2235</b>								
<b>Top 5 Requests for Month</b>	Financial Rates Search Assets and Facilities Management Wandering & restrained for collection Duty Planner (new enquiry) Water Leak (Asset)	Financial Rates Search Water Meter Replacement Assets and Facilities Management (Assets) Duty Planner (new enquiry) Wandering & Restrained for Collection	Financial Rates Search Water Meter Replacement Duty Planner (new enquiry) Assets and Facilities Management (Assets) Duty Planner (new enquiry) Missed General Bin Service.BBC	Financial Rates Search Water Meter Replacement Assets & Facilities Management (Asset) Replacement Bin RRC (Damaged/Lost/Stolen) Duty Planner (New Enquiry) _Vector Misting								

Total outstanding customer requests up to 3 months old:	<b>1472</b>	Current Under Investigation Long Term up to 3 months old:	<b>304</b>
Total outstanding customer requests between 3 to 6 months old:	<b>329</b>	Current Under Investigation Long Term between 3 to 6 months old:	<b>108</b>
Total outstanding customer requests greater than 6 months old:	<b>434</b>	Current Under Investigation Long Term greater than 6 months old:	<b>191</b>

**Request Completed:** Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondence finalised.

**Conquest Work Order:** A Work Order has been raised for maintenance, repair or future planned action.

**Investigation Long Term:** Requested task, action or complaint assigned to internal or external investigation, may include, but not limited to: Insurance, Planning, Legal, Civil or Domestic matter

## COMMUNITY SERVICES

### Directorate

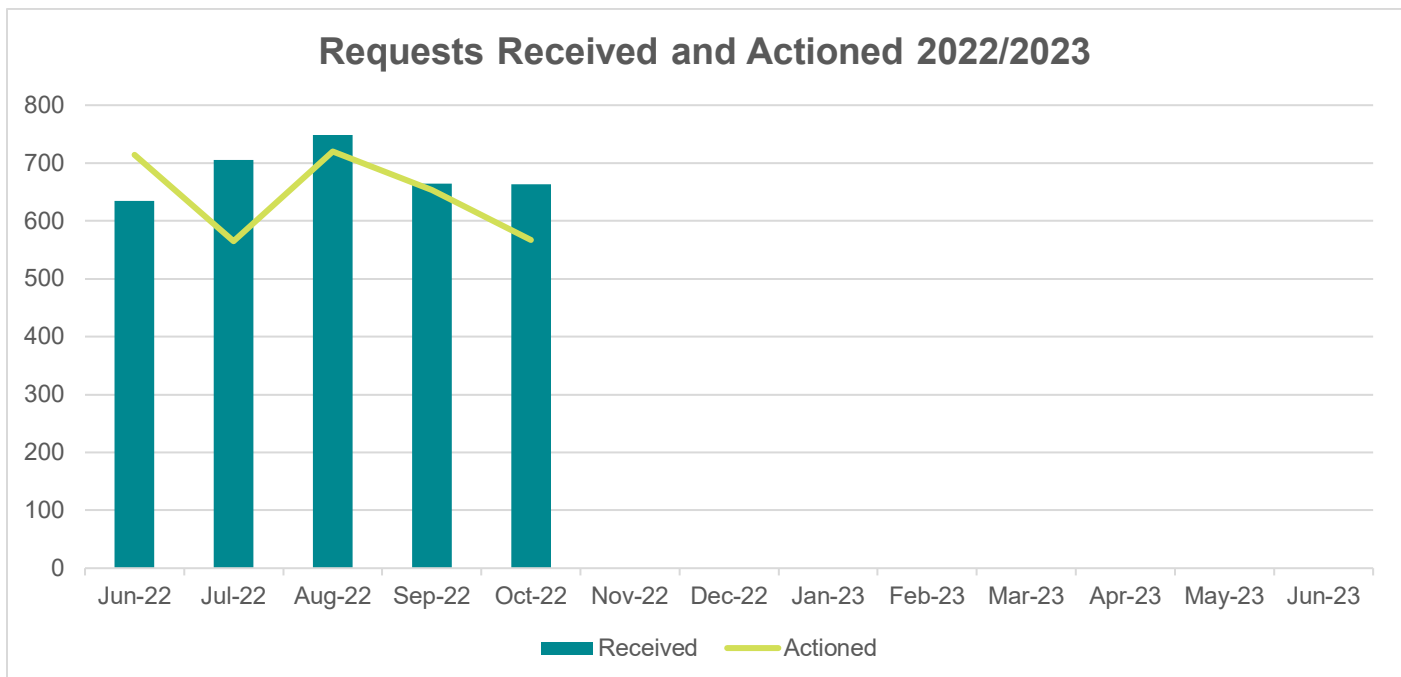
#### POINTS OF INTEREST

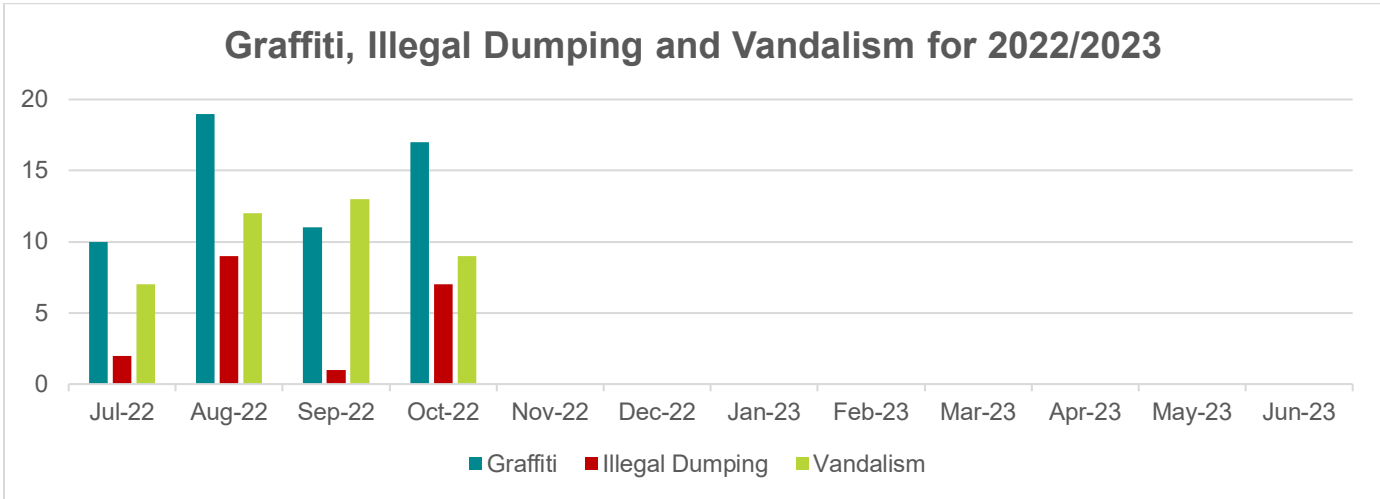
- Community Assistance Program – Round 1 Applications closed on 7<sup>th</sup> October 2022 with 21 applications received. A total of \$61,108.00 was allocated to 19 eligible applicants.

### Community Assets & Facilities

#### POINTS OF INTEREST

- 6 Police reports raised for the month of October, all for Vandalism. The number has decreased from September which had recorded 21 Police Reports in total (6x Vandalism, 14x Graffiti, 1x break-in).
- Riverfest
  - Gaia Globe successfully installed by Safety and CAF building maintenance team
  - Arch installed by the Boathouse restaurant
  - Riverside lift and Pop Jets operational in time for Riverfest
- Joyce Harding Park Playground Works commenced Monday 31<sup>st</sup> October
- Jobs4QLD completing Kershaw Gardens Timber Furniture Maintenance (sanding and re-coating timber furniture)
- Asset Disposal Contract – To-date the only building demolished so far is the old Amenities at Victoria Park.





After Hours Call outs 2022/2023													
	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	TOTAL
<b>Cleaning</b>	1	1	1	1									4
<b>Cold Room/Air con</b>			2	2									4
<b>Fire</b>													0
<b>Glass Repairs</b>													0
<b>Plumbing &amp; Water</b>		1	2	4									7
<b>Security</b>	27	30	22	15									94
<b>Staff</b>	5	6	4	3									18
<b>Total</b>	33	38	31	25									127

## Communities & Culture

### POINTS OF INTEREST

#### MAJOR VENUES

October was a lively month at the Pilbeam Theatre with the following local productions being held: Diwali – The Festival of Lights and Rockhampton Musical Union’s ‘The Little Mermaid’ as well as packed houses for the visiting national musical tour ‘Menopause’, Legally Blonde and the Multicultural Comedy Gala. Two fantastic tribute shows graced our stage – Coal Miner’s Daughter and world-renowned Bjorn Again. The Royal Czech Ballet visited us for the first time with Swan Lake and our Morning Melodies program was as popular as usual with a tribute to Ella, Etta and Eartha.

Attendance was generally great and between rehearsals and performances, there was barely a day that the Theatre wasn’t a hive of activity. The Technical Team were busier than ever this month as they assisted the Advance Rockhampton Events team with stage production and art installations during the Rockhampton River Festival.

Walter Reid Cultural Centre was busy with many local community groups either performing for shows or rehearsals including Rockhampton Youth Orchestra and a new event ‘Under The Capricornian Sun Drama Festival’ as well our wonderful monthly event – Rocky Flix.

Rockhampton Showgrounds was a hive of activity with Army Reserves Open Day, Conferences, Awards Nights, Expos, Beef Sales and an electronic Music Festival.

#### LIBRARIES

Programming attendance figures remained strong, with the National Science & Technology Centre’s Questacon exhibition moving to Gracemere Library, a Low Vision expo highlighting technologies and services for visually impaired readers, and information sessions on superannuation & retirement from Services Australia and a very timely scam awareness presentation from NBN Online Security.

A successful Community Events Grant Program application funded ‘stressbuster crafts for tweens’ during Queensland Mental Health Week (QMHW) in October. A range of art and craft activities targeting 10-13yr olds were held across the libraries, with participants also receiving a curated booklet of mental health library resources relevant to their age group.

Library staff attended a Teacher Professional Development session for local educational professionals, held at the RMOA. Library resources, including digital and online, are promoted as well as the benefits of library membership and literacy programs such as First 5 Forever.



**LIBRARY ATTENDANCE /MEMBERSHIP**

LIBRARY STATISTICS	YTD 22/23	21/22	20/21	19/20	SLQ target	QLD average	Current RRL
Loans (physical & online)	139,998	427,335	356,574	383,771	5-8 per capita	7.07	1.7
Physical Items	177,845	177,999	190,880	204,043	0.85-1.5 per capita	1.16	2.16
Physical Visits	52,749	143,145	123,157	183,604	4.8 per capita	2.34	0.64
Program Attendance	5,986	11,385	472	17,354	0.4 per capita	0.2	0.07
Active Members	19,646	20,217	22,340	25,601	44% of popn	39.99%	23.87%
New Members	938	2,606	2,176	3,153	(no target)		
Customer Queries	22,723	65,031	22,564	51,799	(no target)		

**HISTORY CENTRE ATTENDANCE 22/23**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD 22/23	21/22	20/21
Attendance	170	125	164	145									604	1,403	1,557

**CHILDCARE STATISTICS UTILISATION % 22/23**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD 22/23	21/22	20/21
Utilisation %	87	99	91	95									93	95	95

**MAJOR EVENTS ATTENDANCE**

Venue Attendance	YTD 22/23	21/22
Pilbeam	29,594	52,176
Showgrounds	46,462	146,947
Mt Morgan Showgrounds	1,485	N/a
Walter Reid	2,374	6,641
62 Victoria Parade	926	822

**HERITAGE VILLAGE ATTENDANCE**

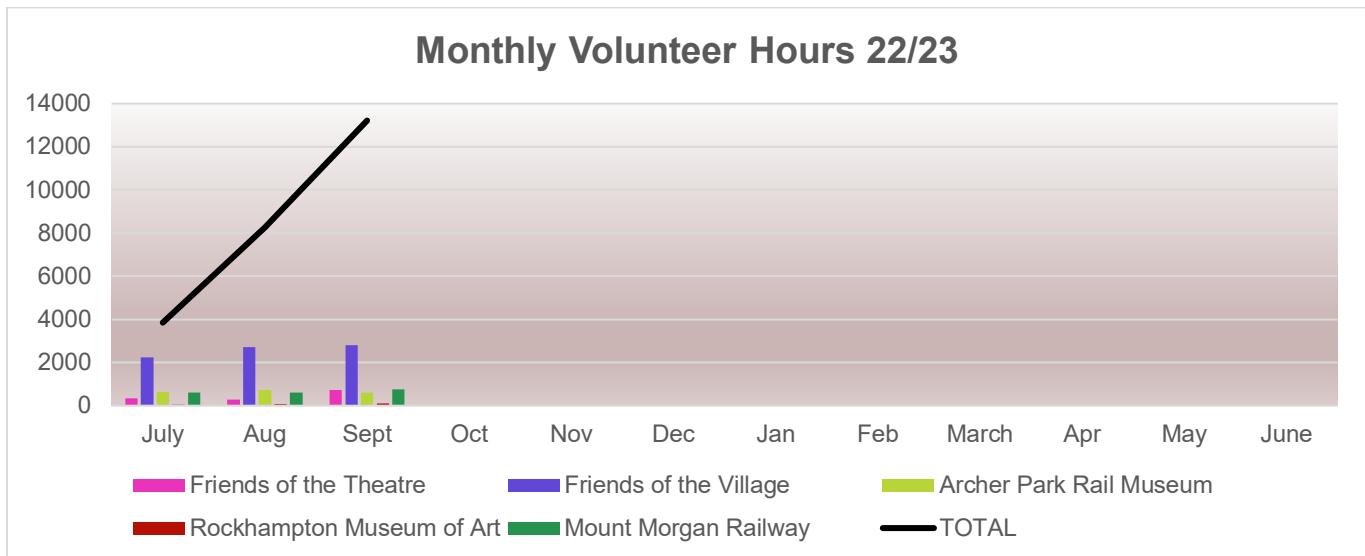
Heritage Village Visitor Types	YTD 22/23	21/22	20/21	19/20
General Admittance	2934	4,738	Closed	2,365
School Tours Numbers	716	1066	Closed	1,747
Other Tour Numbers	222	202	Closed	277
<b>TOTAL</b>	<b>3,872</b>	<b>6,006</b>	<b>0</b>	<b>4,389</b>

Heritage Village Events & Markets	YTD 22/23	21/22	20/21	19/20
School Holiday Activities July – 6 day period (rain affected)	256	1,801	Closed	1,520
School Holiday Activities Sept – 6 day period	-	803	Closed	797
School Holiday Activities Easter	-	967	Closed	N/a
Cultural Festival	-	1,570	Closed	N/a
Markets	2,641	2,944	Closed	5,596
Emergency Service Day, Halloween	1,300	-	Closed	1,241
<b>TOTAL</b>	<b>4,197</b>	<b>8,085</b>	<b>0</b>	<b>9,154</b>

**NUMBER OF FUNCTION BOOKINGS**

Shearing Shed	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD 22/23	21/22
Actuals	7	5	5	5									<b>22</b>	<b>15</b>

**MONTHLY VOLUNTEER HOURS**



**RAIL MUSEUMS ATTENDANCE**

Museum Attendance	YTD 22/23	21/22	20/21	19/20
Archer Park Museum	3125	4,713	4,072	5,211
Mount Morgan Museum	1582	2,834	4,350	1,686

**ROCKHAMPTON MUSEUM OF ART**

RMOA Activity	YTD	21/22
Programs	129	<b>124</b>
Member Events	4	<b>9</b>
Group Tour Bookings	20	<b>9</b>
Corporate Hire	2	<b>15</b>
Exhibitions	7	<b>9</b>
Artist in Residence	4 Weeks	<b>Na</b>
Shop Sales	\$32,842	<b>Na</b>
Attendance	32,842	<b>32,248</b>

**HOME ASSIST****State Government – Department of Communities, Housing & Digital Economy****– Home Assist Program**

Measured Service Type	Reporting Month	Hrs/Type	Monthly Output Target	Year To Date Actual	Output Service Delivery Targets
Info Refer	260 hrs		105.68 hrs	927 hrs	1,429.76
Home Maintenance	721 hrs		775.04 hrs	2,777hrs	9,300.56

*CQ Home Assist Secure assisted 338 homes for the first time this year, in State Funded clients' homes services with a total of 1219 jobs in Oct 2022*

**CHSP – Federal Funding****Federal Government – Department of Health – Commonwealth Home****Support Program (CHSP)**

Measured Service Type	Current Monthly Outputs	Monthly Output Service Delivery Target	YTD Actual	Financial Service Target	Year Delivery
Garden Maintenance	124.00 Hrs	See below	See below	See below	See below
Major Home Maintenance	303.00 Hrs	See below	See below	See below	See below
Minor Home Maintenance #incl Field Officer Travel, First Interviews/Info Refers Minor Home Maintenance Field Officer Additional Hours	278.00 Hrs	See below	See below	See below	See below
<b>Total Measure output hours</b>	<b>705 Hrs</b>	<b>467.75 Hrs</b>	<b>3,080 Hrs</b>	<b>5,613 Hrs</b>	
Complex & Simple Mods	\$30,470	\$40,774	\$185,640	\$489,288	

*CQ Home Assist Secure serviced 371 Federally Funded clients' homes, with a total of 596 jobs in October 2022*

*The program CQ Home Assist Secure – 2,911 in and outgoing calls in October 2022*

*As at 01 November 2022 the CQ Home Assist Program has 9,757 registered clients on their books. This is less than previous months, due to the fact we have removed Home Care Package clients from the system. CQ Home Assist has not provided "fee for service" to Home Care Package Providers as sub contractors for twelve months.*

## Parks

### POINTS OF INTEREST

#### Zoo Highlights

The arrival of two new northern white-cheeked gibbons at the Zoo occurred during the month, with both settling in well. Head keepers from Perth Zoo and Adelaide Zoo accompanied them to assist with their settling in as well as introductions. A TV Crew from “Animals Aboard” filmed the transport of gibbon from Perth Zoo to Rockhampton Zoo for reporting on channel 7.

Cassius (the chimpanzee) underwent general anesthetic and a toe amputation successfully and is recovering well.

### ZOO VISITATION, ENCOUNTERS & COMMUNITY INVOLVEMENT

Measure	Measurement	October 2022	October 2021
<b>Zoo Visitors</b>	<b>Numbers</b>	<b>10,871</b>	<b>11,461</b>
<b>Animal Encounters</b>	<b># Encounters</b>	<b>28</b>	<b>8</b>
	<b>\$ Encounters</b>	<b>\$5,500</b>	<b>\$1,750</b>
	<b># Encounters In Kind</b>	<b>2</b>	<b>24 (meerkat training)</b>
	<b>\$ Equivalent In Kind</b>	<b>\$600</b>	<b>\$7,200</b>
<b>Volunteers / Students</b>	<b>Volunteer Hours</b>	<b>410</b>	<b>313.5</b>
	<b>Student Hours</b>	<b>39.5</b>	<b>11</b>
<b>Guest donations</b>	<b>Donation \$</b>	<b>\$1,645.85</b>	<b>\$3,106.85</b>

### PARKS OPERATION & ARBORICULTURE STREETSCAPES

- The storm event that occurred mid-October has placed programed work behind schedule, however response from the crews was well received and appreciated by the community. Through a coordinated, targeted and proactive approach crews worked through storm work within 3 business days, allowing a quick return to ‘business as usual’.
- A three (3) year forecast/schedule for median refurbishments across the region was completed during the month.
- William Street landscape project underway (Parks T16 will deliver landscaping component).
- Other departments are beginning to engage more with the Arboriculture team for tree protection, assessments and consideration as part of work planning. This is a great outcome and demonstrating a ‘one team’ mentality from all involved.
- Arboriculture team are monitoring the tree protection for the Botanic Gardens playground project.
- Streetscape crews have been focused on peak season ramp-up including mowing, weed-eating and poisoning.

## **Botanics, Kershaw & Nursery**

### *Natural Areas and Community Programs portfolio:*

- Jobs QLD re-commenced on Thursday 13<sup>th</sup> October with 12 students sanding and re-oiling Kershaw's Park Furniture.
- Continued Plantings and Maintenance of NRM sites with just over 200 plants in the ground.
- Start of the Zamia walk maintenance in cooperation with National Parks Service on Mt Archer.
- October saw more Volunteer applications being received.
- Planting out of Mt Archer site with Capricorn Catchments.
- Cooperative weed control of Lantana on Mt Archer with Pest Management section.
- Staff assisted TAFE students with supplying a water trailer for their plant out day at Frenchville walkway.
- Continuation of propagation of Crotons and Hibiscus from the Hospice site.

### *Kershaw Gardens:*

- Month of October has been busy for Kershaw gardens crew, snakes have been extremely active with a number of sightings around the central precinct. Staff working quickly and effectively to ensure their relocated where possible while educating the community to remain vigilant with their presence.
- Mulching along the waterfall bed has commenced ready for high school formal photos in the month of November. Jobs Queensland participants have done a wonderful job renewing furniture in the central area.
- The facility has hosted a number of events over the last month with mental health conducting a field day in the central precinct as well as Heart for Kids also holding an event.
- Progress on waterfall repairs/recommissioning with an operational timeframe prior to high school formals for photos and Christmas travellers.
- Friends of The Gardens have done a wonderful job planting out an area at the old monorail/sandstone toilets. All other general maintenance is being completed on time and to the highest quality.

## **SPORTS AND RECREATION**

Parks, Communities & Culture and Strategic Planning are continuing to progress the Community Facilities Review to better understand the current use, standard, function and quantity of community facilities on Council-owned or controlled land.

To date, 29 of 91 (~32%) community and sporting organisations within the Parks leasing portfolio have completed the online survey, with majority of those having met Council officers onsite to further discuss their responses and undertake facility and building assessments.

All meetings and conversations with organisations have been extremely positive, with committee members pleased to get the opportunity to meet and discuss key issues and opportunities.

Officers are determined to receive survey responses from the majority of organisations and are in the process of calling organisations to encourage them to complete the survey and offering assistance where needed.

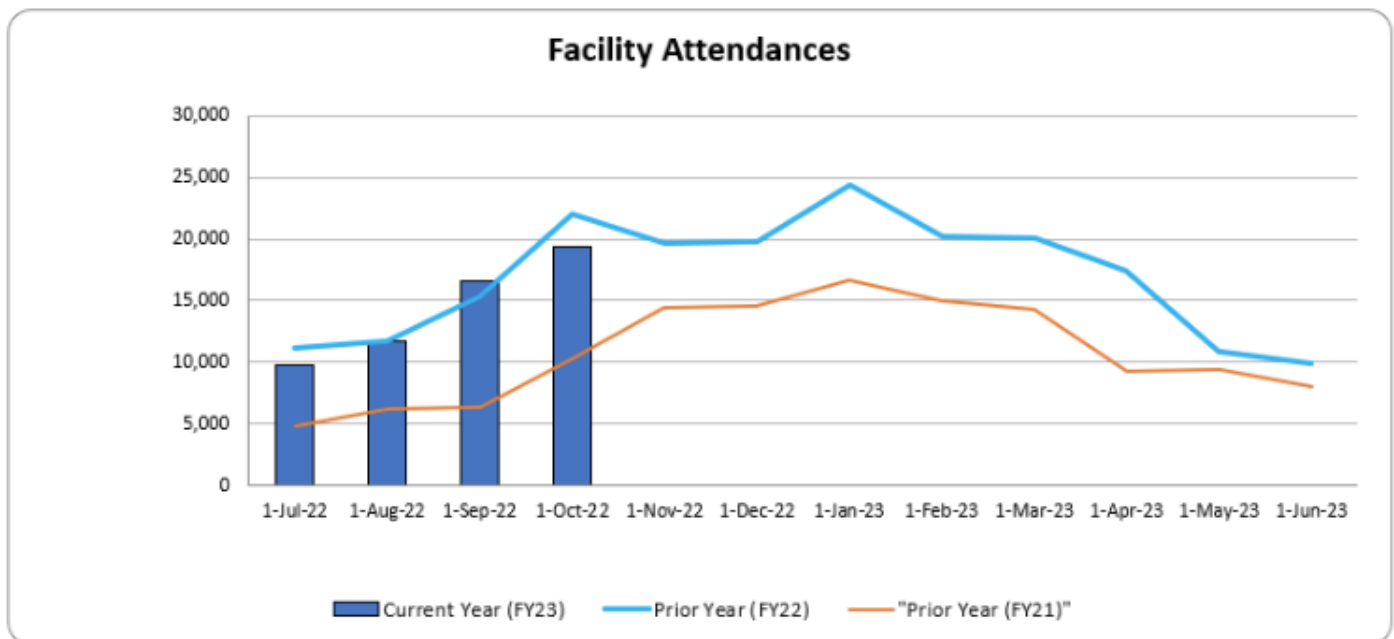
North Side Pool: - October attendance **7,541**

Month	Adult General Entry	Child General Entry	Concession	Spectator	Adult Annual Pass	Child Annual Pass	Spectator Annual Pass	Mini Golf	Slides Pass	Total
October	3,241	1,668	248	426	148	60	1,810	618	1,600	7,541

*Commentary:*

- A total of three (3) incidents reported for the month of October, most significant being a sprained ankle.

South Side Pool: - October attendance **19,419**

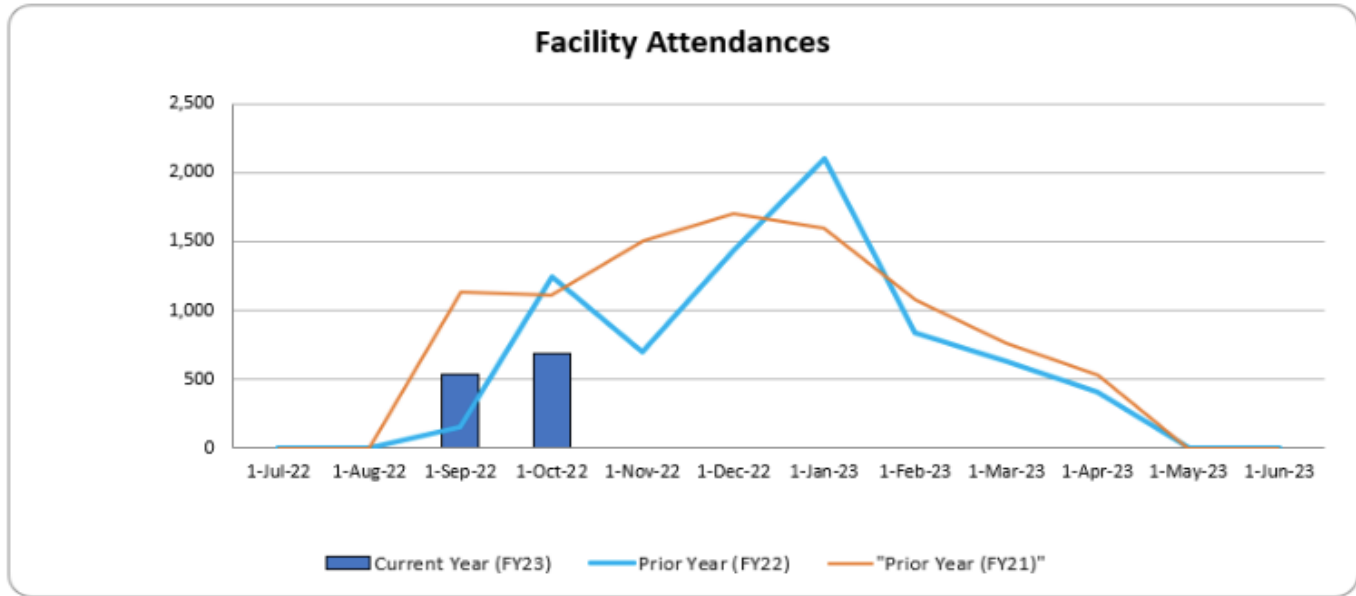


	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>Current Year (FY23)</b>	9,849	11,684	16,602	19,419	-	-	-	-	-	-	-	-	57,554
<b>Prior Year (FY22)</b>	11,143	11,739	15,361	22,028	19,679	19,817	24,391	20,203	20,026	17,387	10,951	9,894	202,619
<b>Prior Year (FY21)</b>	4,864	6,252	6,422	10,293	14,509	14,514	16,604	15,005	14,244	9,319	9,386	8,081	129,493

*Commentary:*

- Effective 10/11/22, **wet play area** has been closed until further notice due to maintenance issues, currently under investigations.

Gracemere Pool: - October attendance **684**

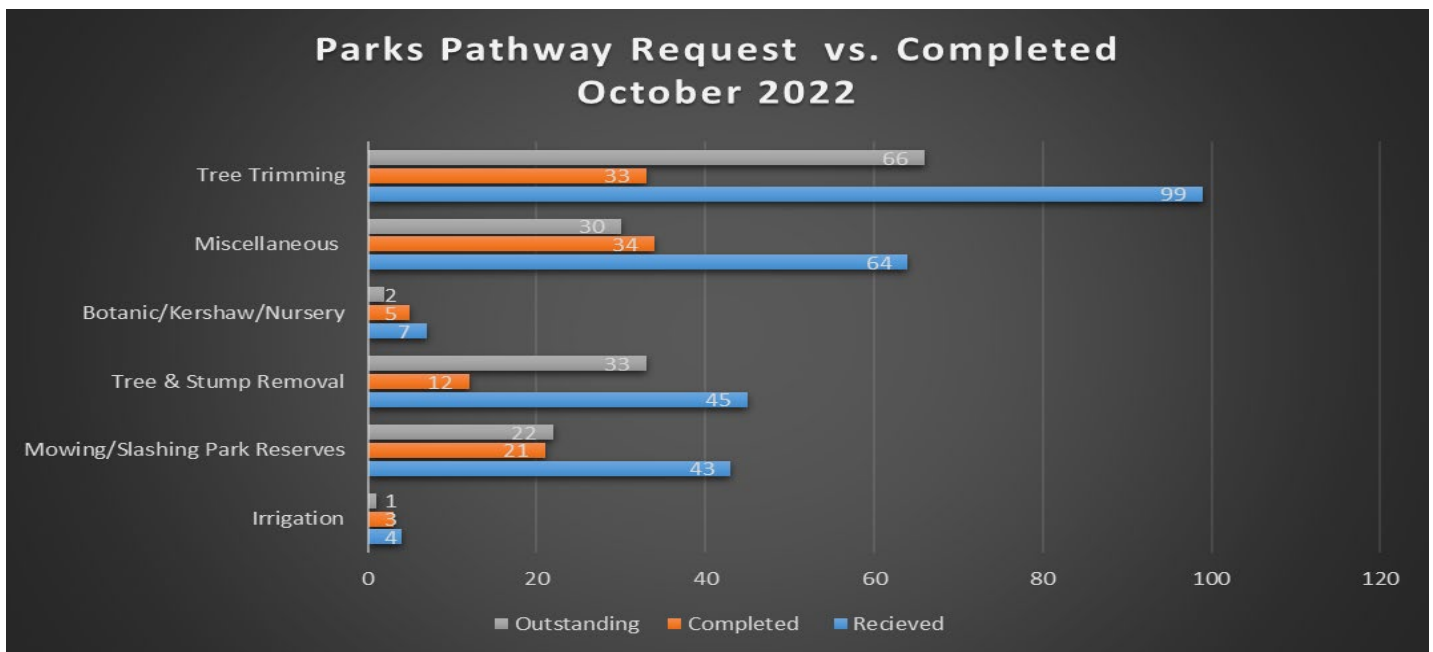


	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Current Year (FY23)	-	-	539	684	-	-	-	-	-	-	-	-	1,223
Prior Year (FY22)	0	0	152	1,245	698	1,443	2,105	833	632	411	0	0	7,519
Prior Year (FY21)	0	0	1,138	1,108	1,501	1,702	1,603	1,075	766	527	0	0	9,420

**Commentary:**

- No swim school is planned at this stage for Gracemere (GSP).
- Cooler weather condition during October were reported to have caused the drop in attendance compared to previous year (October 2022).

Mount Morgan Pool: - **\*\*Closed\*\***



**Commentary:** Octobers total Pathways received by **Type** with a total of **262** Pathways received vs a **41%** completion rate.

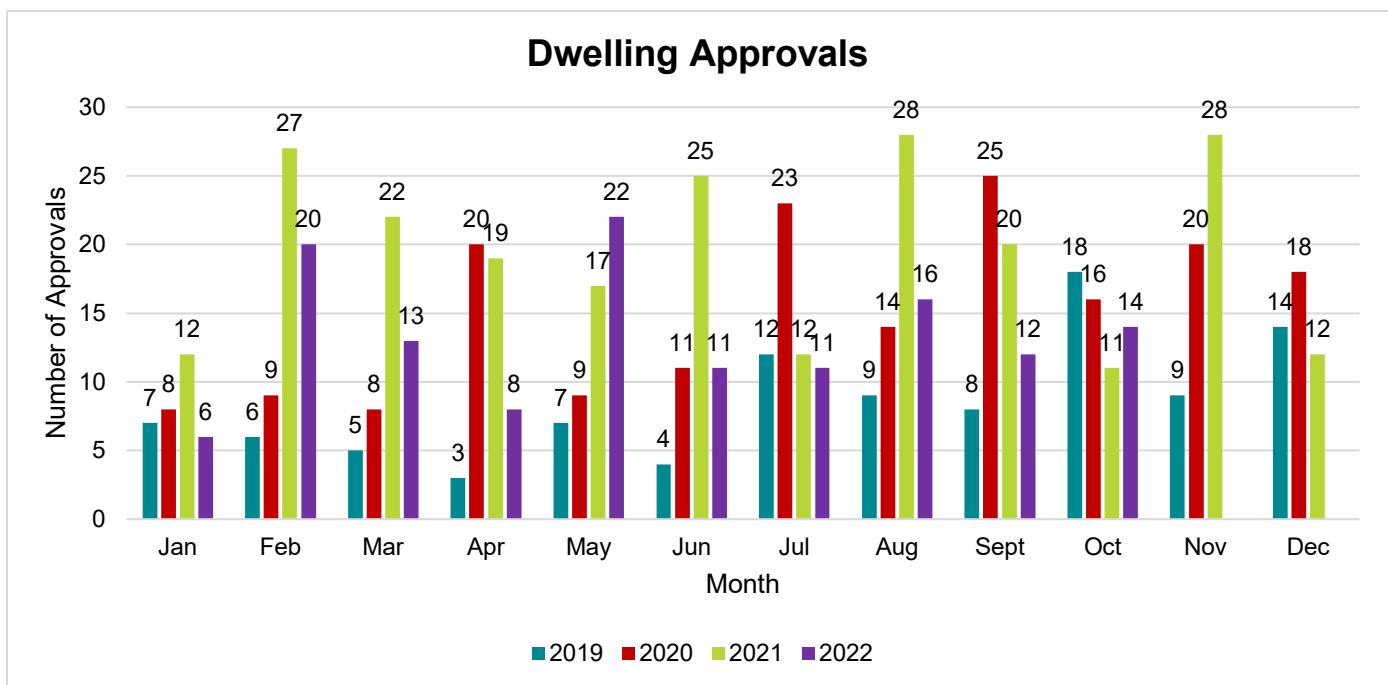
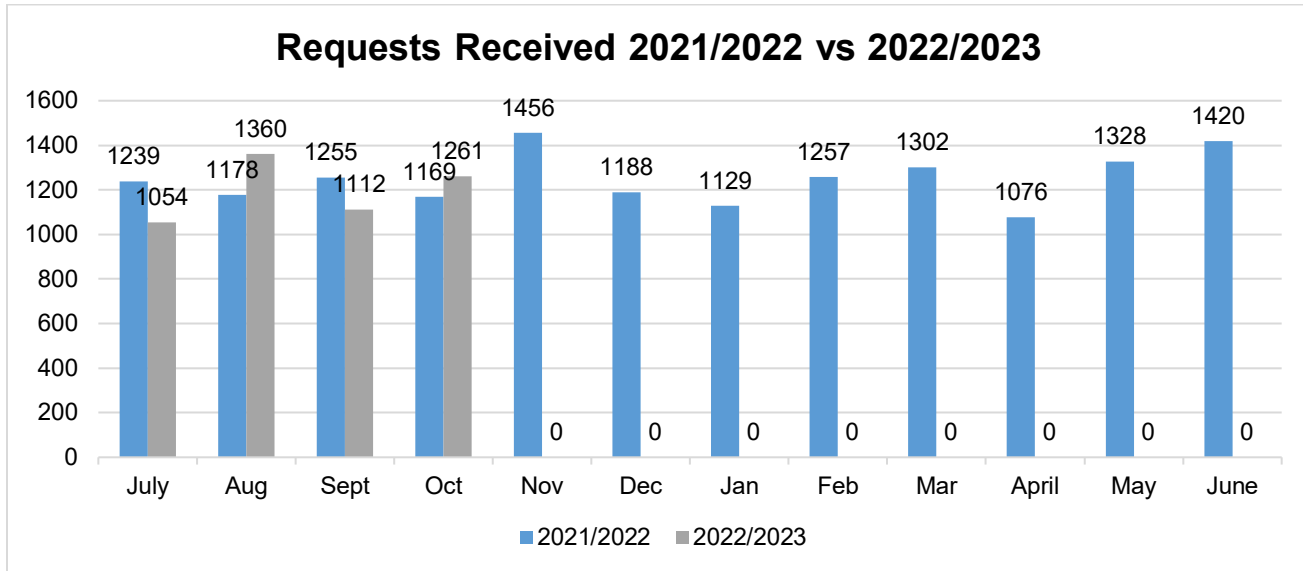
*Note: Spike in pathways received is heavily contributed to a storm event during the month of October.*

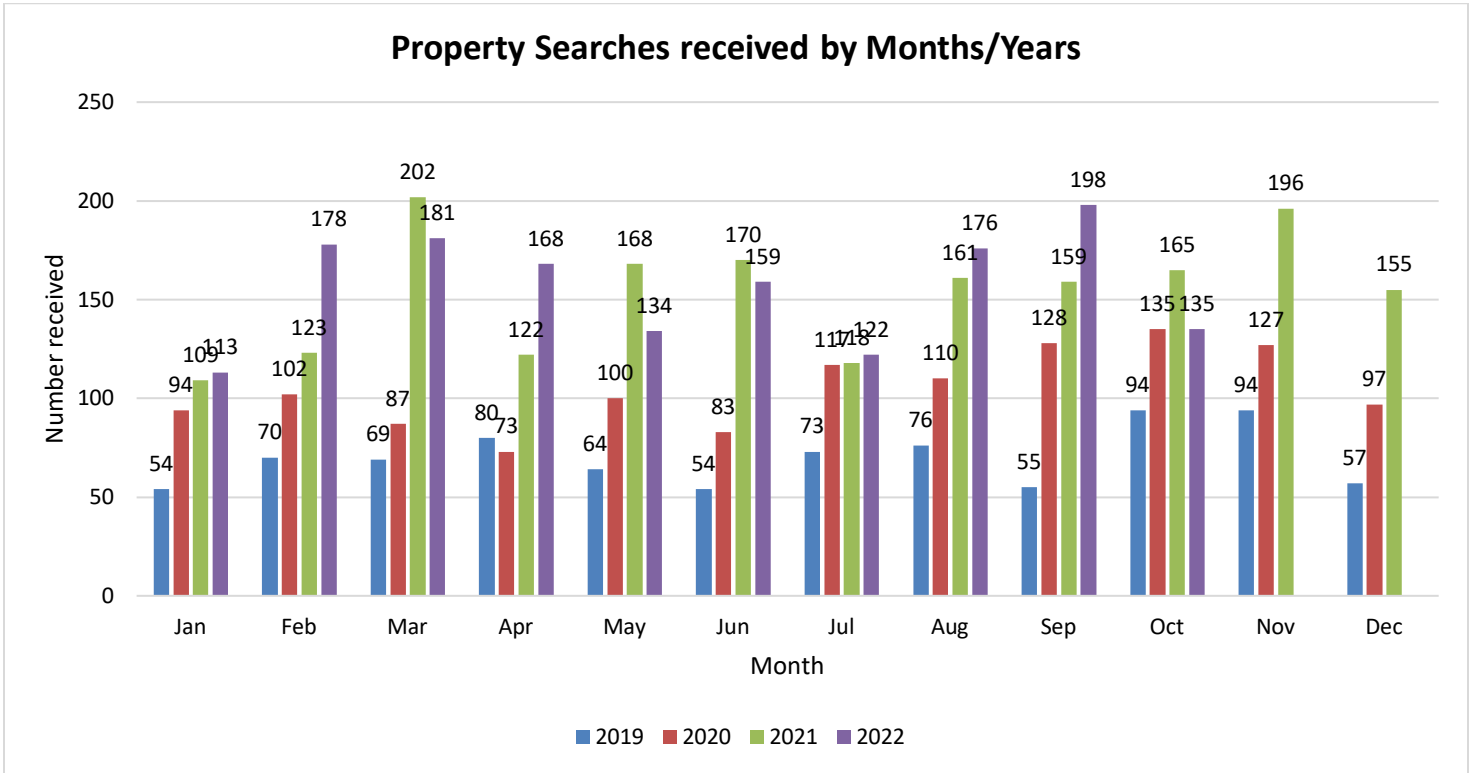


## Planning & Regulatory Services

### POINTS OF INTEREST

- The Gardens storm water works along Cheney Street have been accepted. Council is already seeing the significant benefits of this work with reduced flooding in Hume Park, along Norman Road and adjacent to the lighthouse school access.





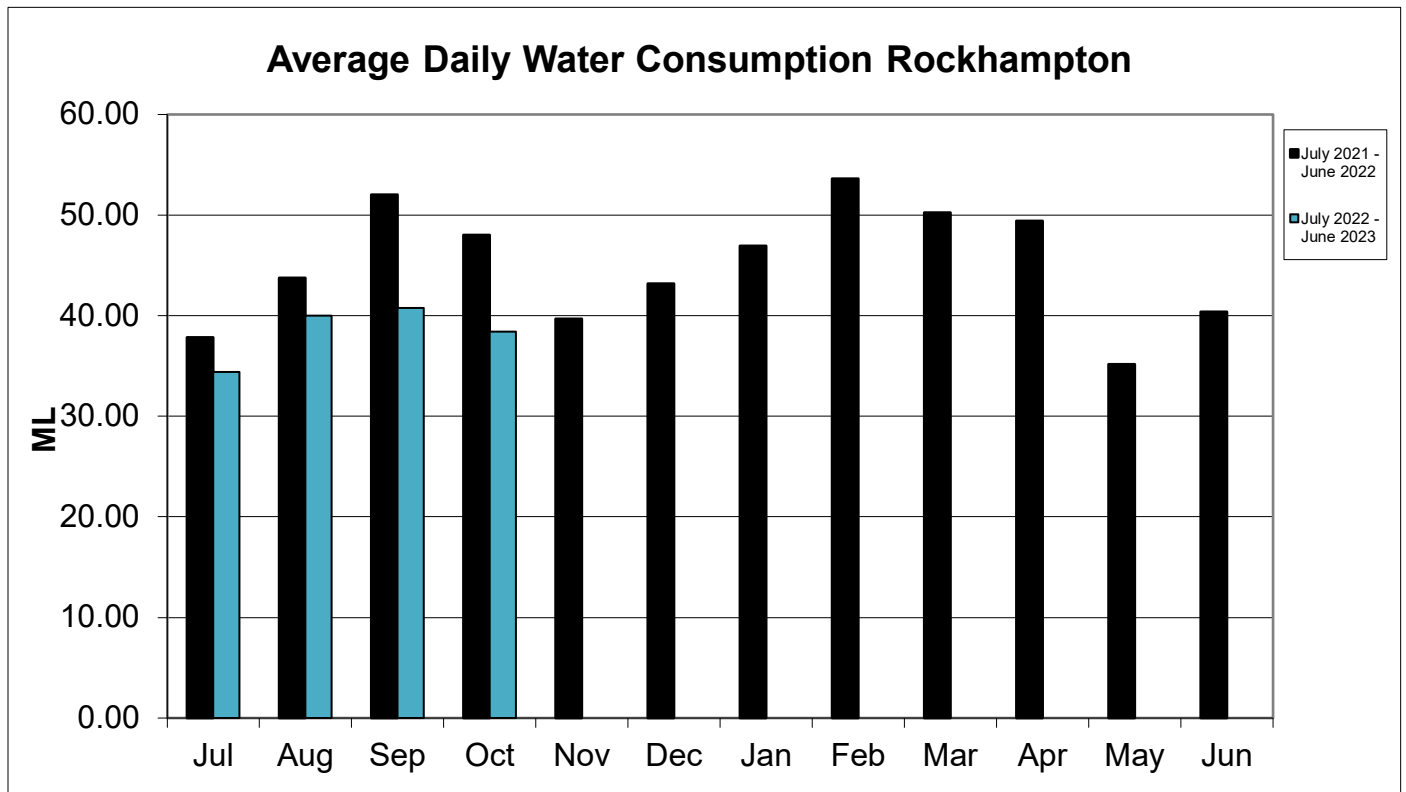
## REGIONAL SERVICES

### Fitzroy River Water

#### Drinking Water Supplied

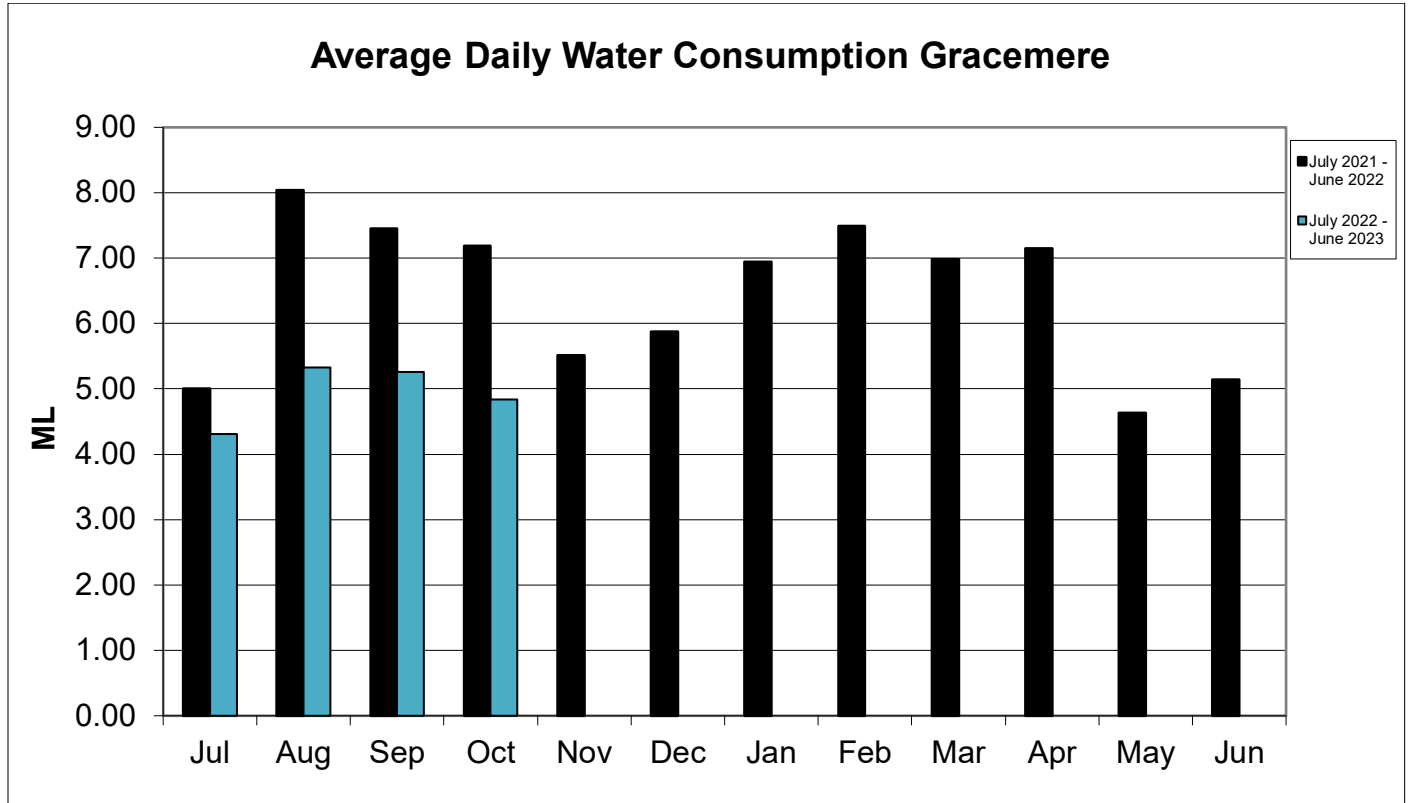
Data is presented in graphs from July 2021 to June 2022 and July 2022 to June 2023.

#### Rockhampton



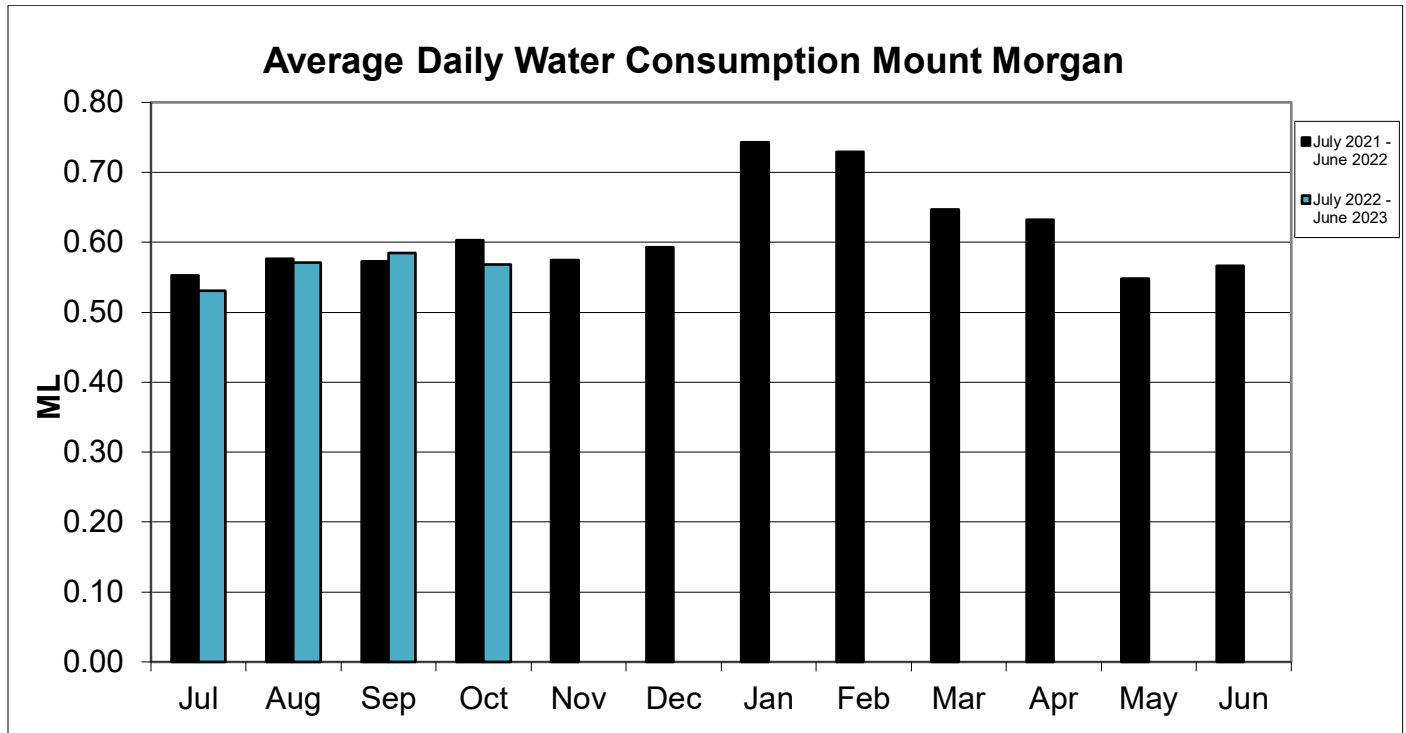
Average daily water consumption during October (38.43 ML per day) decreased compared to that recorded in September (40.78 ML per day) and was lower than that reported in the same period last year. The decreased consumption was due to significant unseasonal rainfall in the second half of October.

**Gracemere**



Average daily water consumption during October (4.84 ML per day) decreased compared to that recorded in September (5.25 ML per day) and was lower than that reported in the same period last year. The decreased consumption was due to significant unseasonal rainfall in the second half of October.

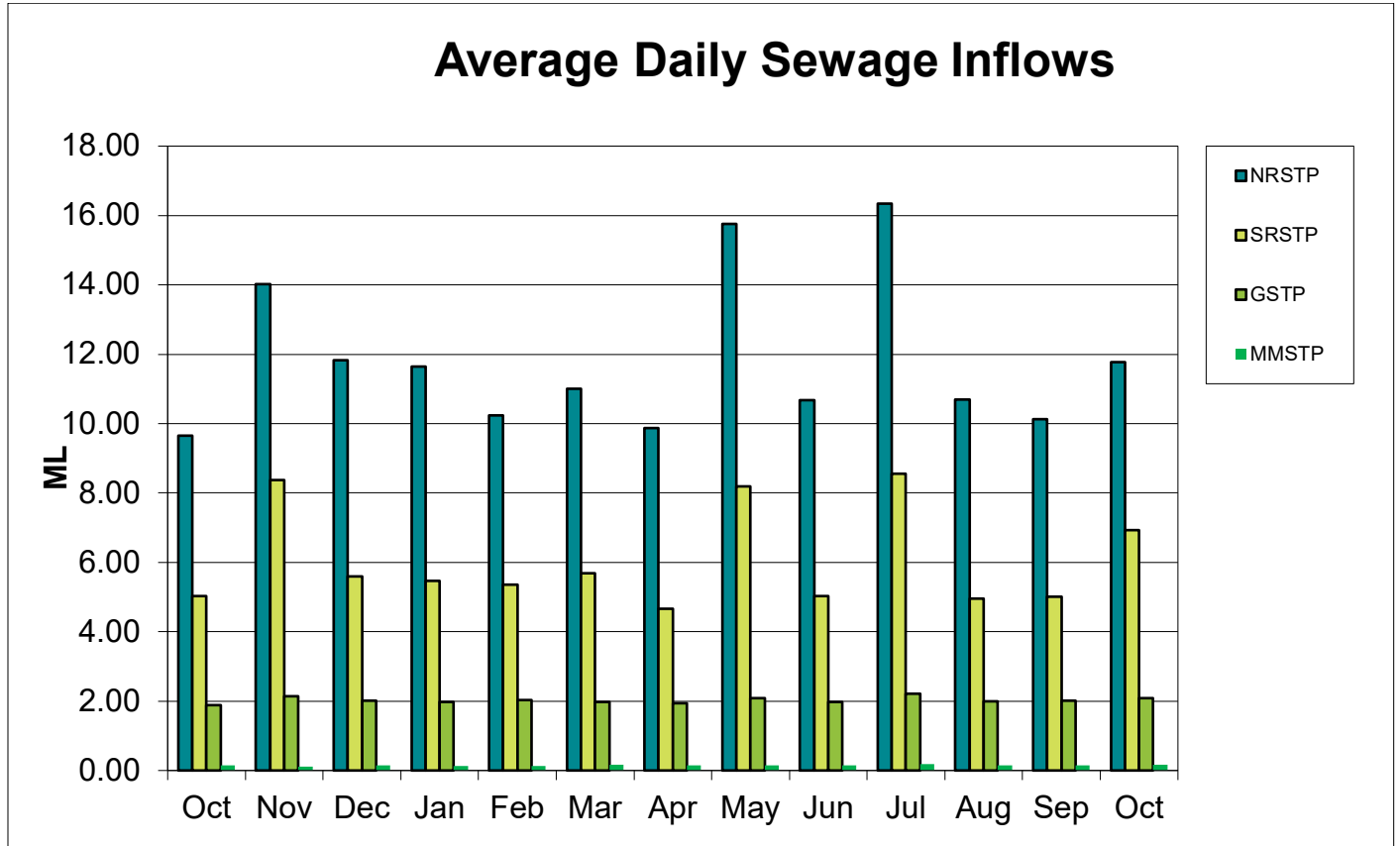
**Mount Morgan**



Average daily water consumption during October (0.57 ML per day) decreased compared to that recorded in September (0.59 ML per day) and was lower than that reported in the same period last year. The decreased consumption was due to significant unseasonal rainfall in the second half of October.

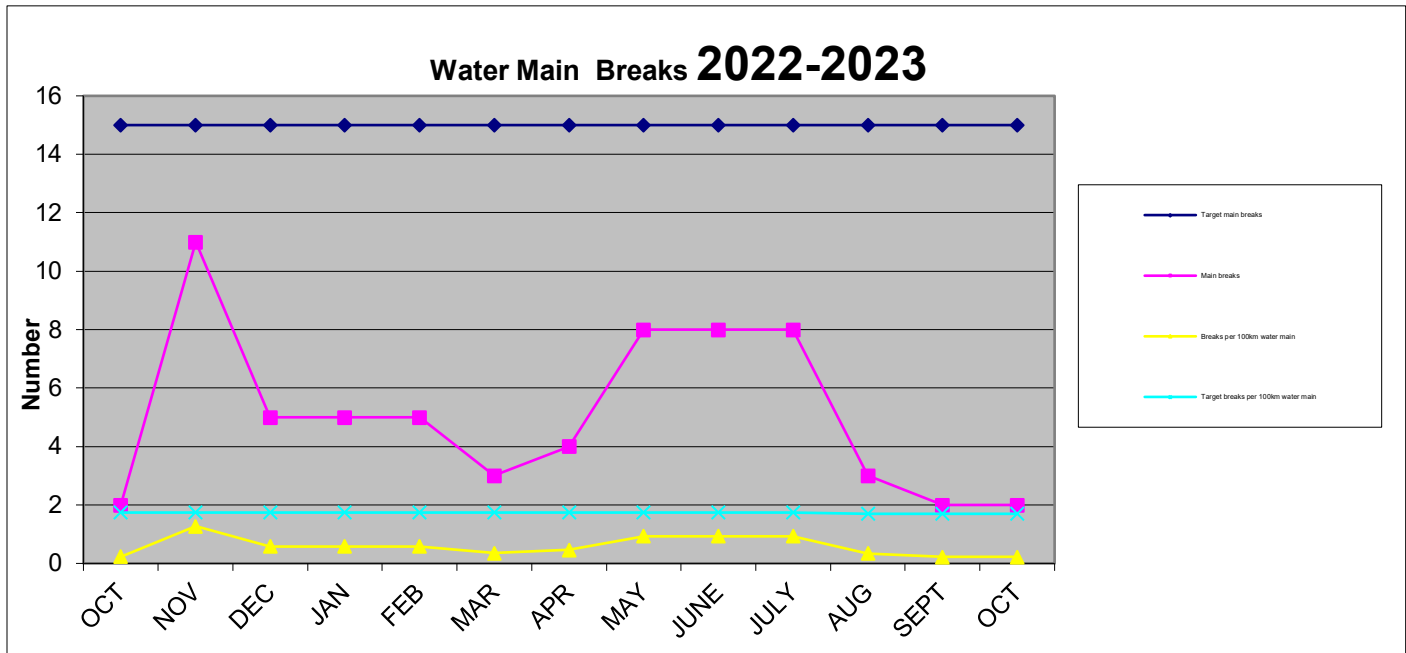
Mount Morgan remains on Level 6 Water Restrictions. Mount Morgan No. 7 Dam storage is currently at 23%. The town water supply continues to be 100% supplied with tankered potable water from Gracemere.

**Sewage Inflows to Treatment Plants**



Average daily sewage inflows during October increased in all STPs. The increased inflows were due to significant unseasonal rainfall in the second half of October. Inflows from all STPs were higher compared to that recorded in the same period last year.

**Regional Water Main Breaks**



**Performance**

Target achieved with a continued decrease in breaks from recent months, water main breaks continue to trend at an acceptable level. Changing weather conditions, reduced consumption and ground movement could well be contributing factors to recent failures.

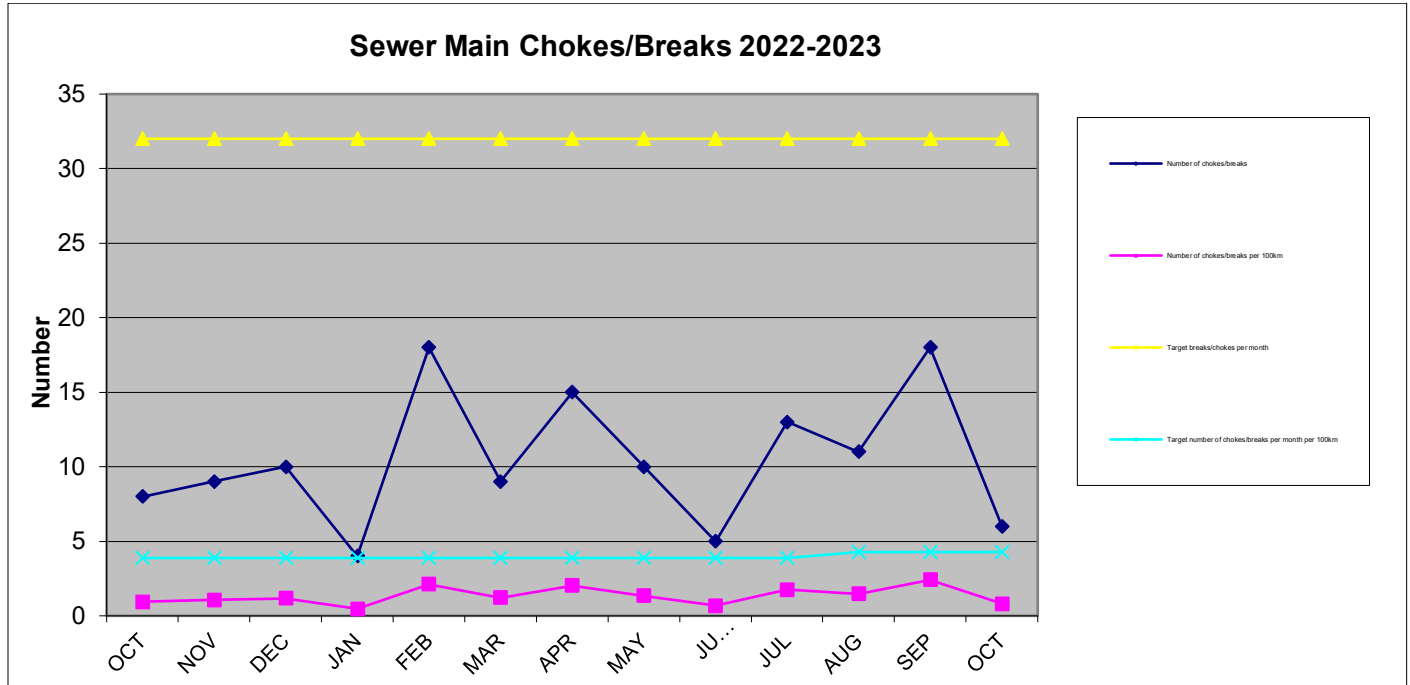
**Response to Issues**

Continued defect logging and pressure management will help to reduce failure occurrences. Water mains experiencing repeated failures are assessed against specific criteria for inclusion in the annual Water Main Replacement capital program.

	Number of Main Breaks	Target Main Breaks	Breaks per 100 km	Target Breaks per 100 km	Rolling average per 100 km
October	2	15	0.23	1.70	0.43

Locality	Main Breaks
Rockhampton	2
Mount Morgan	0
<b>Regional Total</b>	<b>2</b>

**Rockhampton Regional Sewer Main Chokes/Breaks**



**Performance**

Target achieved with a significant decrease from previous months; it is still evident that mainline sewer blockages are continuing to remain at an acceptable level in line with capital sewer refurbishment programs.

**Issues and Status**

Data indicates that a high percentage of blockages/overflows continue to be caused by fat build up and defective pipes resulting in tree root intrusion.

**Response to Issues**

Continued defect logging and CCTV inspection following each individual blockage for prioritisation and inclusion in the Capital Sewer Main Relining program. Rehabilitation programs are also in place annually for the repair of defective property connections (jump ups), access chambers and combined lines.

	Number of chokes/breaks	Target chokes/breaks per month	Number of chokes/breaks per 100 km	Target number of chokes / breaks per month per 100km	Rolling 12 month average per 100 km chokes / breaks
October	6	32	0.8	4.28	1.60
Locality		Surcharges		Mainline Blockages	
Rockhampton		5		6	
Mount Morgan		0		0	
<b>Regional Total</b>		<b>5</b>		<b>6</b>	



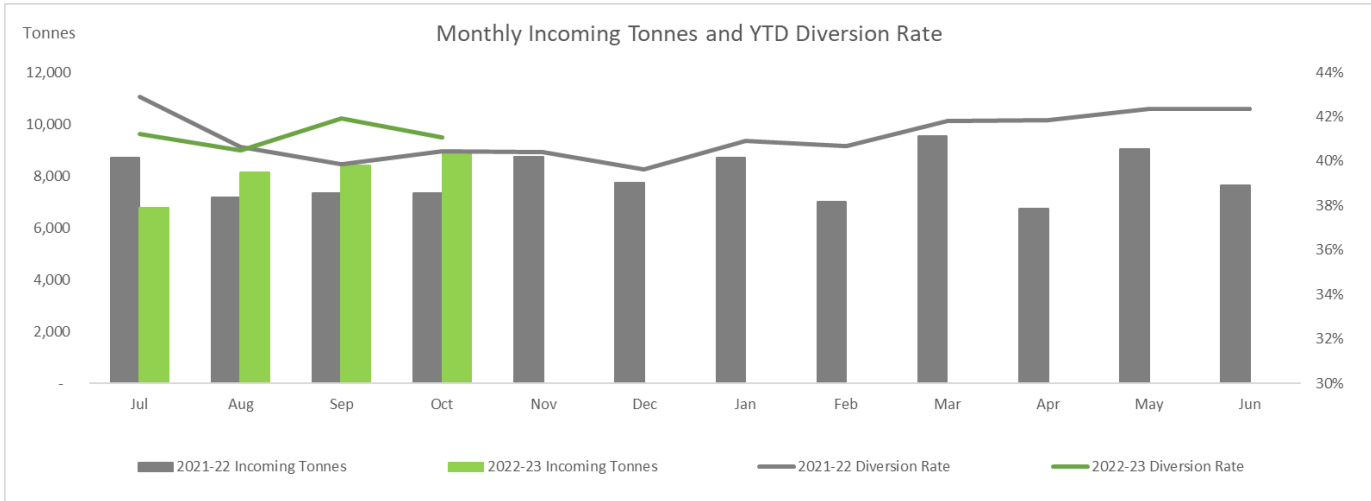
**Water Meter Replacement**

	<b>Number completed</b>	<b>FY to date totals</b>
Reactive Replacement	196	<b>448</b>
Planned Replacement	0	<b>0</b>
<b>Regional Total</b>	<b>196</b>	<b>448</b>

Water meter replacements continue to be carried out on a reactive basis, failed meters and meters meeting select criteria are replaced reactively. Reinstatement of the capital water meter replacement program is being considered for upcoming financial years.

# Rockhampton Regional Waste and Recycling

## Total Incoming Tonnes



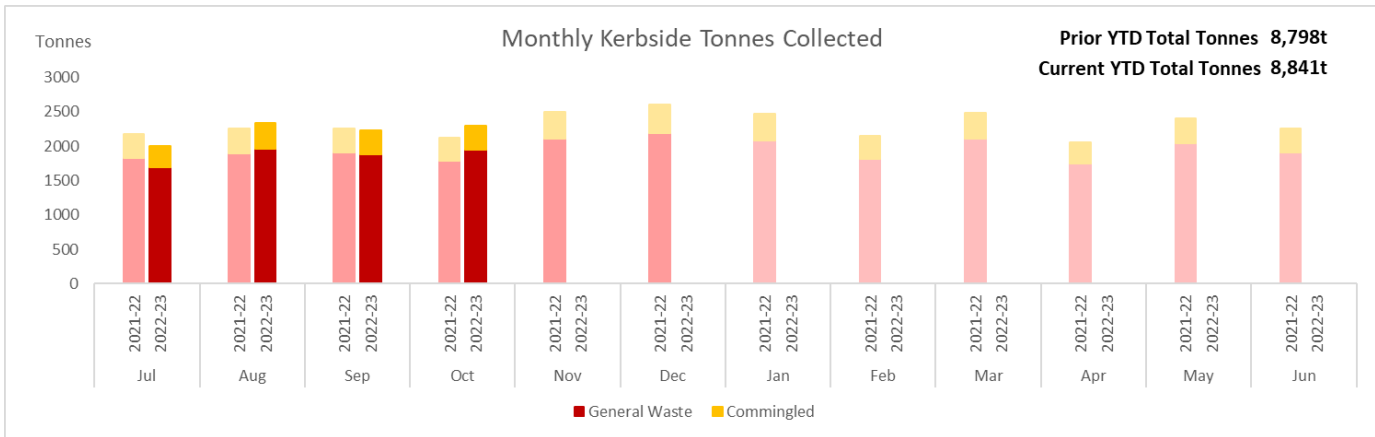
### Reading this Chart

Diversion rate is % of incoming waste we recover as opposed to burying in landfill. This is a strategic KPI measuring our progress to zero waste to landfill by 2050. Incoming tonnes is an indicator of the waste generation trends in our region, and the impact our current strategies are having on reducing those trends. Current year performance is shown in green.

### Current Commentary

Activity levels continue to grow, both within the year and against prior year. Significant increases include MSW, C&I, asbestos, asphalt and green waste. Tonnes to landfill have also increased, comprising of mixed MSW and C&I loads, plus the high quantities of asbestos currently being brought in by Civil Operations from the McMillan Avenue project. YTD diversion rate is now at 41%, well below strategic target of 56%, dropping off this period due to the high incoming asbestos tonnes.

**Kerbside Tonnes**



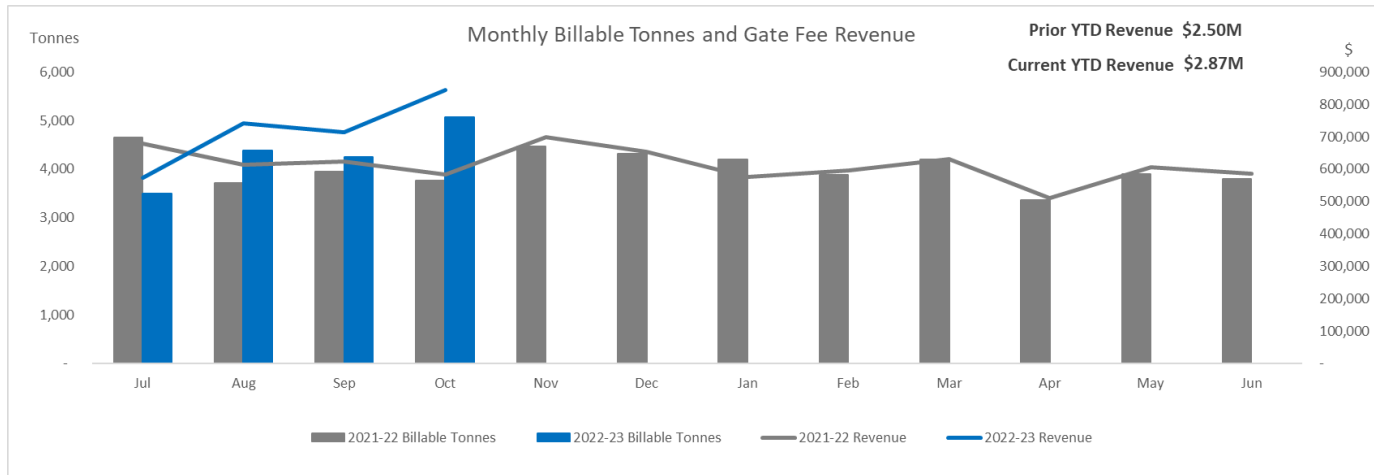
**Reading this Chart**

Showing total waste generation and recovery rates at the kerbside, providing an indicator of the extent to which we are diverting household waste and meeting our strategic KPI to reduce household waste by 25% by 2050.

**Current Commentary**

YTD kerbside tonnages and diversion rate remain consistent with prior year. We are currently collecting an average of 2,200 tonnes per month, of which 15% is being presented in the commingled recycling bin.

**Billable Tonnes**



**Reading this Chart**

This is a critical measure of waste facility activity levels, the long-term financial sustainability of the business unit, as well as being a relatively strong indicator of economic activity levels in our region. Current year performance is shown in blue.

**Current Commentary**

October saw a significant increase in billable tonne and income, with fees revenue hitting an all-time monthly high of \$845,902. This increase was primarily driven by the asbestos revenue earned from the McMillan Avenue project (hazardous waste increased from \$41k in September to \$145K this month). There was also strong revenue earned on other products. Of particular note, a significant increase in green waste tonnes, with domestic transactions and revenue increasing 40% on September, and commercial activity going up by around 10%.

## ADVANCE ROCKHAMPTON

### Key Regional Statistics

Gross Regional Product – \$5.56B (June 2021)

Population – 82,904 (June 2021)

Unemployment Rate – 6.1% (March 2022)

Labour Force – 41,964 (March 2022)

GST Registered Businesses – 5,711 (March 2022)

House Rental Vacancy Rate – 0.4% (Sep 2022)

'For more detailed information visit [economy.id.com.au](http://economy.id.com.au)'

### Industry Development Infrastructure Project Updates

#### ASMTI Shoalwater Bay Project

- Part of a \$2.25B investment in Central and Northern Queensland.
- Procurement Complete – 86% local employment
- Total workers: 1590
- Completion expected - 2024

#### Construction of Rookwood Weir

- Project Cost: \$367 million
- 65% Complete
- Local workforce: 295 (23 Trainees/ Apprentices)
- Completion expected Mid 2023

#### Renewable Energy Projects

- Bouldercombe Battery Storage: Commenced August 2022, Forecast completion June 2023
- Boulder Creek Wind Farm: Forecast commencement Mid 2023, Forecast completion Mid 2025
- Clarke Creek Wind Farm (Stage One): Commenced July 2022, Forecast completion Mid 2025
- Mount Hopeful Wind Farm: Forecast commencement Early 2024, Forecast completion 2026
- Moah Creek Project: Forecast commencement 2025, Forecast completion Late 2026

## Olive Downs Coking Coal Complex– Pembroke Resources

- Construction commenced April 2022
- Forecast 500-700 jobs during construction, 1000+ ongoing
- Production forecast commencement 2023

### Events

- **Rockhampton River Festival | 7-9 October 2022** - event delivered, over 30,000 attendance, 'Country on Quay' program on Tunuba Main Stage a huge success, IER report being drafted from survey results.
- **CBD Christmas Fair | 3 December 2022** - final planning in place, marketing campaign ready to commence November, footprint of event confirmed to be Quay Street and Riverbank Precinct.
- **NYE Fireworks | 1 January 2023** - fireworks confirmed, road closure submissions underway, discussions with sponsor commenced.
- **Australia Day | 26 January 2023** - event planning started, Civic element confirmed with Office of the CEO, funding/grant submissions underway.
- **Rockynats 03 | 7-9 April 2023** - finalised ticket provider Moshtix, tickets to go on sale November, entertainment options explored.
- **Rocky River Run | 21 May 2023** - Atlas Multisport awarded event management contract, planning underway.
- **Rockhampton Agricultural Show | 14-16 June 2023** - preliminary plans and concept established, 150<sup>th</sup> year planning underway, Section meetings commenced.
- **Rockhampton River Festival | 28-30 July 2023** - concept planning underway.
- **CapriCon Pop Culture Convention | 2 September 2023** - concept planning underway, programming draft underway, sponsor prospectus underway.

### Social Media:

- @Rockynats: Facebook Fans 26,773 and Website 2,494 visits
- @RockhamptonRiverFestival: Facebook Fans 11,571 + 994,303 Impressions + 40,193 Engagements

## Tourism Infrastructure

### Hotel, Flights and Explore Rockhampton Visitor Information Centre

Hotels & Flights	Hotels Average Occupancy	Hotels Average Daily Rate	Flights Inbound	Flights Outbound
TY	76.3%	\$166	21,000	21,900
LY	77.9%	\$157	16,200	16,700
VAR	-1.6%	+\$9	+4,800	+5,200

Explore Rockhampton VIC	Walk-ins	Intrastate	Interstate	International
TM	972	452	423	97
LM	1,166	526	577	61
VAR	-194	-74	-154	+36

*Note: Visitor numbers are down this month, which is expected as the nomad season finishes, however, there was an increase in international visitors which is a good sign that our international market is improving again.*

## Tourism Positioning and Marketing

### Billboards

- Rockhampton Airport toilets (departures lounge) – 16.5K Reach
- Rockhampton Airport static entry/exit sign - 32K Reach
- Rockhampton Airport Digital exit sign – 32K Reach
- Billboard, Bruce Highway (inbound to Rockhampton) – 285.5k Reach
- Billboard, Fitzroy/East – 100k Reach

### Social, Print, Digital

- Major events campaign - 20K REACH
- LinkedIn boosted post (Spice Mag feature) - 4.1K
- Fishing The Fitzroy boosted post - 10.2K REACH
- Explore Rockhampton (SEM) - 17.1K REACH
- Families campaign: editorial + full page ad (Holidays with Kids) - 67K REACH
- Business Events campaign: editorial + half page ad (Spice Magazine) - 16.3K REACH
- Fishing The Fitzroy: half page ad (Fish & Boat magazine) - 15K REACH
- Cinema: 30 second video (Meerkat Encounter) - 35K REACH
- Families campaign: digital editorial (Holidays With Kids) - 22.5K REACH

### Ambassadors

- Live to Create - 62M Reach
- Explore Shaw - 400K Reach

## Social Media

**@ExploreRockhampton**

	Facebook			Instagram		
	Reach	Views	Likes	Impressions	Engagement	Followers
<b>TM</b>	32.8K	1.1K	10.2K	83.1K	1.8K	2.7K
<b>LM</b>	84.7K	965	10.1K	28.2K	1.5K	2.6K
<b>VAR</b>	-51.9K	+165	+100	+54.9K	+300	+100

*NB: Facebook reach and Instagram impressions slightly lower this month; however our engagement rate remains consistent along with our increase in followers, indicating our content is still appealing.*

**@MyRockhampton**

	Facebook				
	Reach	Views	Likes	Impressions	Engagements
<b>TM</b>	23.5K	957	15.88K	72.20K	3.28K
<b>LM</b>	23.1K	534	14.61K	73.26K	2.65K
<b>VAR</b>	+0.4K	+423	+1.27K	-1.06K	+0.631K

**@AdvanceRockhampton**

	LinkedIn			
	Impressions	Engagements	Post Clicks	Followers
<b>TM</b>	23.39K	6009	5325	1689
<b>LM</b>	11.65K	1362	946	1602
<b>VAR</b>	+11.74K	+4647	+4379	+87

*NB: Significant increase in impressions, engagements and post clicks this month due to significant increased of posts*

**@FishingTheFitzroy**

	Facebook		
	Reach	Views	Likes
<b>TM</b>	114.5K	1.8K	24,067
<b>LM</b>	35.0K	712	23,419
<b>VAR</b>	-79.5K	+1K	+648



**12 NOTICES OF MOTION**

Nil

**13 QUESTIONS ON NOTICE**

Nil

**14 URGENT BUSINESS/QUESTIONS**

*Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.*

## 15 CLOSED SESSION

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

### RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 254J(3) of the *Local Government Regulation 2012*, for the reasons indicated.

#### 16.1 October Monthly Budget Review

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

## 16 CONFIDENTIAL REPORTS

### 16.1 OCTOBER MONTHLY BUDGET REVIEW

**File No:** 8785

**Attachments:**

1. 2022/2023 Operational Budget Changes - October 2022
2. 2022/2023 Capital Budget Changes - October 2022
3. 2022/2023 Capital Budget - October 2022 Review

**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer

**Author:** Marnie Taylor - Chief Financial Officer

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

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### SUMMARY

*Chief Financial Officer presenting updated budget estimates to 31 October 2022.*

**17 CLOSURE OF MEETING**