



ORDINARY MEETING

AGENDA

28 JUNE 2016

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 28 June 2016 commencing at 9.00am for transaction of the enclosed business.

A handwritten signature in black ink, appearing to be "C. R.", is written over a horizontal line.

CHIEF EXECUTIVE OFFICER
23 June 2016

Next Meeting Date: 12.07.16

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.

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	OPENING.....	1
2	PRESENT	1
3	APOLOGIES AND LEAVE OF ABSENCE	1
4	CONFIRMATION OF MINUTES	1
5	DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA.....	1
6	BUSINESS OUTSTANDING	2
	NIL	2
7	PUBLIC FORUMS/DEPUTATIONS	3
	NIL	3
8	PRESENTATION OF PETITIONS	4
	NIL	4
9	COMMITTEE REPORTS	5
9.1	PLANNING AND REGULATORY COMMITTEE MEETING - 21 JUNE 2016	5
9.2	INFRASTRUCTURE COMMITTEE MEETING - 21 JUNE 2016.....	13
9.3	AIRPORT, WATER AND WASTE COMMITTEE MEETING - 21 JUNE 2016.....	23
9.4	COMMUNITY SERVICES COMMITTEE MEETING - 22 JUNE 2016	29
9.5	PARKS, RECREATION AND SPORT COMMITTEE MEETING - 22 JUNE 2016.....	37
10	COUNCILLOR/DELEGATE REPORTS	43
10.1	REQUEST FOR APPROVAL FOR COUNCILLOR ROSE SWADLING TO ATTEND ICTC CONFERENCE, LAUNCESTON TASMANIA FROM 9-11 NOVEMBER 2016	43
11	OFFICERS' REPORTS.....	44
11.1	2017 NORTHERN UNIVERSITY GAMES	44
11.2	LEICHHARDT HIGHWAY PROMOTIONS ASSOCIATION - WITHDRAWAL OF MEMBERSHIP	59
11.3	LOCAL DISASTER MANAGEMENT PLAN	60
11.4	RISK REGISTERS - QUARTERLY UPDATE AS AT 27 MAY 2016	178
11.5	ANNUAL POLICY REVIEW - PURCHASING POLICY - ACQUISITION OF GOODS AND SERVICES.....	202
11.6	LEASE TO THE STATE OF QUEENSLAND - PART LOT 10 ON SP246217 (10 PILBEAM DRIVE) - EXISTING RADIO COMMUNICATIONS SITE.....	207
11.7	DRAFT DEBT RECOVERY POLICY	210

11.8	CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT MAY 2016	223
11.9	REGIONAL DEVELOPMENT MONTHLY REPORT	253
12	NOTICES OF MOTION	260
	NIL	260
13	QUESTIONS ON NOTICE	261
	NIL	261
14	URGENT BUSINESS/QUESTIONS	262
15	CLOSED SESSION	263
16.1	DEVELOPMENT APPLICATION IN LIVINGSTONE SHIRE COUNCIL PLANNING AREA IN CONFLICT WITH RRC GROWTH TRAJECTORY	263
16.2	LEGAL MATTERS AS AT 31 MAY 2016	263
16	CONFIDENTIAL REPORTS	264
16.1	DEVELOPMENT APPLICATION IN LIVINGSTONE SHIRE COUNCIL PLANNING AREA IN CONFLICT WITH RRC GROWTH TRAJECTORY	264
16.2	LEGAL MATTERS AS AT 31 MAY 2016	265
17	CLOSURE OF MEETING	266

1 OPENING

The opening prayer presented by Reverend Narelle Kidson from St Andrew's Anglican Parish, Gracemere.

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE**4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 24 May 2016
Minutes of the Special Meeting held 9 June 2016
Minutes of the Special Meeting held 22 June 2016
Minutes of the Special Meeting held 24 June 2016

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

9.1 PLANNING AND REGULATORY COMMITTEE MEETING - 21 JUNE 2016

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 21 June 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

(Note: The complete minutes are contained in the separate Minutes document)

Recommendation of the Planning and Regulatory Committee, 21 June 2016**9.1.1 BUSINESS OUTSTANDING TABLE FOR PLANNING AND REGULATORY COMMITTEE**

File No: 10097
Attachments: 1. Business Outstanding Table
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Planning and Regulatory Committee is presented for Councillors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Planning and Regulatory Committee be received.

Recommendation of the Planning and Regulatory Committee, 21 June 2016

9.1.2 DEVELOPMENT AND BUILDING - APRIL OPERATIONS REPORT

File No: 7028

Attachments: 1. Monthly Report - April 2016

Authorising Officer: Robert Holmes - General Manager Regional Services

Author: Tarnya Fitzgibbon - Manager Development and Building

SUMMARY

The monthly operations report for the Development and Building Section as at 30 April 2016 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Development and Building Section Report for April be received.

Recommendation of the Planning and Regulatory Committee, 21 June 2016**9.1.3 DEVELOPMENT AND BUILDING - MAY OPERATIONS REPORT****File No: 7028****Attachments: 1. Monthly Report - May 2016****Authorising Officer: Robert Holmes - General Manager Regional Services****Author: Tarnya Fitzgibbon - Manager Development and Building**

SUMMARY

The monthly operations report for the Development and Building Section as at 31 May 2016 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Development and Building Section Report for May be received.

Recommendation of the Planning and Regulatory Committee, 21 June 2016**9.1.4 REEF GUARDIAN COUNCIL - GREAT BARRIER REEF MARINE PARK AUTHORITY****File No:** 10928**Attachments:**
1. MoU for Reef Guardian Council
2. Reef Guardian Action Plan 2016/2017**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Robert Holmes - General Manager Regional Services

SUMMARY

The Reef Guardian Councils' Programme promotes Great Barrier Reef protection through education, information sharing and involvement in on-ground actions. Rockhampton Regional Council has been a member of the Reef Guardian Councils since 2010 and has previously developed and implemented Action Plans, since being a member. The Action Plan for 2016/2017 has been developed and will incorporate a number of existing activities from the previous year plus a number of new activities. Approval is sought from Council to continue membership of the Reef Guardian Councils' Programme and also for the Reef Guardian Councils' Action Plan 2012/2017.

COMMITTEE RECOMMENDATION

1. THAT Council enter the Memorandum of Understanding to continue with the Reef Guardian Councils' Programme; and
2. THAT the Reef Guardian Councils' Action Plan for the 2016/2017 year be endorsed.

Recommendation of the Planning and Regulatory Committee, 21 June 2016
9.1.5 D/80-2016 - REQUEST FOR APPLICATION OF SUPERSEDED PLANNING SCHEME FOR A STORAGE SHED

File No: D/80-2016

Attachments: 1. Locality Plan
2. Proposal Plan

Authorising Officer: Tarnya Fitzgibbon - Manager Development and Building
Robert Holmes - General Manager Regional Services

Author: Anton de Klerk - Planning Officer

SUMMARY

Application Number: D/80-2016

Applicant: Narelle Adams

Real Property Address: Lot 54 on RP601383, Parish of Gavial

Common Property Address: Lot 54 Bowlin Road, Port Curtis

Area of site: 5,974 square metres

Superseded Planning Scheme: Fitzroy Shire Planning Scheme 2005

Superseded Zone: Rural Zone – Historically Subdivided Area

Superseded Overlays: Nil

Existing Development: Vacant

Existing Approval: Nil

Nature of Request: To accept a development application for development that is prohibited development under the planning scheme and was assessable development under a superseded planning scheme; and assess and decide the application under the superseded planning scheme.

Application Progress:

<i>Application Lodged:</i>	31 May 2016
<i>Planning and Regulatory Committee Meeting:</i>	21 June 2016
<i>Council Meeting:</i>	28 June 2016
<i>Statutory due determination date:</i>	13 July 2016

COMMITTEE RESOLUTION

1. THAT in relation to the Request for Application of a Superseded Planning Scheme, made by Narelle Adams on Lot 54 on RP601383, Parish of Gavial, located at Lot 54 Bowlin Road, Port Curtis, Council resolves to accept the request and assess the application under the Superseded Planning Scheme.
2. THAT a report be presented to the next Planning & Regulatory Committee Meeting identifying the balance of the sites in that area that may be subject to similar building applications.

Recommendation of the Planning and Regulatory Committee, 21 June 2016**9.1.6 ENFORCEMENT PROCEEDINGS FOR DEVELOPMENT OFFENCES****File No:** 8038/4781/8431**Attachments:**

1. Locality Plan
2. Court Order and Map
3. Site Photos (1) at 8 June 2016
4. Site Photos (2) at 8 June 2016
5. Instructions to Bailiff

Authorising Officer: Tarnya Fitzgibbon - Manager Development and Building
Robert Holmes - General Manager Regional Services**Author:** Judith Noland - Development Compliance Officer

SUMMARY

This report discusses the progress of enforcement action for a premises in North Rockhampton.

COMMITTEE RECOMMENDATION

THAT the Enforcement Proceedings for Development Offences report be received.

Recommendation of the Planning and Regulatory Committee, 21 June 2016**9.1.7 ENFORCEMENT DIRECTIONS FOR DEVELOPMENT OFFENCES****File No:** 8038 / 4781 / 8431**Attachments:**
1. Locality Plan
2. Site Photos**Authorising Officer:** Tarnya Fitzgibbon - Manager Development and Building
Robert Holmes - General Manager Regional Services**Author:** Judith Noland - Development Compliance Officer

SUMMARY*This report discusses an unapproved use of a property at Kabra.***COMMITTEE RECOMMENDATION**

THAT Council resolve to adopt Option Two conditional upon there being no expansion to the current level of use of the Kabra Road property and that the matter be reviewed 31 August 2016.

9.2 INFRASTRUCTURE COMMITTEE MEETING - 21 JUNE 2016**RECOMMENDATION**

THAT the Minutes of the Infrastructure Committee meeting, held on 21 June 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

(**Note:** The complete minutes are contained in the separate Minutes document)

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.1 BUSINESS OUTSTANDING TABLE FOR INFRASTRUCTURE COMMITTEE**

File No: 10097
Attachments: 1. Business Outstanding Table
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Infrastructure Committee is presented for Councillors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Infrastructure Committee be received.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.2 CIVIL OPERATIONS MONTHLY OPERATIONS REPORT - JUNE 2016****File No: 7028****Attachments:**

1. **Monthly Operations Report - Civil Operations
31 May 2016**
2. **Works Program June - July 2016**

Authorising Officer: Robert Holmes - General Manager Regional Services**Author: David Bremert - Manager Civil Operations**

SUMMARY

This report outlines Civil Operations Monthly Operations Report 31 May 2016 and also Works Program of planned projects for the month June – July 2016.

COMMITTEE RECOMMENDATION

THAT the Civil Operations Monthly Operations Report for June be received.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.3 ENGINEERING SERVICES MONTHLY OPERATIONS REPORT - JUNE 2016****File No: 7028****Attachments: 1. Monthly Operations Report - Engineering Services - 31 May 2016****Authorising Officer: Robert Holmes - General Manager Regional Services****Author: Martin Crow - Manager Engineering Services**

SUMMARY

This report outlines Engineering Services Monthly Operations Report for the period to the end of May 2016.

COMMITTEE RECOMMENDATION

THAT the Engineering Services Monthly Operations Report for May 2016 report be received.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.4 RENAMING SOUTHERN SECTION OF PANDORA ROAD**

File No: 8054
Attachments: 1. Location map
Authorising Officer: Robert Holmes - General Manager Regional Services
Martin Crow - Manager Engineering Services
Author: Stuart Singer - Technical Officer

SUMMARY

A request has been received from the son of a resident who resides on Pandora Road, to rename the southern section of Pandora Road. This report seeks to gain Council endorsement to undertake the formal renaming process for the southern section of Pandora Road, Alton Downs.

COMMITTEE RECOMMENDATION

THAT the southern section of Pandora Road, Alton Downs be advertised for community suggestions for a name and for the formal renaming of this section of road, as per Council's Naming of Infrastructure Assets Policy and Procedure.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.5 THOZET ROAD FOOTPATH PARKING IMPLICATIONS****File No:** 1963**Attachments:**
1. Dwg No. 2011-154-01 (Adjacent Project)
2. Dwg No. 2016-067-SK1 (Proposed Layout)**Authorising Officer:** Robert Holmes - General Manager Regional Services**Author:** Grant Vaughan - Coordinator Civil Design

SUMMARY

This report provides a summary of the proposed Thozet Road Footpath project and associated parking implications, and requests Council's support for the project to proceed.

COMMITTEE RECOMMENDATION

THAT Council:

1. Undertake consultation for the Thozet Road Footpath project which will result in the loss of on-street parking for 13 properties on the eastern side of Thozet Road; and
2. Advise the affected residents of Thozet Road of the proposed Shared Pathway Project, the identified impacts arising from the project, and the reasoning behind the proposed design.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.6 SPEED LIMIT REVIEW - POISON CREEK ROAD****File No:** 7127**Attachments:**

1. Speed Limit Review Report
2. Proposed Signage Plan 2016-164-00

Authorising Officer: Angus Russell - Coordinator Strategic Infrastructure
Martin Crow - Manager Engineering Services
Robert Holmes - General Manager Regional Services**Author:** Stuart Harvey - Traffic Engineer

SUMMARY

A speed limit review has been undertaken in response to a request from community members in the Poison Creek Road area. This report provides a recommendation resulting from this speed limit review.

COMMITTEE RECOMMENDATION

That Council adopt an amended speed zone of 80km/h for the length of Poison Creek Road as shown on Plan 2016-164-00.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.7 CQ PRINCIPLE CYCLE NETWORK PLAN - PRIORITY ROUTE PLANS**

File No:	5732
Attachments:	1. PCNP Priority Routes - Survey Responses 2. RRC_PriorityRoutes_Amended
Authorising Officer:	Angus Russell - Coordinator Strategic Infrastructure Martin Crow - Manager Engineering Services
Author:	Stuart Harvey - Traffic Engineer
Previous Items:	11.2 - CQ Principal Cycle Network Plan - Priority Route Maps - Ordinary Council - 27 Jan 2016 9.00 am

SUMMARY

The Department of Transport and Main Roads have recently completed a draft of the proposed Priority Route Maps, highlighting Council's preferred and priority routes within the Principle Cycle Network. These priority routes will assist with future planning and design, and will increase opportunities for State Government funding. The Department is seeking endorsement of these plans by Rockhampton Regional Council. Council have consulted with the public on the proposed priorities and the outcome of the consultation is now presented to Council for endorsement.

COMMITTEE RECOMMENDATION

THAT Council review and endorse the Priority Route Maps for the Principle Cycle Network.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.8 WEBBER PARK PRELIMINARY DRAINAGE INVESTIGATION****File No:** 8055, 2479**Attachments:**

1. Base Case Mapping
2. Scenario 1 Mapping
3. Scenario 2 Mapping
4. Scenario 3 Mapping
5. Scenario 1 Difference Mapping

Authorising Officer: Robert Holmes - General Manager Regional Services**Author:** Martin Crow - Manager Engineering Services

SUMMARY

Council has carried out preliminary investigations in relation to the repeated flooding experienced in and around Webber Park, Norman Gardens.

COMMITTEE RECOMMENDATION

THAT Council take the following action:

- a) proceed to preliminary design and cost estimating for Stages 1B and 1A of the Webber Park Drainage Scheme;
- b) include the Webber Park Drainage Scheme in the Stormwater Project Prioritisation process and list for consideration for future capital budgets;
- c) enter into discussions with members of the public directly impacted by the proposed Webber Park Drainage Scheme; and
- d) advise interested residents of the results of the preliminary investigation and the actions being undertaken in accordance with the recommendations above.

Recommendation of the Infrastructure Committee, 21 June 2016**9.2.9 WACKFORD STREET DRAINAGE PRELIMINARY DESIGN REPORT****File No:** 8055, 2479**Attachments:**

1. Executive Summary
2. Base Case Mapping
3. Scenario 1 Mapping
4. Scenario 2 Mapping
5. Table 11 Property Impacts

Authorising Officer: Robert Holmes - General Manager Regional Services**Author:** Martin Crow - Manager Engineering Services

SUMMARY

Council has carried out further investigations in relation to the repeated flooding experienced in Wackford Street, Park Avenue.

COMMITTEE RECOMMENDATION

THAT Council take the following action:

1. Proceed to detail design and cost estimating for Stage 1A of the Wackford Street Drainage Relief Scheme;
2. Include the Wackford Street Drainage Scheme in the Stormwater Project Prioritisation process and list for consideration for future capital budgets;
3. Advise the petitioners of the results of the preliminary design work and the actions being undertaken in accordance with the recommendations above; and
4. As much detail as possible be made available having regard for privacy legislation.

9.3 AIRPORT, WATER AND WASTE COMMITTEE MEETING - 21 JUNE 2016**RECOMMENDATION**

THAT the Minutes of the Airport, Water and Waste Committee meeting, held on 21 June 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

(**Note:** The complete minutes are contained in the separate Minutes document)

Recommendation of the Airport, Water and Waste Committee, 21 June 2016**9.3.1 BUSINESS OUTSTANDING TABLE FOR AIRPORT, WATER AND WASTE COMMITTEE**

File No: 10097
Attachments: 1. Business Outstanding Table
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Airport, Water and Waste Committee is presented for Councilors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Airport, Water and Waste Committee be received.

Recommendation of the Airport, Water and Waste Committee, 21 June 2016**9.3.2 MONITORING AND MANAGEMENT OF SYSTEM LEAKAGE WITHIN THE ROCKHAMPTON WATER SUPPLY SCHEME**

File No: 4881
Attachments: Nil
Authorising Officer: Robert Holmes - General Manager Regional Services
Author: Jason Plumb - Manager Fitzroy River Water

SUMMARY

A report on the water losses within the Rockhampton Water Supply Scheme (RWSS) and a comparison of these losses with Queensland and National benchmarks was requested at a Water Committee Meeting held in September 2015. This report provides a summary of the work being done to monitor and manage water losses that occur within the Rockhampton Water Supply Scheme, compares the performance of Fitzroy River Water (FRW) for this important metric with other water service providers both statewide and nationally, and outlines the actions being taken by FRW to continue to reduce water losses within the RWSS.

COMMITTEE RECOMMENDATION

THAT the report into the water losses and leakage within the Rockhampton Water Supply Scheme be received.

Recommendation of the Airport, Water and Waste Committee, 21 June 2016**9.3.3 FRW MONTHLY OPERATIONS REPORT - MAY 2016**

File No: 1466
Attachments: 1. FRW Monthly Operations Report - May 2016
Authorising Officer: Robert Holmes - General Manager Regional Services
Author: Jason Plumb - Manager Fitzroy River Water

SUMMARY

This report details Fitzroy River Water's financial position and other operational matters for the Council's information as at 31 May 2016.

COMMITTEE RECOMMENDATION

THAT the FRW Monthly Operations Report for May 2016 be received.

Recommendation of the Airport, Water and Waste Committee, 21 June 2016**9.3.4 ROCKHAMPTON REGIONAL WASTE AND RECYCLING OPERATIONAL REPORT FOR MAY 2016****File No: 7927****Attachments: 1. RRWR Monthly Operational Report - May 2016****Authorising Officer: Robert Holmes - General Manager Regional Services****Author: Craig Dunglison - Manager RRWR**

SUMMARY

The purpose of this report is to provide Council with an overview of Rockhampton Regional Waste and Recycling (RRWR) for the month of May 2016.

COMMITTEE RECOMMENDATION

THAT the RRWR Operational Report for May 2016 be received.

Recommendation of the Airport, Water and Waste Committee, 21 June 2016**9.3.5 CORPORATE SERVICES DEPARTMENT - ROCKHAMPTON AIRPORT -
MONTHLY OPERATIONS AND ANNUAL PERFORMANCE PLAN REPORT****File No: 7927****Attachments:**
1. Rockhampton Airport Monthly Operations Report
2. Rockhampton Airport Performance Trends 2000 to 2015**Authorising Officer: Ross Cheesman - General Manager Corporate Services****Author: Tracey Baxter - Coordinator Airport Operations**

SUMMARY

The monthly operations and annual performance plan report for the Rockhampton Airport as at 31 May 2016 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Corporate Services Departmental Operations and Annual Performance Plan Report for the Rockhampton Airport as at 31 May 2016 be "received".

9.4 COMMUNITY SERVICES COMMITTEE MEETING - 22 JUNE 2016**RECOMMENDATION**

THAT the Minutes of the Community Services Committee meeting, held on 22 June 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

(**Note:** The complete minutes are contained in the separate Minutes document)

Recommendation of the Community Services Committee, 22 June 2016**9.4.1 ARTS AND HERITAGE MONTHLY OPERATIONS REPORT FOR MAY 2016****File No:** 1464**Attachments:** 1. Arts and Heritage Monthly Operations Report
for May 2016**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Peter Owens - Manager Arts and Heritage

SUMMARY

The report provides information on the programs and activities of the Arts and Heritage section for May 2016.

COMMITTEE RECOMMENDATION

THAT the Arts and Heritage Monthly Operations Report for May 2016 be received.

Recommendation of the Community Services Committee, 22 June 2016**9.4.2 COMMUNITIES AND FACILITIES MONTHLY OPERATIONAL REPORT****File No: 1464****Attachments: 1. Monthly Operational Report May 2016****Authorising Officer: Michael Rowe - General Manager Community Services****Author: Cheryl Haughton - Manager Communities and Facilities**

SUMMARY

This report provides information on the activities of the Communities and Facilities section for May 2016.

COMMITTEE RECOMMENDATION

THAT the Monthly Operational Report on the activities of the Communities and Facilities section for May 2016 be received.

Recommendation of the Community Services Committee, 22 June 2016**9.4.3 APPLICATIONS RECEIVED THROUGH COMMUNITY ASSISTANCE PROGRAM****File No: 7822****Attachments: 1. CAP Applications for June Committee meeting****Authorising Officer: Michael Rowe - General Manager Community Services****Author: Cheryl Haughton - Manager Communities and Facilities**

SUMMARY

Applications received for funding through the Community Assistance Program have been assessed with recommendations provided for Council consideration.

COMMITTEE RECOMMENDATION

THAT Council approves the following allocations through the Community Assistance Program funding:

- Rowing Qld - \$6,500 for the Queensland Schools Rowing Championship
- Qld Justice Association (Rockhampton Branch) - \$5,000 for the 2016 JP State Conference
- \$3,000 for the Special Children's Christmas party

Recommendation of the Community Services Committee, 22 June 2016**9.4.4 POLICY ON THE PROVISION OF COMPLIMENTARY TICKETS FOR EVENTS AND PERFORMANCES****File No: 7104****Attachments: 1. Provision of Complimentary Tickets for Events and Performances Policy****Authorising Officer: Michael Rowe - General Manager Community Services****Author: Peter Owens - Manager Arts and Heritage**

SUMMARY

The Provision of Complimentary Tickets for Events and Performances Policy is presented for Council adoption and approval.

COMMITTEE RECOMMENDATION

THAT Council adopt and approve the Provision of Complimentary Tickets for Events and Performances Policy.

Recommendation of the Community Services Committee, 22 June 2016**9.4.5 APPROVAL TO CHARGE ADMISSION FOR THE TOWERS OF TOMORROW EXHIBITION AT THE ROCKHAMPTON ART GALLERY****File No:** 468**Attachments:** Nil**Authorising Officer:** Peter Owens - Manager Arts and Heritage
Michael Rowe - General Manager Community Services**Author:** Diana Warnes - Gallery Director

SUMMARY

The Rockhampton Art Gallery Acting Director is seeking approval to charge an entrance fee for a special exhibition to be held as part of the Rockhampton Art Gallery's 50th year anniversary season.

COMMITTEE RECOMMENDATION

That Council approve the admission charges for the exhibition *Towers of Tomorrow* as detailed in the report, with a concessional price of \$3 per person standard entry being included.

Recommendation of the Community Services Committee, 22 June 2016**9.4.6 ROCKHAMPTON ART GALLERY TRUST FUTURE ACTIONS****File No:** 465**Attachments:**

1. Letter from Dr Gray dated 4 May 2016
2. Previous Report to Establish the Rockhampton Art Gallery Gift Fund

Authorising Officer: Michael Rowe - General Manager Community Services**Author:** Peter Owens - Manager Arts and Heritage

SUMMARY

A report on the future operations of the Rockhampton Art Gallery Trust is presented for Council's consideration.

COMMITTEE RECOMMENDATION

THAT Council resolves to:

1. Provide its written consent to the winding-up of the Rockhampton Art Gallery Trust under the terms of the trust deed and as outlined in the report;
2. Direct the CEO to transfer all funds remaining in the Rockhampton Art Gallery trust fund at the time of winding-up to the Rockhampton Art Gallery Gift Fund; and
3. Invite the remaining trustees of the Rockhampton Art Gallery trust to assist with the drafting of Terms of Reference of the Rockhampton Art Gallery Arts Advisory Board for consideration by Council.

Recommendation of the Community Services Committee, 22 June 2016**9.4.7 OFFER OF PURCHASE FOR COUNCIL OWNED LAND****File No: 1680****Attachments: Nil****Authorising Officer: Michael Rowe - General Manager Community Services****Author: Cheryl Haughton - Manager Communities and Facilities**

SUMMARY*An offer of purchase has been received for land owned by Council.***COMMITTEE RECOMMENDATION**

THAT Council resolves to:

- (i) Dispose of the property at 241 Rockonia Road other than by tender or auction in accordance with Section 236(b)(ii) of the Local Government Regulation 2012 subject to:
 - a) Obtaining a current valuation
 - b) The Endeavour Foundation meeting the cost of that current valuation price
- (ii) Council would welcome a request for sponsorship of a new facility at an appropriate time.

9.5 PARKS, RECREATION AND SPORT COMMITTEE MEETING - 22 JUNE 2016**RECOMMENDATION**

THAT the Minutes of the Parks, Recreation and Sport Committee meeting, held on 22 June 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

(Note: The complete minutes are contained in the separate Minutes document)

Recommendation of the Parks, Recreation and Sport Committee, 22 June 2016**9.5.1 MOUNT ARCHER ACTIVATION MASTER PLAN IMPLEMENTATION SCHEDULE AND GOVERNANCE FRAMEWORK**

File No:	5918
Attachments:	1. Mount Archer Activation Master Plan Implementation Schedule 2. Mount Archer Activation Master Plan Governance Framework
Authorising Officer:	Margaret Barrett - Manager Parks Michael Rowe - General Manager Community Services
Author:	Wade Clark - Community Engagement Officer Brett Nicholls - Coordinator Parks Planning and Projects
Previous Items:	11.3 - Mount Archer Activation Implementation Plan - Ordinary Council - 08 Dec 2015 9.00 am 11.4 - Mount Archer Activation Master Plan Endorsement - Ordinary Council - 13 Oct 2015 9.00 am 11.8 - Building Our Regions Fund (Round Two) - Ordinary Council - 12 Apr 2016 9:00am

SUMMARY

The Mount Archer Activation Master Plan implementation schedule outlines the proposed programming of projects and activities that have been approved as part of the acceptance of the Mount Archer Activation Master Plan. The delivery of projects and activities requires the continued collaboration commenced with the development of the Master Plan.

COMMITTEE RECOMMENDATION

THAT Council:

1. Receives the Mount Archer Activation Master Plan Implementation Schedule;
2. Approves the Mount Archer Activation Master Plan Project Governance framework; and
3. Approves the priority projects subject to the outcome of the Building Our Regions (BOR) Fund Application for Parks to commence in the 2016/17 period.

Recommendation of the Parks, Recreation and Sport Committee, 22 June 2016**9.5.2 SOLE SUPPLIER FOR COLORADO TIMING EQUIPMENT FOR 2ND WORLD WAR MEMORIAL AQUATIC CENTRE**

File No: 11178, 1808

Attachments: 1. Letter from International Quadratics Pty Ltd - supply arrangements

Authorising Officer: Margaret Barrett - Manager Parks
Michael Rowe - General Manager Community Services

Author: Sophia Czarkowski - Sports and Education Supervisor

SUMMARY

In accordance with Section 235 (a) and (b) of the Local Government Regulation 2012 (Qld) a Council resolution is sought nominating that Aquatic Elements, the supplier of Colorado Systems product range for Queensland, is deemed as a sole supplier for the 2nd World War Memorial Aquatic Centre.

COMMITTEE RECOMMENDATION

THAT pursuant to s235 (a) and (b) of the *Local Government Regulation 2012 (Qld)*, Council approve the nominated supplier, Aquatic Elements, as the sole supplier of Colorado Systems product range for the 2nd World War Memorial Aquatic Centre for the life of the existing system.

Recommendation of the Parks, Recreation and Sport Committee, 22 June 2016**9.5.3 FREEHOLD LEASE AND TRUSTEE LEASE RENEWALS FOR PARKS UNTIL 30 JUNE 2018**

File No: 374
Attachments: Nil
Authorising Officer: Margaret Barrett - Manager Parks
Michael Rowe - General Manager Community Services
Author: Sophia Czarkowski - Sports and Education Supervisor

SUMMARY

In accordance with Section 236(1)(c)(iii) of the Local Government Regulation 2012 (Qld) a Council resolution is sought for the commencement of the renewal of Freehold Leases and Trustee Leases expiring up until 30 June 2018.

COMMITTEE RECOMMENDATION

THAT

1. Pursuant to Section 236(1)(c)(iii) of the *Local Government Regulation 2012* (Qld) Council approve the renewal of the Freehold Leases and Trustee Leases as identified in the report, with the exception of Rockhampton Police Youth Welfare Association Trustee Lease – Lot 2 SP262805 (Stapleton Park, Bridge Street); and Lions Club of Rockhampton Mt Archer Inc. Trustee Lease (Lot 338 LN1914 Tom Brady Park, Hinchcliffe Street).
2. Council authorises the Chief Executive Officer (Sports and Education Supervisor) to negotiate the terms and conditions of the agreements with the organisations listed in the report in preparation for execution by the delegated officer.

COMMITTEE RECOMMENDATION

THAT

1. Pursuant to Section 236(1)(c)(iii) of the *Local Government Regulation 2012* (Qld) Council approve the renewal of Lions Club of Rockhampton Mt Archer Inc. Trustee Lease (Lot 338 LN1914 Tom Brady Park, Hinchcliffe Street).
2. Council authorises the Chief Executive Officer (Sports and Education Supervisor) to negotiate the terms and conditions of the agreement with the Lions Club of Rockhampton Mt Archer Inc. in preparation for execution by the delegated officer.

COMMITTEE RECOMMENDATION

THAT

1. Pursuant to Section 236(1)(c)(iii) of the *Local Government Regulation 2012* (Qld) Council approve the renewal of the Rockhampton Police Youth Welfare Association Trustee Lease – Lot 2 SP262805 (Stapleton Park, Bridge Street); and
2. Council authorises the Chief Executive Officer (Sports and Education Supervisor) to negotiate the terms and conditions of the agreement with Rockhampton Police Youth Welfare Association in preparation for execution by the delegated officer.

Recommendation of the Parks, Recreation and Sport Committee, 22 June 2016**9.5.4 FEDERAL GOVERNMENT 'GREEN ARMY' PROGRAM ROUND 5**

File No: 1171
Attachments: Nil
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Margaret Barrett - Manager Parks

SUMMARY

The report seeks endorsement for Council to submit an application under the Green Army program to continue park restoration, weed clearing and amenity improvements at Fraser Park, Mt Archer.

COMMITTEE RECOMMENDATION

THAT Council approve:

1. Submission of an application for Project Sponsor status under the Green Army program; and
2. That the preferred Green Army project is to continue park restoration, weed clearing and amenity improvements at Fraser Park, Mt Archer.

Recommendation of the Parks, Recreation and Sport Committee, 22 June 2016**9.5.5 PARKS AND OPEN SPACE OPERATIONS REPORT - APRIL AND MAY 2016****File No:** 1464**Attachments:** 1. Parks and Open Space Operations Report - April and May 2016**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Margaret Barrett - Manager Parks

SUMMARY

This report provides information on the activities and services of Parks and Open Space Unit for the months of April and May 2016.

COMMITTEE RECOMMENDATION

THAT the report on the activities and services of Parks and Open Space Unit for April and May 2016 be received.

10 COUNCILLOR/DELEGATE REPORTS

10.1 REQUEST FOR APPROVAL FOR COUNCILLOR ROSE SWADLING TO ATTEND ICTC CONFERENCE, LAUNCESTON TASMANIA FROM 9-11 NOVEMBER 2016

File No: 10072
Attachments: 1. ICTC Conference 2016
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Lyn Brill - Administration Officer

SUMMARY

Councillor Rose Swadling is seeking approval to attend the The 16th International Cities Town Centres & Communities (ICTC) Conference ICTC Conference in Launceston Tasmania from 9 to 11 November 2016.

OFFICER'S RECOMMENDATION

THAT approval be granted for Councillor Rose Swadling to attend the ICTC Conference in Launceston, Tasmania from 9 to 11 November 2016.

BACKGROUND

The 16th International Cities Town Centres & Communities (ICTC) Conference 2016 "Future Places – Conflict in Harmony" will be held in Launceston, Tasmania from 9 to November 2016.

The 2016 Conference features over 80 world-class presentations from city planning, place making, economic development and innovation specialists from Australia, Europe, UK, New Zealand and USA and seeks to provide a meeting of the minds to delegates interested in exploring fascinating ways to enhance the quality of life or residents in communities across the country.

Early bird registration is \$895 prior to 8 July 2016 with accommodation ranging from \$144 per night.

11 OFFICERS' REPORTS

11.1 2017 NORTHERN UNIVERSITY GAMES

File No: 7822

Attachments:

1. Event Needs
2. Event Proposal

Authorising Officer: Russell Claus - Executive Manager Regional Development
Evan Pardon - Chief Executive Officer

Author: Sarah Reeves - Manager Regional Promotions

SUMMARY

Australian University Sport is seeking funding for the 2017 Northern University Games to be held in the Rockhampton and Livingstone regional areas.

OFFICER'S RECOMMENDATION

THAT Council supports the sponsorship of the 2017 Northern University Games as detailed in the report and on the condition that Livingstone Shire Council also agrees to provide funding.

COMMENTARY

After more than 15 years and attracting in excess of 50,000 student athletes over that time, it is clear that the annual Northern University Games has provided a raft of benefits to a wide variety of groups (other than participants themselves) in the geographical region in which they are held. Beneficiaries include the Host Region, the Partner University, state and national sporting organisations, local student athletes, volunteer networks, the Australian University Sport region (and their counterpart universities) and many commercial operators. AUS firmly believes in that taking the Games to a regional location, the Games will return significant benefits to the region.

SNAPSHOT – BENEFITS OF THE NORTHERN UNIVERSITY GAMES

2015 Northern University Games, Toowoomba:

- 1649 participants, 132 support personnel, 89 volunteers, 15 staff (1885 total personnel attached directly to the event)
- Average bed stay of 4.2 nights (5 days) per person at \$55 per night
- Average dollar spend per person per day is \$120
- Total approximate personnel spend: \$1,131,000
- Further local spending by AUS including Games staff, operational planning, social program and media exposure.

BACKGROUND

The Games is the primary event for Australian University Sport's (AUS) Northern region. The Games concept is based on other multi-sport events such as the Australian University Games and the Masters Games. The event involves a select group of traditional and alternative sports.

A healthy rivalry between Queensland and Northern NSW Universities provides a great competition base to battle it out for the North Region Overall Champion University, the Jodie Martin (Per Capita) and the Spirit of the Games Award, for the university showing the best sportsmanship and the true essence of the University Sport Event. Multiple team entry at the Games allows universities to use the event as a selection trial for their teams before heading away to the Australian University Games, held later in the year.

In addition to this, the Northern University Games is the last opportunity for teams to prove their abilities for promotion into the prestigious Division 1 at the Australian University Games.

In a new initiative for the NUG, it will become the focus event for international participation from the University Oceanic Region.

PREVIOUS DECISIONS

Nil

BUDGET IMPLICATIONS

\$15,000 will need to be allocated for direct financial support in the 2016-17 financial year, plus additional in kind for use of sporting facilities.

LEGISLATIVE CONTEXT

Nil

LEGAL IMPLICATIONS

Nil

CORPORATE/OPERATIONAL PLAN

Encourage new events in the region

Encourage the development of sport tourism

CONCLUSION

The games will provide a positive platform for the promotion of our sports facilities, provide a direct investment in the region and further enhance collaboration between CQU and RRC.

2017 NORTHERN UNIVERSITY GAMES

Event Needs

Meeting Date: 28 June 2016

Attachment No: 1

SPORT	MIN PLAYING AREAS
Baseball	1 diamond
Basketball	4 indoor courts
Beach Volleyball	3 indoor or outdoor sand courts
Football	2 fields
Futsal	2 indoor courts
Golf	18-hole course
Handball	1 indoor court
Hockey	1 artificial turf
Lawn Bowls	6 rinks
Netball	4 indoor or outdoor courts
Squash (singles)	2 courts
Tennis (singles)	4 courts
Tenpin Bowling	4 lanes
Touch	4 fields
Ultimate	1 field
Volleyball	3 indoor courts

2017 NORTHERN UNIVERSITY GAMES

Event Proposal

Meeting Date: 28 June 2016

Attachment No: 2

**2017 Northern University Games
Proposed Partner Council Support**

Prepared for:

Rockhampton Regional Council

Livingstone Shire Council



INTRODUCTION TO THE NUG

This document provides an outline of the Northern University Games (NUG) and the desire of Australian University Sport (AUS) to partner with the Rockhampton Regional Council and Livingstone Shire Council for hosting of 2017 NUGs.

The document outlines the Northern University Games objectives and benefits for the Government Partner as well as historical evidence of the event's success.

NAME OF THE EVENT | NORTHERN UNIVERSITY GAMES (NUG)

EVENT OVERVIEW

The Games is the primary event for Australian University Sport's (AUS) Northern region. The Games concept is based on other multi-sport events such as the Australian University Games and the Masters Games. The event involves a select group of traditional and alternative sports.

A healthy rivalry between Queensland and Northern NSW Universities provides a great competition base to battle it out for the North Region Overall Champion University, the Jodie Martin (Per Capita) and the Spirit of the Games Award, for the university showing the best sportsmanship and the true essence of the University Sport Event.

Multiple team entry at the Games allows universities to use the event as a selection trial for their teams before heading away to the Australian University Games, held later in the year. In addition to this, the Northern University Games is the last opportunity for teams to prove their abilities for promotion into the prestigious Division 1 at the Australian University Games.

In a new initiative for the NUG, it will become the focus event for international participation from the University Oceanic Region.

Sport Program

- | | |
|--|--------------------------------------|
| • Baseball (open) | • Lawn Bowls (open) |
| • Basketball (men and women) | • Netball (women and mixed) |
| • Beach Volleyball (men, women, mixed) | • Squash (men and women) |
| • Football (men and women) | • Tennis (men and women) |
| • Futsal (men and women) | • Tenpin Bowling (open) |
| • Golf (men and women) | • Touch Football (men, women, mixed) |
| • Handball (mixed) | • Ultimate (mixed) |
| • Hockey (women) | • Volleyball (men and women) |

The final sports program will be determined based on a strict criteria taking into account:

- Achieving government partner objectives
- Venue standard and availability
- Venue proximity
- Quantity and quality of officials in the region
- Strategic sport direction
- Gender equity
- Maximisation of participation
- Overall event parameters such as transport, accommodation bed base and medical support services.



NUG EVENT OBJECTIVES

The Games is directed by an operational plan that ensures the event is conducted in a professional manner, according to the specific objectives. The details of these objectives are detailed below:

- To provide a high standard multi sport event for university students in a manner that contributes to the development and recognition of university sport competition as an important part of mainstream Australian sport and university life;
- To enhance the link between sport, culture and education to present an holistic approach to university life through the Games;
- To provide a professionally managed sporting competition utilising the highest standard of facilities, Games' workforce (including staff, officials, and volunteers), and equipment available;
- To liaise as much as possible with the relevant state, national and industry sporting organisations to ensure that the sporting event is run according to national standards;
- To provide an opportunity for the government partner and their stakeholders to be an integral part of the Games delivery and thus realise the full potential of the event's legacies;
- To provide economic, social and cultural benefit to the host city and region;
- To provide a safe and enjoyable social/sporting program for all Games participants (including the Games workforce, athletes partner organisations);
- To provide an event in a financially responsible way that takes into account the financial standing of students and seeks to minimise the cost to the end user;
- To use event management best practice, including risk management practices, to efficiently and effectively manage the various functions of the Games;
- To gain maximum exposure for the event through significant promotional activities aimed at raising the profile of the Games, university sport, the government partner and the host city and region; and
- In partnership with key Games stakeholders attract significant national, state and regional sponsorship.





EVENT BENEFITS TO HOST REGION

After more than 15 years and attracting in excess of 50,000 student athletes over that time, it is clear that the annual Northern University Games has provided a raft of benefits to a wide variety of groups (other than participants themselves) in the geographical region in which they are held. Beneficiaries include the Host Region, the Partner University, state and national sporting organisations, local student athletes, volunteer networks, the Australian University Sport region (and their counterpart universities) and many commercial operators. AUS firmly believes in that taking the Games to a regional location, the Games will return significant benefits to the region.

SNAPSHOT – BENEFITS OF THE NORTHERN UNIVERSITY GAMES

2015 Northern University Games, Toowoomba:

- 1649 participants, 132 support personnel, 89 volunteers, 15 staff (1885 total personnel attached directly to the event)
- Average bed stay of 4.2 nights (5 days) per person at \$55 per night
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- Total approximate personnel spend: \$1,131,000
- Further local spending by AUS including Games staff, operational planning, social program and media exposure.

SNAPSHOT – INTERNAL RESEARCH

2015 Regional University Games:

- 73% of respondents probably or definitely would attend a RUG in 2016
- 94% of respondents rated their RUG experience as very good or good
- 86% of respondents very satisfied or extremely satisfied with their Games experience
- 77% respondent recollection of primary sponsor
- 84% of respondents agreed the Games created a regional buzz

ECONOMIC INJECTION TO LOCAL COMMUNITY

In short, the host region benefits from the energy and vibrancy that comes when over 2,500 athletes of 18 – 24 years converge on a city for 5 days of sport and entertainment. Business is generated at sporting club kiosks, in the nightclubs, in the restaurants and cafes, amongst the taxi drivers, and with an estimated 8,000 visitor bed nights amongst mainly 3 and 4 star accommodation providers. The entire economic impact can be calculated by each stakeholder using their own indicators, direct and indirect multipliers. Notwithstanding, AUS estimates the economic impact of the event is over 2 million dollars. AUS has independent assessments to substantiate its claims.

COMMUNITY ENGAGEMENT VIA VOLUNTEER PROGRAM

Through the Games, strong volunteer networks are built and the enthusiasm generated amongst volunteers – be they in hospitality, media, marketing, operations, sports medicine, or sport – and within the university sporting clubs is unique and provides for a lasting legacy. AUS also works hard to involve the local sporting community and payments will be made for their services (that is, for the organisation of the sporting competitions and for officials) for the event.



LOCAL UNIVERSITY DEVELOPMENT

Partnering AUS events drives future participation for the local and neighbouring universities for many years in all aspects of university sport, ranging from local university sporting clubs and competitions to representing the university at the Australian University Games. It also provides excellent opportunities for the university to promote itself as a leading contributor to the community in terms of promoting healthy lifestyles.

SPECIAL EVENTS

Unigames is well known for its holistic event approach, of being the perfect student experience of mixing sport with a comprehensive social program.

Event launch

A Games launch is staged prior to the Games, to generate media attention and heighten public awareness of the Games amongst its' key stakeholder groups to recognise their contribution. The launch also focuses on student engagement on a local level, to build awareness of the event amongst local student groups to boost registrations and participation.

Closing Presentation

An Opening Ceremony is held on the first evening of the Games, to officially welcome the event and the students to the host city and recognise key stakeholders. This event includes a VIP function for university staff and stakeholders, an official ceremony including athletes march, national anthem and opening of the Games, followed by a concert/music festival format of entertainment for students.



Social Program

To complement the sports program, AUS provides a comprehensive nightly social program, designed to provide safe and reputable social functions to effectively complement the Games sporting focus.

The social program is free for event participants and engages local night club operators for the week of the Games as exclusive venues. AUS works closely with these venues to secure local entertainment and to ensure a safe and enjoyable program. The social program also runs on a long tradition of nightly themes.

MEDIA ACTIVITIES

Media partners

Where possible, AUS strives to engage local media outlets as official media partners of the event, this is usually achieved across a variety of platforms including print, online, television and radio.

AUS works with these partners, whilst also targeting outlets in the areas of the competing universities, to generate local and state wide coverage in the lead up to the Games and also to profile the Games and its stakeholders during event time.



Media centre

During event time, a media centre is established to assist in the coordination of media interviews, photography and videography, dissemination of daily results and content and the development of daily electronic e-newsletters.

INVESTMENT PROPOSAL

To secure the event being held in the region, AUS is seeking funding to support the event's return to the city.

INDICATIVE INVESTMENT BREAKDOWN

Rockhampton City Council	\$15,000
Livingstone Shire Council	\$15,000
TOTAL CASH INVESTMENT	\$30,000

Figures based on conservative AUS values for the services

Sporting Venues value-in-kind	\$10,000
Cleaning and Waste Management of council venues	\$5,000

TOTAL INKIND INVESTMENT	\$15,000
--------------------------------	-----------------

Goods and Services Tax

All sponsorship figures quoted in this proposal are GST exclusive.

Proposed Use of Funding

AUS receives a large proportion of revenue associated with the Games through registration fees. Government funding will be purely allocated to marketing areas of the budget particularly to attract increased numbers from Queensland and northern NSW universities.

Specifically funds will be used to offset costs in:

- Marketing collateral
- Online promotions
- Email and mobile technology applications
- Attendance by staff at all university Orientation Weeks (nationwide)

AUS seeks destinations which allow AUS to explore tourism 'add-on' opportunities. This particular aspect adds to the overall economic impact of the event. AUS will work alongside the relevant tourism department staff to tailor messages towards this key market, and then include in all marketing initiatives.

BREAKDOWN OF KEY FINANCIALS FOR NORTHERN UNIVERSITY GAMES BUDGET

State and Local Government Funding	\$30,000
Host University Funding	\$20,000
Registration Fees	\$200,000
Social Programs	\$5,000
Sponsorship	\$35,000
Total Income:	\$290,000
Administration	\$45,000
Human Resource Management	\$50,000
Financial/Legal/Insurance	\$25,000
Travel/Accommodation	\$15,000
Public Relations and Marketing	\$35,000
Sport	\$120,000
Contingency	\$10,000
Total Expenditure	\$300,000

EXAMPLE: HOST REGION SPONSOR BENEFITS SCHEDULE

In return for the Sponsorship, AUS will provide the following to Partner Councils as a sponsor of AUS:

(a) Major event partner recognition

AUS will recognise the Partner Councils as a "major event partner" in all material associated with the Event.

(b) Logo branding

The Partner Councils' nominated logos will feature on printed and promotional material, not already produced at the time of agreement and if produced, including but not limited to:

- (i) Event posters (circulated to all university members, State Sporting Organisations and National Sporting Organisations)
- (ii) Event brochures (circulated to university members, students and via the AUS website)
- (iii) Partners page of the NUG section of the AUS website
- (iv) Event accreditation passes (produced for all participants, officials and AUS stakeholders)
- (v) Event specific signage, including pull ups and host venue signage.

(c) Mobile app advertisement

The opportunity to place one (1) advertisement or special offer on the mobile used by athletes, officials and key stakeholders.

(d) Signage

The opportunity to place Partner Council pieces of signage at all sporting venues.

(e) Digital media

Partner Councils to place editorial on the Host City page of the Event section, of the AUS website (length and content to be agreed by both parties).

The right to place advertising banners on selected pages of the NUG section of the AUS website

(f) Special events

The opportunity to be involved with ceremonies and function(s) at the Event, including an opportunity for Mayoral representatives to speak at selected events.

Council staff will also be invited to present medals during the Event.

(g) E-newsletters

The opportunity to place editorial in event e-newsletters.

(h) Event Marketing Plan

AUS will provide to Partner Council a copy of the event marketing plan and relevant KPIs, and in turn provide updates on these KPIs throughout the term of the agreement

(i) Post event reporting

AUS will prepare an acquittal report detailing the postcode of participants, as well images and video collated throughout the games

AUG LOCATIONS BY YEAR

YEAR	AUG LOCATION	NUG LOCATION
2016	Perth	Sunshine Coast
2017	Gold Coast	Rockhampton
2018	Adelaide	Sunshine Coast
2019	Gold Coast	Armidale
2020	TBA	TBA

CONTRACT TIME FRAMES

MAY 2016	COUNCIL PARTNERSHIP CONFIRMED
JUNE 2016	COUNCIL PARTNERSHIP CONTRACT SIGNED
JULY 2016	ANNOUNCEMENT OF HOST CITY 2017

Australian University Sport

Ryan Lenegan

Regional Development Manager - North
Varsity Lakes Sports House
337 Christine Avenue, Varsity Lakes
Queensland 4227
Telephone: 07 5699 8284
Facsimile: 07 3876 2620
Mobile: 0434 517 867
Email: ryan.lenegan@unisport.com.au
www.unigames.com.au

11.2 LEICHHARDT HIGHWAY PROMOTIONS ASSOCIATION - WITHDRAWAL OF MEMBERSHIP

File No: 5770
Attachments: Nil
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Russell Claus - Executive Manager Regional Development

SUMMARY

Executive Manager Regional Development regarding the discontinuation of membership of Leichhardt Highway Promotions Association.

OFFICER'S RECOMMENDATION

THAT Council:

- Withdraw all participation in the Leichhardt Highway Promotions Association Inc. including funding, Committee representation and the secretarial function;
- Propose to the remaining Councils to discontinue the Committee's work; and
- Second any remaining assignments and funding (pro rata) to either the contributing Councils or the respective RTO's to manage in support of the Committee's intent.

COMMENTARY

Rockhampton Regional Council is a member of the Leichhardt Highway Promotions Association Inc (LHPA) and has been represented on the Committee for several years. The Committee comprises representatives from Rockhampton Regional Council, Banana Shire Council, and Western Downs Regional Council. Regional Tourist Organisations (RTO's), Capricorn Enterprise and Southern Queensland Country Tourism are also invited to attend meetings, but are not members of the Committee.

Goondiwindi Shire Council was a member of the LHPA however decided to discontinue their membership, questioning the value they received in return for their membership investment due to the lack of progress made by the Committee. The Committee has also made several attempts to approach Livingstone Shire Council to become a member which have been declined.

Recently, the LHPA has lost both the appointed Chairperson and Treasurer due to the representative Councilors from Banana Shire Council losing their seats in the recent Local Government Elections. Subsequent to this, the Committee also received the resignation of a representative from Western Downs Regional Council on 1 May 2016.

Due to its structure, infrequency of meetings, and lack of dedicated resources the Committee has struggled to be effective relative to the time devoted by each participating community. Its primary objectives of brochure production and distribution, and maintenance of a website could be managed by the affiliated RTOs who are perhaps better positioned to carry out the promotional aims of the Committee and respective regions.

To enable the Committee to be fully effective in delivering its objectives and current projects would require a substantial additional commitment of resources for a low return on investment. These resources are not available in RRC and do not appear likely to be forthcoming from other members. Given this reality, it seems prudent to discontinue membership and to reassign existing committee funds, which currently stands at \$63,141 (as at 17 May 2016).

11.3 LOCAL DISASTER MANAGEMENT PLAN

File No: 3086
Attachments: 1. Local Disaster Management Plan
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Robert Holmes - General Manager Regional Services

SUMMARY

The Rockhampton Region Local Disaster Management Plan was presented to the Council meeting on 24 May 2016. At this meeting changes were requested, which have now been incorporated in the document.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Region Local Disaster Management Plan as presented, be endorsed.

COMMENTARY

As part of its disaster management responsibilities, the Council is required to develop a Local Disaster Management Plan (LDMP) and such a plan is to be reviewed when considered appropriate.

BACKGROUND

A revised Local Disaster Management Plan has been presented to the Council at meetings on 10 May and 24 May 2016.

An updated document is now presented for endorsement.

LOCAL DISASTER MANAGEMENT PLAN

Local Disaster Management Plan

Meeting Date: 28 June 2016

Attachment No: 1



Local Disaster Management Plan



Abbreviations and Glossary

ALO	Agency Liaison Officer
BCA	Building Code of Australia
BoM	Bureau of Meteorology
CASA	Civil Aviation Safety Authority
COAG	Council of Australian Governments
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DMA	Disaster Management Act (2003)
DTMR	Department of Transport and Main Roads
EMQ	Emergency Management Queensland
FRW	Fitzroy River Water
Guardian	Content Management System used by Rockhampton Regional Council
IAP	Incident Accident Plan
IDAS	Integrated Development Assessment System
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Rockhampton Regional Council Local Disaster Management Group
LDMP	Local Disaster Management Plan
QAS	Queensland Ambulance Service
QFES	Queensland Fire & Emergency Service
QPS	Queensland Police Service
Region	the area under the management of Rockhampton Regional Council
RFA	Request for Assistance
RRC	Rockhampton Regional Council
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SDCC	State Disaster Control Centre
SES	State Emergency Service
SEWS	Standard Emergency Warning System
Sitrep	Situation Report
SOP	Standard Operating Procedure
SPA	Sustainable Planning Act (2009)
SPF	Strategic Policy Framework
TTN	Task Tracking Number

TABLE OF CONTENTS

DOCUMENT CONTROL	7
1.1 AMENDMENT CONTROL	7
1.2 AMENDMENT REGISTER	7
1.3 DISTRIBUTION	7
2 ADMINISTRATION AND GOVERNANCE	8
2.1 AUTHORITY TO PLAN	8
2.2 PURPOSE	8
2.3 OBJECTIVES	8
2.4 STRATEGIC POLICY FRAMEWORK	9
2.5 DISASTER MANAGEMENT PRIORITIES	10
2.6 REVIEW AND RENEW LDMP	11
3 LOCAL DISASTER MANAGEMENT GROUP	12
3.1 ESTABLISHMENT	12
3.2 MEMBERSHIP	12
3.3 SUB COMMITTEES	12
3.4 ROLES and RESPONSIBILITIES	13
3.5 MEETINGS	13
3.6 REPORTING	14
4 DISASTER RISK MANAGEMENT	15
4.1 DISASTER RISK MANAGEMENT PROCESS	15
4.2 COMMUNITY CONTEXT	15
4.3 RISK ASSESSMENT	16
4.4 HAZARDS IN THE LOCAL DISASTER MANAGEMENT PLAN	16
4.4.1 Disaster Management Policy within Rockhampton Regional Council	16
4.4.2 Risk Management and Town Planning Development	16
5 PREVENTION, PREPAREDNESS, RESPONSE & RECOVERY	17
5.1 PREVENTION	17
5.1.1 Building Codes, Legislation and Regulations	17
5.1.1.1 Sustainable Planning Act 2009	17
5.1.1.2 Building Act 1975	18
5.1.1.3 Australian Standards	18
5.1.2 Community Awareness (Public Education)	18
5.1.3 Insurance Incentives	19
5.1.4 Risk Based Land use Management Initiatives	19
5.1.5 Warning Systems	19

5.2	PREPAREDNESS	20
5.2.1	Sub Plan	21
5.2.2	Disaster Coordination Centre Arrangements	22
5.2.3	Community Warning and Alert Systems	24
5.2.4	Training and Exercises	24
5.2.5	Public Education	24
5.2.6	Current Capacity/Operational Limitations	26
5.2.7	Emergency Planning	27
5.3	RESPONSE	27
5.3.1	Response Capability	28
5.3.2	Organisation for control	28
5.3.3	Coordination of Disaster Operations	29
5.3.4	Declaration of Disaster Situation	29
5.3.5	Threat Escalation	29
5.3.6	Timely Activation of LDMG and LDCC	29
5.3.7	Stages of Activation	29
5.3.8	Notification of Agencies	30
5.3.9	Operational Assessment	30
5.3.10	Mobilisation of Resources	30
5.3.11	Resupply Operations	31
5.3.12	Sub Plans	31
5.3.13	Support from External Agencies	32
5.3.14	Functional Arrangements	32
5.3.15	Threat Specific Arrangements	33
5.3.16	Post Impact Assessment	34
5.3.17	Needs Assessment	35
5.3.18	Operational Reporting	35
5.3.19	Providing Support Outside of Rockhampton Region	36
5.3.20	Financial Planning	36
5.3.20.1	Authorised Expenditure and Delegations	36
5.3.20.2	Recording of Expenses	37
5.3.21	Warnings and Public Information	37
5.3.22	Information Management	37
5.3.23	Document Management	37
5.4	RECOVERY	38
5.4.1	Recovery – Management Structure	38
5.4.2	Community Recovery	39
5.4.3	Infrastructure Recovery	40
5.4.4	Economic Recovery	41
5.4.5	Environmental Recovery	41

<i>Annexure 1: Local Disaster Management Plan Distribution List</i>	42
<i>Annexure 2: Procedures</i>	43
Table 1: Plan Approval, Review and Reporting Arrangements	43
Table 2: Scheduled Review	44
Table 3: Version Control	44
<i>Annexure 3: Contact List of LDMG Members</i>	45
<i>Annexure 4: Sub Plans</i>	46
<i>Annexure 5: Roles and Responsibilities</i>	47
Table 4: Agencies	47
Table 5: Functions	50
Table 6: Lead and Support Agencies Disaster Functions	52
Table 7: Threat Specific Lead and Support	55
<i>Annexure 6: Meeting Schedule</i>	58
<i>Annexure 7: Risk Assessment</i>	59
Table 8: Natural Hazards	80
Table 9: Non Natural Hazards	81
Table 10: Risk Evaluation Criteria – consequence levels	82
Table 11: Risk Rating Matrix	84
Table 12: Natural Hazards Risk Register	84
Table 13: Non Natural Risk Register	86
Table 14: Risk Management Record	89
Table 15: Risk Treatment Plan	95
<i>Annexure 8: Training Register</i>	103
<i>Annexure 9: Request for Assistance to DDMG</i>	104
<i>Annexure 10: Standard Operating Procedures (SOP)</i>	107
<i>Annexure 11: Check Lists</i>	107
<i>Annexure 12: Document Retention</i>	107
<i>Annexure 13: Resupply Forms</i>	111
<i>Annexure 14: Potential Evacuation Centres</i>	112
<i>Annexure 15: Potential Recovery Centres</i>	116

Foreward by the Chair, Local Disaster Management Group

The Rockhampton Region can be subjected to incidents and events that cause damage and disruption to our communities. As such it is prudent that individuals, businesses, organisations, Councils and Government agencies examine these incidents and develop strategies to deal with these events.

Local Governments have a clear role in identifying and understanding the hazards and risks that could impact on the safety of our communities. Our role is to put in place, mitigation, preparation, response and recovery strategies and arrangements within the ambit of our resources and responsibility.

The Rockhampton Regional Council is committed to all aspects of disaster management.

On behalf of the Rockhampton Regional Council Local Disaster Management Group I commend you for taking the time to read this Disaster Management Plan and trust that you will assist us in making our communities safe places to live, work and play.



Cr Tony Williams
Chairperson, Local Disaster Management Group

DOCUMENT CONTROL**1.1 AMENDMENT CONTROL**

The LDMP is a controlled document. The controller of the document is the Rockhampton Regional Council Local Disaster Coordinator (LDC). Any proposed amendments to this LDMP should be forwarded in writing to:

Disaster Management Officer
Rockhampton Regional Council
PO Box 1860
Rockhampton QLD 4700

This document is not to be altered, amended or changed in any way other than those amendments authorised by the Rockhampton Regional Council Local Disaster Management Group (LDMG). However, the LDMP is intended to be a "live" document to be regularly reviewed, assessed and amended where necessary. As such, Rockhampton Regional Council (RRC) welcomes feedback from the region's residents, visitors and others regarding this Disaster Management Plan.

A copy of each amendment is to be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and signed.

1.2 AMENDMENT REGISTER

Amendment		Plan Updated	
No / Ref	Issue Date	Inserted by	Date
LDMP2015.1	16/09/2015	Sam Williams	16/09/15

1.3 DISTRIBUTION

This LDMP has been distributed in accordance with the distribution list (*Annexure 1*). A copy with contact details and other sensitive information removed is to be sent to the Rockhampton Regional Council's Marketing and Engagement Unit for inclusion on the public website.

2 ADMINISTRATION AND GOVERNANCE

2.1 AUTHORITY TO PLAN

The *Disaster Management Act 2003* (DMA) requires that a local government must prepare a plan for disaster management in the local government's area. Sub-section (2) of section 57 of the DMA states:

The plan must include provision for:

- a) the State group's strategic policy framework for disaster management for the State and the local government's policies for disaster management; the roles and responsibilities of entities involved in disaster operations and disaster management in the area;
- b) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned above;
- c) events that are likely to happen in the area;
- d) strategies and priorities for disaster management for the area;
- e) the matters stated in the disaster management guidelines as matters to be included in the plan; and
- f) other matters about disaster management in the area the local government considers appropriate.

2.2 PURPOSE

The purpose of the Rockhampton Regional Council LDMP is to ensure community safety through the development of effective disaster management strategies in order to ensure effective co-ordination of available resources to assist communities to:

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

The LDMP has not been developed for the management of:

- commonly occurring incidents which are within the capacity of the individual combat agencies of the Department of Community Safety and Queensland Police Service (QPS); or
- major incidents which are within the capacity of the nominated lead agency with a threat specific role.

However, elements of the LDMP may be activated in support of a lead agency responding to a major incident.

2.3 OBJECTIVES

The objective of the LDMP is to facilitate the implementation of effective and efficient disaster management strategies and arrangements. In accordance with section 30(f) of the DMA, the Rockhampton Regional Council Local Disaster Management Group (LDMG) is responsible for managing disaster operations in the area under policies and procedures defined by the State Disaster Management Group.

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

Whilst there are no specific powers granted to the Chair of the LDMG or its members, under the DMA, it is the responsibility of this position and Rockhampton Regional Council to prepare for and make available its resources in the event of a disaster. The overall objective of this LDMP is to improve community safety through the identification, evaluation and mitigation of risks that might otherwise be classified as disasters. Where it is not plausible or possible to mitigate the risks, the LDMP offers contingencies for disaster management response and recovery procedures for the Rockhampton Regional Council area.

The LDMP also ensures that the resources used to prevent, prepare for, respond to and recover from disasters are used efficiently to achieve the most effective outcomes for the region and its community.

2.4 STRATEGIC POLICY FRAMEWORK

The DMA forms the legislative basis for disaster management activities within all levels of government in Queensland and its disaster management arrangements including:

- a) establishing disaster management groups for the State, identified disaster districts and local government areas;
- b) detailing planning requirements at each level; and
- c) providing for the conferring of powers on selected individuals and groups.

Queensland's whole-of-government disaster management arrangements are based upon partnerships between the state and local governments. These partnerships recognise that each level of the disaster management arrangements must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

Queensland's tiered disaster management arrangements — based on local, district and state levels — enable a progressive escalation of support and assistance through each tier as required. The Australian Government is also included in the arrangements as a fourth level, recognising that Queensland may need to seek federal support in times of disaster.

The arrangements comprise several key management and coordination structures through which the functions of disaster management for Queensland are achieved. The principal structures that make up the arrangements are:

- a) Disaster management groups that operate at local, district and state levels and which are responsible for the planning, organisation, coordination and implementation of all measures to mitigate/prevent, prepare for, respond to and recover from disasters;
- b) Coordination centres at local, district and state levels that support disaster management groups in coordinating information, resources and services necessary for disaster operations;
- c) State government functional agencies through which the responsibilities of the State, in relation to disaster management and specific threats are managed and coordinated; and
- d) Australian government committees and agencies that provide support to Queensland on an as required basis.

The arrangements are flexible and scalable, enabling escalation of support and assistance through the local, district, state and federal government arrangements as required. They are premised on an all-hazards approach – using the same arrangements to respond to any event, be it a natural or non-natural disaster. They are also underpinned by the comprehensive approach – prevention, preparedness, response and recovery.

Within the arrangements, it is local governments that are the focus for managing disasters within their respective communities. State and district levels are to provide additional resources, support, assistance and expertise as required. (State Disaster Management Plan 2011 and DMA)

The Rockhampton Regional Council is committed to ensuring that the regions disaster management arrangements comply with the provisions of the DMA. The development of a Disaster Management Strategic Policy Framework (SPF) for the State is a function of the State group under the DMA.

Queensland's SPF was adopted by the State group in February 2006.

The SPF:

- a) articulates the vision for disaster management in Queensland;
- b) outlines the strategic direction to guide policies and programmes;
- c) mainstreams disaster mitigation into relevant areas of activity of government, non-government and relevant industry; and
- d) outlines governance and accountability arrangements to support achievement of disaster management priorities.

In line with the Council of Australian Governments (COAG) report *Natural Disasters in Australia, Reforming Mitigation, Relief and Recovery Arrangements (2002)*, the SPF identifies elements of disaster management as follows;

- a) disaster research;
- b) policy and governance;
- c) disaster risk assessment;
- d) disaster mitigation
- e) disaster preparedness;
- f) disaster response;
- g) disaster relief and recovery; and
- h) post-disaster assessment.

The SPF can be found at www.disaster.qld.gov.au/publications.

2.5 DISASTER MANAGEMENT PRIORITIES

The priorities of this LDMP are as follows:

- Base the plan and the risk treatments on an all hazards comprehensive risk management approach across the Prevention, Preparation, Response and Recovery stages.
- Use the results from the risk assessment and evaluation to prioritise and implement (where appropriate) measures that:
 - are preventative and preparatory to mitigate the risk where possible, lessen the likelihood of an event occurring or lessen the impact on the community, resources and services of the Rockhampton region
 - ensure response capabilities, to take action in anticipation of, during and immediately after an event, to the full potential of local resources
 - assist the disaster-affected community to recover from an event in the social, emotional and physical wellbeing, economic, environmental and infrastructure areas of the region
- Communicate the risks, recommended PPRR (Prevention, Preparedness, Response & Recovery) actions and local arrangements to the whole of the community to enable the members to improve their capacity to withstand a disastrous event
- Align with the Queensland Disaster Management Arrangements, Local Disaster Management Plan Guidelines and Disaster Management Act 2003, ensuring effective disaster management and operations for the Rockhampton Regional Council's area.

Within these priorities is the accepted responsibility to ensure the risk based approach is updated and continually reviewed to address any changes to the region and/or overriding legislation and principles.

2.6 REVIEW AND RENEW LDMP

A local government may review or renew its LDMP when the local government considers it appropriate (s59 DMA). However, the local government must review the effectiveness of the plan at least once every year.

Assessment of the plan and response capability may be achieved through operational activation or by the conduct of exercises.

When reviewing the effectiveness of the LDMP annually, the LDMG should include a minimum of one practical exercise per annum, involving as many relevant organisations, authorities and stakeholders as possible.

Procedures in relation to drafting, reviewing and reporting arrangements as required under the DMA can be found in *Annexure 2* which shows the previous and the planned timelines for reviews to be completed.

Rockhampton Regional Council Local Disaster Management Plan



Reviewed July 2013

3 LOCAL DISASTER MANAGEMENT GROUP

3.1 ESTABLISHMENT

The DMA section 29 stipulates that a local government must establish a LDMG for the local government's area.

The functions of a LDMG are specified under section 30 of the DMA.

3.2 MEMBERSHIP

The DMA section 33 provides that:

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

RRC has nominated and ratified the appointment of members of the LDMG (*Annexure 3*).

Notice about Membership of a Local Group

Section 37 of the DMA stipulates that the relevant local government for a local group must, at least once a year, give written notice of the members of the group to the chairperson for the disaster district in which the local group is situated.

Furthermore section 40A of the DMA allows a member of a local disaster management group, with the approval of the chairperson of the group, to appoint by signed notice another person as his or her deputy. Deputies may attend a group meeting in the member's absence and exercise the member's functions and powers under the DMA at the meeting. A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.

Advisors and invitees

In addition to its members, the LDMG may co-opt additional members or seek the assistance of individuals or organisations as circumstances may require.

These persons sit as advisors to the group only. Whilst involved with the business of the group, these people will receive copies of the group's agenda and minutes and activation alerts issued during an event.

3.3 SUB COMMITTEES

The Rockhampton Regional Council LDMG may constitute sub committees to address specific issues and/or tasks.

Currently the Rockhampton Regional Council LDMG has formed the following sub committees:

- Cyclone & Storm Sub Committee
- Evacuation Sub Committee
- Communication Sub Committee
- Recovery Sub Committee; and
- Airport Emergency Planning Committee
- Transport Sub Committee

Sub committees are responsible for assisting the LDMG to discharge its responsibilities, especially with regard to the preparation or implementation of specific plans.

A Chairperson for each sub group has been appointed by the LDMG. Sub group Chairperson or nominated committee member are required to submit regular reports of their progress to the Local Disaster Management Group at scheduled LDMG meetings.

3.4 ROLES and RESPONSIBILITIES

The control of a disaster response will be the responsibility of the relevant lead agency. Support required by the lead agency, upon implementation of this plan, will be coordinated by the LDMG.

Agency responsibilities are detailed in *Annexure 5*, Table 4. Furthermore *Annexure 5* Table 5 details the disaster management and support functions of the LDMG.

3.5 MEETINGS

The DMA section 39 requires a disaster management group to meet at least once in every six (6) months. The LDMG has resolved to meet four (4) times per year. *Annexure 6* details previous and planned meeting dates.

Minutes of such meetings are maintained in accordance with the requirement of the DMA. Copies of the minutes are available on request for members and advisors by contacting the Rockhampton Regional Council Disaster Management Officer.

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

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

Under section 40 of the DMA, a quorum for the group is set at one half of the number of members for the time being holding office plus 1; or if one half of the number of members for the time being holding office is not a whole number, the next highest whole number.

3.6 REPORTING

The DMA stipulates that it is a function of the LDMG to identify and provide advice to the District Disaster Management Group (DDMG) about support services required by the local group to facilitate disaster management and disaster operations in the area. Reports to the DDMG will include:

- A list of Disaster Management priorities for the local government area, as contained within the Risk Management Record (*Annexure 7*);
- A list of disaster management priorities for the local government area requiring District and State Group support; and
- Information about the operational readiness and preparedness of the local government area.

Performance Reporting

A comprehensive written report outlining the performance of the local group of its functions is required to be provided to the DDMG. The functions of a LDMG are specified in section 30 of the DMA.

The comprehensive report will be required on an annual basis, shortly prior to the DDMG requirement to report to the State Group

Reporting requirements cover a detailed approach to disaster management issues and the report will therefore include:

- membership;
- operational issues;
- planning arrangements;
- meetings;
- exercises;
- risk management/mitigation;
- training and development;
- community awareness;
- integration with business planning; and
- business continuity strategies.

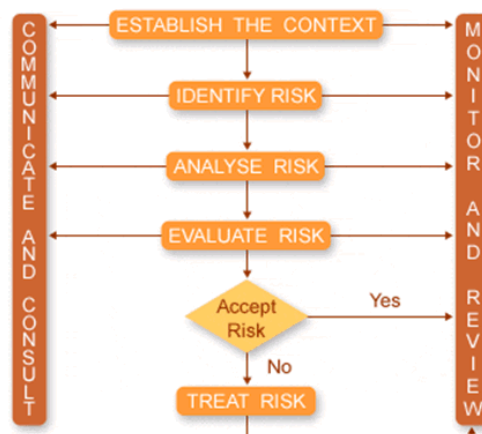


4 DISASTER RISK MANAGEMENT

4.1 DISASTER RISK MANAGEMENT PROCESS

The Australian/New Zealand Standard on Risk Management (AS/NZS ISO 31000:2009) defines risk management as “the culture, processes, and structures that are directed towards realizing potential opportunities whilst managing adverse effects”. In terms of disaster mitigation and management, risk management is a process of identifying risks and hazards to a community in the event of a disaster.

Main Elements of the Disaster Risk Management Process



This process encompasses an understanding of the community (establishing the context), identifying the “what, where, when, how, and why” (identifying the risks), identification of what is likely and probable to occur in that community and the consequences of these outcomes (analysing the risks), setting priorities for dealing with these risks (evaluate risk), and determining options and strategies for dealing with these risks (treat risk).

4.2 COMMUNITY CONTEXT

As a result of a State Government review in regards to Queensland local government, the Rockhampton Regional Council was formed in March 2008 incorporating the previous local government areas of Rockhampton City, Livingstone, Fitzroy and Mount Morgan Shires. In 2014 the Rockhampton Region Council de-amalgamated to form Rockhampton Regional Council and the former Livingstone Shire Council was recreated.

The Rockhampton Regional Council area is located in Central Queensland, on the Tropic of Capricorn and has three (3) major localities including Rockhampton, Gracemere and Mount Morgan. The Region lies on the Fitzroy River - one of the largest river systems in Queensland - and is approximately 600 kilometres north of the Queensland capital Brisbane.

The Rockhampton Regional Council area is bounded by the Isaac Regional Council area to the north, Livingstone Shire Council and the South Pacific Ocean to the east, the Gladstone Regional Council and Banana Shire areas to the south and the Central Highlands Regional Council area to the west. Further details on the Rockhampton Regional Council's area refer to Risk Assessment (Annexure 7).

4.3 RISK ASSESSMENT

A Natural Disaster Risk Assessment Study of the Council area was completed in 2012. It was based on a “whole of area” study, to incorporate the former Mount Morgan Shire area and revisit previous assessments and update the data in light of recent events and, if required, changes in policy. The assessment considered the natural disasters likely to impact on the Rockhampton Regional Council area including flooding, wildfires, cyclones, tornadoes, landslides, dam breaks, earthquakes, tsunamis, heat wave, severe storms and storm surge. This study is the first since the amalgamation of the former Rockhampton City, Fitzroy, Mount Morgan and Livingstone Shires in 2008.

A number of natural disaster related studies had been completed by the former Councils which provided valuable input into the Natural Disaster Risk Assessment. These include:

- Fire Hazard Strategy 2002;
- Capricorn Coast Storm Tide Hazard Investigation 2003;
- A Natural Disaster Risk Management Study for combined former Rockhampton City Council and Fitzroy Shire Council areas 2003;
- A Natural Disaster Risk Management Study for the former Livingstone Shire Council 2005;
- Fitzroy River Flood Study 2011; and
- Gracemere Stormwater Catchments Study 2012.
- North Rockhampton Local Creek Catchment Flood Study 2014

Details on the risk assessment process and the resulting risk registers are in *Annexure 7*.

4.4 HAZARDS IN THE LOCAL DISASTER MANAGEMENT PLAN

The risk management record (*Annexure 7*) is compiled from the recently completed Natural Disaster Risk Assessment Study mitigation action plans and the previous Disaster Risk Management Studies from the former Livingstone Shire and Rockhampton City Councils. The details within the Risk Register need to be reviewed at least annually and updated as a result of the occurrence of natural hazard events or significant changes in land tenure within the Region as directed by LDMG. Future studies will be completed and the results from these will be included in the risk management record as further verification of hazards and the risks are documented.

4.4.1 Disaster Management Policy within Rockhampton Regional Council

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

4.4.2 Risk Management and Town Planning Development

In approving development applications, RRC ensures the proposed development is not adversely impacted by natural hazards, such as flooding, bushfire and landslide via planning controls contained in the existing planning schemes and by the application of relevant parts of the building codes, legislation and regulation that ensure buildings and infrastructure are constructed to standards that minimise damage to property and people in a disaster event.

The levels of risk to people, property and critical infrastructure are minimised by a risk based land use planning approach. This is achieved by allocating existing and future land uses and infrastructure in appropriate locations that can function to an acceptable level of risk during a disaster event. This may be through a variety of mechanisms such as:

- Development applications are triggered by an overlay map (showing hazard areas such as flood, bushfire and steep land)
- Setting location, design, construction and operating standards (setting habitable floor levels in buildings and locating essential community infrastructure above a defined flood event)
- Restricting intensification and land uses in mapped hazard areas (zoning land in flood prone areas as open space and parks).

5 PREVENTION, PREPAREDNESS, RESPONSE & RECOVERY

5.1 PREVENTION

1. Prevention refers to the regulatory and physical measures taken to ensure that emergencies are prevented or their effects mitigated. (Australian Emergency Management Glossary, Manual 3).
2. Prevention measures can be both structural and non-structural and include engineering works, planning controls and land use planning, warning systems and regulations.
3. State Planning Policy 1/03, Mitigating the Adverse Impact of Flood, Bushfire and Landslide, sets out the State's interest in ensuring that the natural hazards of flood, bushfire and landslide are adequately considered when making decisions about development. These interests are also reflected in local government planning schemes.
4. Rockhampton Regional Council has undertaken risk assessment studies as outlined in Section 4.3. The implementation of the mitigation strategies outlined in those studies is considered a preventative measure and will assist in mitigating the impact of the hazard.
5. To ensure the progression of risk treatment options by the responsible agencies are requested to incorporate these strategies into their corporate planning processes for recognition and implementation.

Details of the recommended mitigation strategies are in *Annexure 7*.

5.1.1 Building Codes, Legislation and Regulations

The application of National Construction Codes Series (Building Codes of Australia) and building use regulations aim to ensure that buildings and infrastructure are designed and constructed to standards that minimise damage and injury in an event (up to the design event), and that the building or infrastructure is used for the purpose in which was intended. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

The application of certain types of legislation, for example the Dangerous Goods Safety Management Act 2001, which outlines the safe storage and transport of hazardous materials particularly in a built up areas, aim to prevent incidents occurring that would endanger the community.

There are various laws and regulations that govern the building process. The following provides an overview of the various pieces of legislation that govern the building industry.

5.1.1.1 Sustainable Planning Act 2009

The Sustainable Planning Act 2009 commonly referred to as SPA, forms the foundation of Queensland's planning and development legislation.

The purpose of SPA is to seek to achieve ecological sustainability by: managing the process by which development takes place, including ensuring the process is accountable, effective and efficient and delivers sustainable outcomes; and managing the effects of development on the environment, including managing the use of premises; and continuing the coordination and integration of planning at the local, regional and state levels.

SPA sets standard planning scheme provisions to be incorporated into local government planning schemes. Planning schemes are utilised by local governments as a mechanism for managing and regulating development. SPA seeks to ensure that planning schemes regulate development in a way that balances impacts on the natural environment, economic benefits and the cultural and physical impacts.

SPA retains the Integrated Development Assessment System (IDAS), which establishes a common assessment system to be followed by all State agencies and local governments involved in assessing development applications. IDAS is the step by step process for lodging, assessing and deciding development applications.

5.1.1.2 Building Act 1975

The Building Act governs all building work in Queensland. The Act empowers the regulation of certain aspects of buildings and structures and includes the administrative terms necessary to give effect to the legislation.

It is a requirement of the Building Act 1975 that buildings in Queensland be constructed in accordance with the Building Code of Australia (BCA).

The Building Code of Australia is a uniform set of technical provisions for the design and construction of buildings and other structures throughout Australia. The BCA is given legal effect through the *Building Act 1975*.

The BCA is supported by a number of "reference documents". These documents provide specific detail on how to comply with the BCA and include a number of Australian Standards.

The BCA, which must be read in conjunction with the Building Act, is published as the National Construction Code Series in two volumes:

- Volume 1 related to Class 2 to 9 buildings
- Volume 2 (also known as the Housing Provisions)

5.1.1.3 Australian Standards

Numerous building and construction standards have been developed that add to the safety, efficiency and cost-effectiveness of building in Australia. A Standard is a document which provides rules, guidelines and often detailed technical specifications for activities undertaken in the industry.

A number of the building and construction standards are referenced in regulations including the Building Code of Australia, which means it is compulsory to undertake work in the way in which it is specified. A few examples include:

- Product standards and test methods related to windows, doors and roofing;
- Internal and external waterproofing of dwellings;
- Installation and product standards for smoke detectors;
- Design standards related to access for the disabled.

Specifically in response to recent disaster events Australian Standards have published standards and developed draft standards for:

- Construction of buildings in bushfire-prone area
- Construction of buildings in flood hazard areas (draft)

These are applicable as they ensure that buildings meet an established standard to minimise damage and injury in an event.

Compliance with building regulations/codes will reduce the effects from; floods, cyclones, severe storms, landslides and earthquakes in particular.

5.1.2 Community Awareness (Public Education)

Community awareness and public education is extremely important to empower the community during times of disaster or emergency.

A fundamental challenge for local government and the emergency management sector in general, when aiming to achieve "safer sustainable communities", is how to effectively engage the community. It is recognised that an "engaged community" involved in the decision making processes associated with emergency management activities is more likely to be responsive and self-managing when emergencies do arise.

Public education consists of an ongoing public awareness program conducted by the Rockhampton Regional Council and partner agencies in conjunction with the LDMG.

Council makes available to the public numerous pamphlets produced by the Bureau of Meteorology (BoM), Queensland Fire and Emergency Services (QFES), and Australian Emergency Management. These are available on request to Customer Service or the Disaster Management Officer.

5.1.3 Insurance Incentives

Insurance coverage for properties affected by disaster events is regularly a concern for people affected by such events.

The provision of insurance incentives (such as reduced insurance premiums) for residents who have taken appropriate and relevant action to prepare or enhance their properties structural adequacy or capacity to withstand relevant hazards, has been identified as a method of ensuring a more prepared and resilient community.

Whilst local government has little influence over the processes of insurance companies, natural disaster risk management studies undertaken by Council have included the initiative to investigate a scheme to assist home owners to strengthen vulnerable housing elements.

5.1.4 Risk Based Land use Management Initiatives

State Planning Policy 1/03 – Mitigating the Adverse Impacts of Flood, Bushfire & Landslide

The Queensland Government considers that development should minimise the potential adverse impacts of flood, bushfire and landslide on people, property, economic activity and the environment.

Purpose of Policy 1/03

The State Planning Policy sets out the State's interest in ensuring that the natural hazards of flood, bushfire and landslide are adequately considered when making decisions about development.

Under the Sustainable Planning Act 2009 the State Planning Policy has effect when development applications are assessed, when planning schemes are made or amended and when land is designated for community infrastructure.

The application of the Sustainable Planning Act 2009, State Planning Policy 1/03 and Council's planning scheme provisions to development applications will guard against the inappropriate siting of developments in mapped hazardous areas.

Planning Scheme Overlays

Planning scheme overlays (maps and codes) identify areas of land with particular characteristics that need to be considered when development is planned in these areas. These characteristics may relate to a natural hazard such as bushfire, flooding or landslide, or a value such as biodiversity or a constraint such as proximity to an airport. The planning scheme contains specific requirements relating to each overlay and these requirements must be addressed when development is planned within the overlay area.

5.1.5 Warning Systems

Effective warning systems are an essential preventative strategy that aims to convey information to the community relating to the approaching disaster event.

Warnings to the community from the BoM, Queensland Fire and Emergency Service (QFES) and Council, are transmitted via the electronic media and radio as required.

Current warning systems in use for disaster management purposes are detailed in the Communication Sub Plan (*Annexure 4*).

5.2 PREPAREDNESS

Preparedness is having “arrangements or plans to deal with a threat situation or a disaster, that is, the mobilisation of the disaster response structure and resources” (Emergency Management Australia, 2004).

Preparedness is also about measures that seek to reduce harm caused by a hazard by reducing the community vulnerability and includes measures such as:

- establishing or refining procedures regarding early warning systems, and a public education plan to inform the community of these systems;
- training relevant response personnel on operational implementation;
- considering and planning for the finances and capital required in the event of activating the disaster management plan;
- establishing emergency communication procedures;
- community awareness programs;
- effective information management;
- an up to date local disaster management plan; and
- developing and testing plans.

The LDMG will encourage an all agency, all hazard ethos within the Group, with all members of the LDMG being encouraged to take this approach, by providing advice and guidance to the LDMG on specific hazards.

The LDMG will identify and review resources annually to maximise response capability. Additionally the LDMG may establish and maintain relationships with lead and support agencies, local community groups, local volunteer service groups, the District Disaster Management Group and the State Emergency Service, (Rockhampton Regional Council SES Unit) to build an ethos of ownership and partnership with the members of the Groups to increase its overall disaster management capability.

The LDMG will establish and maintain emergency evacuation centres and community recovery centres and develop operational guidelines for their establishment and operation.

The LDMG will establish an emergency communication capability and document procedures for its use in an operational plan.

A key element of preparedness is the availability of:

- a) members of the LDMG trained in their role and responsibilities;
- b) trained staff to operate the LDCC; and
- c) appropriate resources.

Rural communities of the region are well known for their resilience and self-sufficiency and are more likely to have in place appropriate strategies to cope with the impact of an event. Urban communities need to be encouraged to be more self-reliant during disaster events and take ownership of the situation, where possible, at least for the first 24 hours. They also need to be encouraged to have a personal disaster plan.

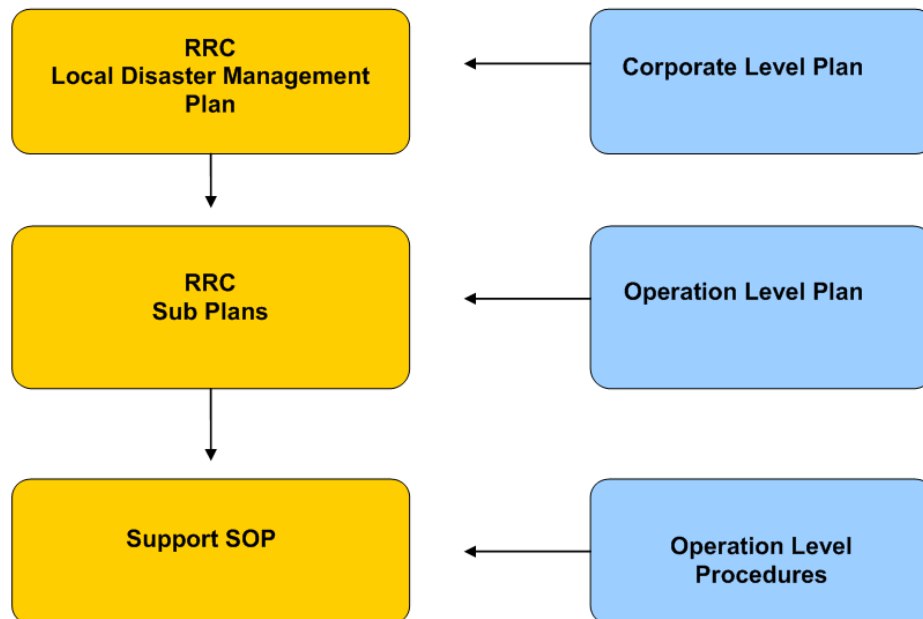
5.2.1 Sub Plan

A sub plan is a document describing roles, responsibilities and arrangements for performance of a key response or recovery function.

Sub Plans are in support of the LDMP, prepared in accordance with the requirements of the *Disaster Management Act 2003*.

They are usually supported by Standard Operating Procedures (SOP) that outline the procedures to be followed when the Sub Plan is activated.

The relationship between these plans and SOP are depicted in the following diagram



The following sub plans have been developed in support of the LDMP (*Annexure 4*):

- Communication Sub Plan
- Evacuation Sub Plan
- Cyclone, East Coast Low and Severe Storm Threat Specific Sub Plan
- Fitzroy River Flood Threat Specific Sub Plan
- Environmental and Public Health Sub Plan
- Local Disaster Coordination Centre Sub Plan
- Recovery Sub Plan
- Activation LDMG Sub Plan
- Dam Failure Sub Plan
- Financial Management Sub Plan
- Impact Assessment Sub Plan
- Public Works and Engineering Sub Plan
- Rescue Sub Plan
- Logistics Sub Plan
- Medical Services Sub Plan
- Evacuation Centre Management Sub Plan
- Tsunami Sub Plan
- Bushfire Sub Plan
- Marine Oil Spill Sub Plan
- Emergency Animal Disease Sub Plan
- Influenza Pandemic Sub Plan
- Transport Sub Plan

The Sub Plans are approved by the LDMG under the provisions of the Disaster Management Act 2003.

The LDMG may constitute sub committees to address specific issues and/or tasks. Currently the LDMG has formed the following sub committees to the LDMG:

- Cyclone & Storm Sub Committee (includes Transport & Tsunami);
- Evacuation Sub Committee;
- Communication Sub Committee;
- Recovery Sub Committee;
- Transport Sub Committee;
- Airport Emergency Planning Committee.

Sub Committees are responsible for assisting the LDMG to discharge its responsibilities, especially with regard to the preparation or implementation of specific plans.

Sub committees are required to submit regular reports of their progress to the LDMG at scheduled LDMG meetings.

5.2.2 Disaster Coordination Centre Arrangements

A basic requirement of disaster management response is a well-equipped coordination centre capable of being made operational at short notice and having the capacity to accommodate all control personnel.

Responsibility

The LDMG is responsible to the DDMG for the efficiency of local government operational coordination arrangements. As such, the LDMG is responsible for the provision of a Local Disaster Coordination Centre (LDCC). The Rockhampton Regional Council Local Disaster Coordination Centre is located at:

Reception Room (including the IT Training Room)
Ground Floor City Hall
Rockhampton Regional Council
232 Bolsover Street
Rockhampton

The telephone numbers for public contact with the LDCC will be advertised upon activation of the LDCC.

Sub Plans and Procedures have been developed for the activation and operation of the LDCC (*Annexure 4*).

Should this facility become unusable for any reason, an alternative disaster coordination centre will be established at:

Training Room
Rockhampton Regional Council
Dooley Street Depot
13 Dooley Street
Park Avenue

or as otherwise determined by the Chairperson of the LDMG.

The facilities selected for the purpose of a disaster coordination centre need to be equipped and resourced to coordinate multiple activities undertaken by the Group when an event occurs.

Designated Council staff will be regularly trained in emergency management procedures, and disaster coordination centre operations.

Members of the LDMG should undertake regular training on disaster management roles and responsibilities such as disaster coordination centre operations, Queensland Disaster Management Arrangements and emergency risk management (as made available by QFES).

The Local Disaster Coordinator (LDC) of the LDMG is responsible for the implementation of such training.

Additionally the Local State Emergency Service (Rockhampton Regional Council Unit) and groups should be involved with training for succession purposes.

Functions

LDCCs may be permanent or temporary facilities, provided within each local government area to support the LDMG during disasters. Each LDCC is responsible to provide prompt and relevant information to the District Disaster Coordination Centre (DDCC) concerning any disaster event or potential disaster event occurring within their area. These centres are also responsible for the coordination of all local resources as well as those allocated to it for disaster management purposes. In particular a LDCC is responsible for:

- collection, collation and dissemination of information to the DDCC, relevant local agencies and officers, and the public;
- implementation of operational decisions of the LDMG; and
- coordination of Local Government and community resources in support of agencies involved in response and recovery operations including those allocated from the Commonwealth, State and District Disaster Groups, in support of the disaster affecting this community.

Operational staff for the LDCC is to be provided from a list of Council staff and other volunteers.

In emergency/disaster situations, the combating and support organisations will send an Agency Liaison Officer (ALO) to the LDCC. These liaison officers should have the authority to commit their respective resources, if so required. The ALO should of necessity, be of senior rank or delegation and have communication with their own organisation.

Each control authority and support organisation, whose agency is active during a disaster event, will ensure that their agency establishes a capacity to command and coordinate their agency's resources and actions. Each agency is required to provide relevant contact numbers to the LDMG. Each control authority and support organisation will establish its own headquarters to control its own resources. The relevant Control Authority will determine the siting and location of any Forward Command Post.

5.2.3 Community Warning and Alert Systems

Warning systems and information require the establishment and refining of procedures regarding their use, and the inclusion of such systems in public education and awareness programs to inform the community of such systems. Typically these include the following:

- Standard Emergency Warning System (SEWS);
- emergency alerts;
- media releases; and
- social media and website updates.

Details of these systems and how they will be utilised when required are in the Communication Sub Plan (*Annexure 4*).

At a local level, the release of information to the community regarding the emergency and associated threats will be the responsibility of the Chairperson of the Local Disaster Management Group or their delegate. This may be done in conjunction with representatives of lead agencies and/or support agencies.

5.2.4 Training and Exercises

The Queensland Disaster Management Arrangements bring together a number of agencies to work in a coordinated manner to assist communities prepare for, respond to, and recover from disasters.

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

In conjunction with QFES, the LDMG encourages and provides appropriate training and exercises (*Annexure 8*) of relevant member agencies such as:

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

5.2.5 Public Education

The DMA section 30(1) (e) identifies one of the functions of a local disaster management group as:

- To ensure the community is aware of ways of mitigating the adverse impacts of an event and
- preparing for, responding to and recovering from a disaster.

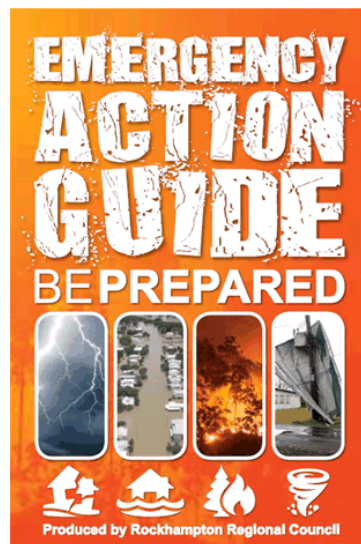
Public education includes programs designed by Council in conjunction with partner agencies and the LDMG, together with material prepared by agencies, that:

- provide a detailed explanation of particular hazards;
- provide details of practical measures residents can take prior to, during and after a disaster event or incident to help them prepare for mitigate and recover from impact of the event or incident;
- encourage the public to "be aware" through ongoing media campaigns; and
- agencies responsible for the provision of public information are as outlined in *Annexure 5*.

Australian Emergency Management provides a wide range of free community awareness and education publications covering background information as well as advice on preparation for and coping with various events. Rockhampton Regional Council maintains a supply of such documents for distribution to the community via various council outlets such as customer service centres and libraries.

The following initiatives have also been or are to be implemented by Council to assist in creating a more aware and resilient community:

- Linking in with the RRC Community and Cultural Development section's Community Capacity Building Program by providing presentations on various topics for information sessions in relation to a comprehensive all hazards approach to preparation and tailored to the audience. This program has access to many different groups such as multicultural, disabled and youth.
- Availability for schools and community organisations to book presentations on various hazards relevant to the local community and mitigation actions that may be taken.
- Development of a disaster information pack for distribution to new residents to the region.
- Development of an educational DVD "Preparing for Natural Disasters" and an enclosed "Emergency Action Guide for Survival of Natural Disasters" for distribution to the community.
- Annual pre cyclone media campaign to encourage residents to prepare for the upcoming "cyclone season".
- Annual pre bushfire media campaign to encourage residents to prepare for the upcoming bushfire season.
- Commencing an event aimed at carers, support workers and service providers to vulnerable members of the community. 2012's event is "Community Resilience and Recovery: Identify, implement and improve. If successful this will be the beginning of an annual program to hold similar sessions for this group of people.
- Inclusion of local disaster management plans, community awareness and public education publications and "Emergency Action Guide" within Council's website.
- Development of a "fact sheet" in regards to hazardous tree types that run the risk of damaging property during storm events.



5.2.6 Current Capacity/Operational Limitations

The LDMG recognises that response agencies need appropriate levels of equipment to be able to perform their functions effectively and efficiently.

Whilst the group recognises that agencies are responsible for raising and maintaining their own equipment, the group will:

- support applications from the Rockhampton Region's disaster management agencies for funding through grant programs;
- advocate for increases in State and Federal government funding towards local disaster management equipment initiatives;
- encourage agencies to support each other with equipment needs – through strategies such as funding support and memoranda of understanding.

A measurement of the LDMG response capability may be achieved through operational activation of the LDMG or by the conduct of exercises (table top, field etc.) that test all or parts of the LDMP. Exercise findings after action report will be tabled at the next LDMG meeting for treatment options to be considered.

A record of the conduct of such exercises shall be maintained by the Local Disaster Coordinator, (*Annexure 8*).

Additionally, at LDMG meetings agencies are required to provide status reports and pre-season reports. They should advise of pre-season preparations and any needs they have coming into the relevant disaster threat season to maximise their capability to respond to an event.

The LDMG's response capability is achieved through:

- support and resourcing of the Rockhampton Regional Council State Emergency Service Unit;
- Council's workforce; and
- the capabilities of the various lead and support agencies as detailed in the various role, responsibility and capability tables within this Plan.

Council currently supports Rockhampton Regional Council State Emergency Service Unit via:

- employment of a full time paid SES Local Controller;
- funding through its Budget;
- equipment; and
- access to Council assets.

Groups which form the Rockhampton Regional Council State Emergency Service Unit are:

- Rockhampton;
- Mount Morgan; and
- Gracemere.

5.2.7 Emergency Planning

Local plans

The Rockhampton Regional Council LDMG recognises the importance of planning for disaster events, and actively promotes this amongst the regions disaster management agencies.

When preparing emergency plans, the Rockhampton Regional Council LDMG will:

- utilise recognised emergency risk management principles;
- adopt a comprehensive, all agencies approach to disaster management;
- consider community preparedness; and
- consult extensively with lead and supporting agencies, and community stakeholders as appropriate.

The Rockhampton Regional Council LDMG is responsible for maintaining this Local Disaster Management Plan. In maintaining this Plan, the group expects that all member agencies will be actively involved in the review process required under the DMA.

Lead agency sub-plans

The Rockhampton Regional Council LDMG expects that lead agencies will prepare and maintain written emergency plans that:

- control hazards for which they are responsible; and
- manage the delivery of disaster management functions for which they are responsible.

Lead agencies are responsible for reviewing and updating relevant sub-plans for which they are responsible at least annually, and presenting enhancements to the LDMG for consideration.

Community emergency plans

The Rockhampton Regional Council LDMG encourages community groups, businesses, developers and others to prepare emergency and business continuity plans.

The group especially encourages organisations that care for vulnerable sectors of the community (e.g., aged care facilities) to prepare emergency plans.

5.3 RESPONSE

The principle purpose of emergency response is the preservation of life, property and the environment. Response is defined as the “actions taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised and that people affected are given immediate relief and support” (Australian Emergency Management – National Emergency Risk Assessment Guidelines October 2010).

It includes:

- timely activation of the LDMG & LDCC;
- conducting regular training and exercises for response and recovery teams;
- utilising all available resources to ensure timely and reliable information is provided to the community; and
- coordinating resources to respond to the disaster event.

Section 4A (Guiding Principles) of the DMA stipulates that local government should primarily be responsible for managing events in its local government area. Under section 30 (1) of the DMA, functions of a LDMG include:

- managing disaster operations in the Rockhampton Regional Council area under policies and procedures decided by the State Disaster Management Group; and
- identifying and coordinating the use of resources that may be used for disaster operations in the area.

The DMA section 15 defines disaster operations as activities undertaken before, during or after an event that happen to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.

The LDMG recognises that the response to a disaster event:

- need to incorporate all those actions that help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, to a particular and specific disaster event;
- may commence prior to the impact of an event, if advance warning is given and known; and
- concludes once the risks of loss of human life, illness or injury, property loss or damage, or damage to the environment are reduced to an acceptable level.

5.3.1 Response Capability

The Rockhampton Regional Council LDMG has a strong response capability in that it is well equipped, well-staffed and has a reliable assembly of resources including access to:

- Rockhampton Regional Council response and equipment resources;
- Queensland Ambulance Service response and equipment resources;
- Queensland Fire and Rescue Service response and equipment resources;
- Queensland Police Service response and equipment resources;
- State Emergency Service response and equipment resources;
- access to equipment (including heavy equipment) and plant within Council and through commercial providers, which is accessible through the LDCC;
- Personal Protective Equipment held by lead agencies; and
- volunteers of the many community organisations within the region.

Agencies listed have appropriate resources to deliver their agreed roles and responsibilities.



5.3.2 Organisation for control

The Rockhampton Regional Council LDMG recognises that the control of the disaster response is the responsibility of the relevant lead agency. Support required by the lead agency, upon implementation of this LDMP will be coordinated by the Local Disaster Coordinator (LDC) through the LDCC (*Annexure 5*).

5.3.3 Coordination of Disaster Operations

The responsibility of the functional coordination of disaster operation sits with the appointed Local Disaster Coordinator. The LDC has the following functions under s. 36 of the Disaster Management Act 2003:

- to coordinate disaster operations for the local group;
- to report regularly to the local group about disaster operations
- to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.

In order to achieve this, the LDCC is prepared pre-season and able to be activated to aid the LDC in the coordination of disaster operations.

5.3.4 Declaration of Disaster Situation

The District Disaster Coordinator (DDC) may, with the approval of the Minister, declare a disaster situation for a district or part of it under s. 64 of the Disaster Management Act 2003. There are conditions that must be met first and provides extra powers to particular officers to perform actions, give directions and control movements within the declared area. Under s.75 describes that an ambulance officer, fire officer, health officer and police officer can be authorised to exercise declared disaster powers for the disaster situation as directed by either the chairperson of the State Group or the relevant district disaster coordinator. Additionally s.77 details the General powers that can be exercised by these people. To facilitate the declaration of a disaster the chair of the LDMG will seek to consult with the DDC to provide support and appropriate awareness of the event.

5.3.5 Threat Escalation

The LDMG, and ALL lead and support agencies must be aware of the potential for the threat being addressed to escalate to a point where the resources of the lead and/or support agency are insufficient to adequately respond, in which case the lead agency shall advise the LDMG of the situation and of the resources required.

The LDMG may then request additional resources via the DDMG *Annexure 9*).

5.3.6 Timely Activation of LDMG and LDCC

The Chairperson of the Rockhampton Regional Council LDMG has responsibility for activating the LDMG and the LDCC and determining the stage of activation required.

Activation will normally occur:

- a) as a response to a worsening situation and is thus responsive to an alert warning system; or
- b) because of other circumstances, where no warning is possible; or
- c) at the request of the responsible lead agency/control authority; or
- d) at the direction or request of the District Disaster Coordinator; or
- e) at the discretion of the LDMG Chairperson upon becoming aware of a threat or potential threat to the communities of the Rockhampton Region; or
- f) during testing of the process (*Annexure 8*).

Activation of the LDCC is to be as per the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated Standard Operating Procedures (SOP's) (*Annexure 10*). This will allow for mobilisation and management of resources through established communication and information networks.

5.3.7 Stages of Activation

The following activation stages apply to the activation of the LDMG. Chairpersons of Sub Committees also have the discretion to activate the relevant group as deemed necessary. However, the decision to activate a Sub Committee should be done, where possible, after consultation with the Local Disaster Coordinator and/or Chairperson of the LDMG. Details of actions to be taken and the communication methods are in the Local Disaster Coordination Centre Sub Plan and associated SOP's (*Annexure 10*).

The different stages of activation and their triggers are:

1. Alert

The Chair of the LDMG and/or Local Disaster Coordinator has been made aware of a hazard that has the potential to affect the local government area.

Immediately upon becoming aware of a potential threat, the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.

2. Lean Forward

The triggers for this stage are:

- There is likelihood that threat may affect local government area.
- Threat is quantified but may not yet be imminent.
- There is a need for public awareness and the LDMG would now be managing the event.

3. Stand Up

Escalation to stand up occurs when the threat is imminent and the community will be or has been impacted. There will be a need for the coordination in the LDCC as there will be requests for support being received by the LDMG and/or the LDCC and the response requires coordination.

4. Stand Down

The stage where an agencies response is no longer required and services are wound back as the community has returned to normal function and recovery is taking place. This is when debriefs will be occurring with all involved.

5.3.8 Notification of Agencies

Should a response be required to an event or pending an event, notification of the relevant response agencies will be as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOP's (*Annexure 10*).

5.3.9 Operational Assessment

Agency Liaison Officers (ALOs) from relevant agencies/organisations may be required to attend the LDCC. These officers are experienced and highly ranked in their field with the authority to commit their organisations resources in support of the LDMG/LDCC operations.

During activation of the LDCC, agency liaison officers will establish communication with their parent agency field personnel via their control centres in order to provide accurate information to the LDCC in regards to their agencies operational needs in the field.

All information, external reports and updates being provided to the LDCC should follow the required message flow as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOP's (*Annexure 10*), so that information is recorded and logged. This information may in turn be utilised by other decision making bodies within the LDCC (e.g. Planning Officers) to further analyse the impact of the event and determine the appropriate level of response required.

This in turn will also enable accurate information to be included within relevant situation reports (SitRep) and the update of situation mapping and other documentation within the LDCC.

5.3.10 Mobilisation of Resources

Upon the decision by the Chair of the LDMG to mount an operation and/or activate the LDCC in response to a disaster or emergency event the Local Disaster Coordinator will advise key personnel of all organisations as per relevant SOP's (*Annexure 10*).

The extent of resources required will depend on the type and size of the event/disaster; therefore, it is not possible to state that the local government has sufficient resources in the event of a disaster.

Should available resources prove to be insufficient the LDMG will request assistance from the District Disaster Coordinator through the submission of "Request For Assistance" form (*Annexure 9*).

Each voluntary group, service agency or organisation is to operate and command its own resources, (material and man power) but will accept tasking of those resources by the LDMG.

5.3.11 Resupply Operations

Within the Rockhampton region, resupply operations will need to be carried out to certain areas in various types of disasters. Community awareness and public education is used to inform residents of the preparations they should be making prior to an event but sometimes the preparations are not completed in time or the event is longer than anticipated and the pre-stored items run out therefore requiring resupply to some residents.

There are three forms of resupply:

- Isolated Community Resupply
- Isolated Rural Property Resupply
- Resupply of Stranded Persons

There are guidelines for resupply operations detailing the conditions such as what is allowed to be supplied and the different criteria for eligibility to receive supplies. These are covered in the *Queensland Government's Resupply Guidelines 2012*. The relevant resupply forms are included in this plan LDMP (*Annexure 13*).

5.3.12 Sub Plans

When responding to an event consideration to the relevant sub plan must be given.

The following sub plans have been developed in support of the LDMP (*Annexure 4*) of this plan:

- Communication Sub Plan
- Evacuation Sub Plan
- Cyclone, East Coast Low and Severe Storm Threat Specific Sub Plan
- Recovery Sub Plan
- Fitzroy River Sub Plan
- Environmental and Public Health Sub Plan
- Local Disaster Coordination Centre Sub Plan
- Recovery Sub Plan
- Activation LDMG Sub Plan
- Dam Failure Sub Plan
- Financial Management Sub Plan
- Logistics Sub Plan
- Evacuation Centre Management Sub Plan
- Tsunami Sub Plan
- Transport Sub Plan
- Bushfire Sub Plan
- Marine Oil Spill Sub Plan

These plans have been prepared in advance and support operations required.

5.3.13 Support from External Agencies

In the event of activation of the LDMP and LDCC communication will be established with the District Disaster Management Group via the District Disaster Coordinator or their nominated representative.

Communication will be by telephone, email, face to face and the provision of:

- regular status reports (frequency as determined by DDMG);
- LDMG representation at DDMG meetings as required;
- participation in DDMG telephone conferences as required;
- submission of "requests for assistance" as required/determined by LDMG; and
- establishment of electronic (email) communication where possible between LDMG & DDMG.

The type and level of support to be provided by external agencies would depend on the type of event. However, due to current access problems to Rockhampton and surrounds when flooding occurs it is envisaged that there could be requests for fuel, food, medical supplies and water resupply.

The potential also exists for specialist external assistance to be required for rescue of persons (i.e. isolated due to floodwaters, swift water rescue, urban search and rescue).

Following Queensland Disaster Management Arrangements, once a group's resources are exhausted a request is sent upwards to the next level. Should available resources at the local level prove to be insufficient, the LDMG will request assistance from the District Disaster Coordinator through the submission of "Request For Assistance" (*Annexure 9*). Requests can then be escalated from District to State and finally Commonwealth support can be requested should State resources be exhausted or not available.

5.3.14 Functional Arrangements

Lead Agency

A functional lead agency is the agency in control of the management of a disaster function when this LDMP is activated. Control relates to managing "what should be done, when and by whom".

Control operates vertically across agencies that are contributing to the management of the particular hazard. For example, during a cyclone event, RRC is the lead agency, and will control all agencies that are contributing to evacuation centre/emergency shelter management. This includes giving directions and tasks to supporting agencies and opening and allowing access to centres.

Being in control does not mean that the lead agency supplies all the resources to deliver a function. A lead agency will be supported by other agencies that have an agreed role to support the delivery of the disaster management function. For example, in the management of evacuation shelters/emergency shelters, RRC is assisted by a number of agencies.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by agreement of the LDMG. A list of the lead agencies can be found at *Annexure 5*.

Support Agency

A support agency supports the lead agency in the delivery of a disaster management function through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

Coordination

When this LDMP is activated, the LDMG is responsible for the overall coordination of disaster events. The Group is to ensure that information and resources are acquired and distributed where needed and when needed.

During a disaster, a number of lead agencies may be in operation at the same time. For example, a disaster may involve the management of a number of threats, and the delivery of a number of disaster management functions (such as evacuation, shelter management and community support).

Coordination is about ensuring lead and support agencies have the resources and information needed to carry out their agreed roles. Under this plan, the LDMG is responsible for ensuring coordination of the response to an event.

Coordination operates horizontally across agencies, but does not extend to the control of threats or functions or to the command of agency resources.

5.3.15 Threat Specific Arrangements

Threat-specific Lead Agencies

A threat-specific lead agency is the agency in control of the management of a specific threat when this LDMP is activated. Control relates to managing “what should be done, when and by whom”. Control operates vertically across agencies that are contributing to the management of the particular threat.

For example, during a wildfire threat, the Queensland Fire and Rescue Service is the lead agency and will control all agencies that are contributing to wildfire management. This includes giving directions and tasks to supporting agencies, allowing access into various zones and determining the need for evacuation.

Being in control does not mean that the lead agency supplies all the resources to manage a threat. A lead agency will be supported by other agencies that have an agreed role to support the management of the threat.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by agreement of the LDMG. Details the threat-specific lead agencies for the Region can be found at *Annexure 5*.

Lead agency threat specific plans are normally activated by a threat specific regional representative. The Chief Officer, Queensland Fire and Emergency Services (QFES) and the relevant District Disaster Coordinator (DDC) are advised of the activation as soon as practical.

Support agency

A support agency supports the lead agency in the management of a threat through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

5.3.16 Post Impact Assessment

The purpose of post impact assessment is to provide emergency or disaster managers with a source of comprehensive, standardised information on the impact of a hazard. This information can be used to set priorities and make management decisions relating to the response to an emergency or disaster and to the initial steps leading to recovery.

Post disaster assessment is a key process in the response and recovery stages of the disaster management continuum. Immediately after a hazard has affected a community, there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and to return the community to normality.

These processes require information. In the early stages of an emergency or disaster, information may be scarce or it may be overwhelming. It will almost certainly be confused, fragmented, conflicting, biased, inappropriate, inaccurate or wrong. The availability of information and its quality will improve with time. Early decisions, made on the basis of limited information, can then be refined or changed, if necessary.

Impact assessments examine the ways in which the hazard has affected the community or communities. Information collected and analysed during the initial assessment becomes baseline data.

The type of information that needs to be processed during impact assessments will vary with the hazard, the severity of the impact, the complexity of the community and the area to be assessed. It will also vary according to the amount and accuracy of baseline data with which it can be compared.

When compiling impact assessment information, the information can include:

- the area affected, by geographical location and size (with breakdowns into areas of severity if appropriate);
- the major causes of casualties and damage;
- human effects and casualties including the number of:
 - people affected
 - deceased (and whether deaths are continuing);
 - injuries and types (major or minor) and illnesses and people missing;
 - people who have had to evacuate or have been displaced and the places to which they have moved; and
 - people homeless or requiring shelter or evacuation;
- damage details, including to:
 - homes destroyed or damaged;
 - key community buildings destroyed or damaged;
 - other buildings destroyed or damaged, including commercial premises and suppliers of basic necessities to the community;
 - lifelines and other key infrastructure;
 - transport systems;
 - agriculture and food supply systems; and
 - key local economic resources such as industrial premises.;
- identification of secondary hazards that may pose a threat in the immediate future;
- sources, availability and purity of water for drinking and other purposes;
- environmental health and sanitation threats;
- availability of food supplies at family and community level;
- available medical staff, facilities and supplies within the affected area and their activities;
- resources that have survived the disaster and might be usable in the response;
- the capacity of local government and emergency management structures to manage the local response and recovery; and
- government, community and other organisations operating in the area and their activities.

5.3.17 Needs Assessment

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify the:

- needs of the affected community or communities to save and sustain life and reduce the risk of further damage and provide an indication of their urgency;
- needs that can be met from within the affected community and those that can only be met with outside assistance; and
- specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

The information that should be sought during a needs assessment immediately after a disaster may include the personnel, resource and equipment requirements for:

- search and rescue;
- medical evacuation;
- evacuation of survivors;
- medical and health support;
- environmental health;
- water supply and purification;
- sewerage services;
- shelter (including clothing, furniture etc);
- human (and animal) food (including storage, cooking, delivery etc): restoration of lifelines; and
- delivery of assistance.

5.3.18 Operational Reporting

Incident Action Plan (IAP)

During the activation of the LDMG and LDCC at the beginning of each shift a brief will be provided by the LDC to all LDMG members and the LDCC staff. The direction of the actions and strategies of that shift will be guided by this LDMP and they will also provide details to the Planning Officer and the LDC for the IAP to be developed for the oncoming shift. This document is kept within the Guardian system and is highlighted for all staff in the LDCC to refer to during their shift. It is then saved for future reference and the Guardian copy is updated.

Situation Report (SitRep)

During disaster operations it is important to keep all relevant organisations informed, primarily the District Disaster Management Group. Sitreps are used to ensure the accurate capture of all information from the various areas of the operations to inform decision makers regarding response activities, forward planning and to communicate the current and forecast situation of the event. Within the Guardian system there is a function called Report Builder. This area of the program has a Sitrep section that allows an officer with the correct permissions (LDC and Operations Officer) to select the required areas of information to be included in the report, task this to the appropriate officer within the Guardian system and set a timeline for their reporting to be completed. The different sections are then compiled into a whole report for the LDC to review and forward to the DDC. This allows the new report to be exported and saved initially then once approved by the LDC it can be emailed.

Hot Briefs and Post event briefs

A hot brief is held either at the end of operations or intermittently through protracted events. It allows the review of what has happened within disaster operations, sharing lessons learnt, identify issues that have occurred and any solutions that were found. These can be implemented as soon as discussed and the current processes are reviewed. Furthermore a post event brief can be held a few days or up to a week after the completion of the operations. This allows participants to think over their involvement and the effectiveness of the operation.

Post Operations Reporting

Incorporating the details provided during the briefs, compiling the SitReps and IAPs and looking at the statistic reports that can exported from Guardian regarding the number of jobs, tasked agencies, etc., provided the information required to complete a Post Disaster Assessment. This is additional to the Impact and Needs assessments and other reports compiled during and after an event.

The Local Disaster Management Interim Guidelines details that this assessment is conducted to:

- Assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation; and
- Assess capability and consider where additional training and/or exercises may enhance capability.

5.3.19 Providing Support Outside of Rockhampton Region

Upon request by the Rockhampton District Disaster Coordinator, the Chair of the LDMG, or delegate, may activate the LDMG and this plan for the purposes of providing support to disaster-affected communities outside of the Rockhampton Region.

5.3.20 Financial Planning

Context and Assumptions

The Local Disaster Coordinator is to provide guidance to the Council in relation to planning, operational finances and the capital required to activate the LDMG and LDCC to the appropriate operational level of readiness taking into account the following considerations:

- disaster-related finances are not normally included in the budgetary processes of the Council or other responding agencies;
- disaster events happen; however, and may require the allocation of substantial funds as a consequence; and
- due to the nature of many disaster situations, finance operations will often be carried out within compressed time frames and other pressures, necessitating the use of non-routine procedures; however, this in no way lessens the requirement for sound financial management and accountability.

It is important to remember that a Declaration of a Disaster Situation is not a pre-requisite for the reimbursement of expended funds.

All costs incurred by Council as a result of a disaster event will be coordinated by the Local Disaster Coordinator. Upon activation of the LDMG a disaster cost centre and project/job numbers will be created and activated to capture costs for deployment of resources and response and recovery activities.

Cost centre and project/job numbers will be provided by Council's Finance Section.

Council's financial management policy and procedures will govern all financial delegations and authorisations to expend funds, recording of expenditure etc.

Lead and Support Agencies should also record all costs associated with a disaster response in accordance with their respective organisational financial management policies and procedures.

5.3.20.1 Authorised Expenditure and Delegations

Council's financial policy details authorised expenditure limits and delegation authorities. Lead and support agencies are responsible for their own agency costs unless otherwise approved by Council, and will be governed by their own financial policy.

5.3.20.2 Recording of Expenses

When an incident occurs, each participating department or agency should immediately begin accounting for personnel, equipment and other costs relating to the disaster response by creating an appropriate cost centre and job number within their respective accounting system.

Separate recording of disaster-related expenditure shall be in accordance with the Council's or relevant agency's financial procedures and supported by logs, formal records and file copies of expenditures to provide clear and reasonable accountability; to ensure justification for reimbursement is maintained.

While innovative and expeditious means of procurement are called for during times of disaster events, it is still mandatory that sound accounting principles and practices be employed in order to safeguard the use of public funds from the potential of fraud, waste or abuse. All logistical requirements are to be recorded and maintained within the Guardian System.

5.3.21 Warnings and Public Information

At a local level, the release of information to the community regarding the emergency, and associated threats, will be the responsibility of the Chairperson of the LDMG or his delegate. Distribution of information to the public should occur prior to and during activation of the LDCC.

In accordance with the LDCC Sub Plan and associated SOPs, once the LDCC has been activated, the Local Disaster Coordinator is to appoint a media liaison officer who will be responsible for:

- notifying the media of the public telephone number for seeking assistance;
- Arranging all media briefings; and
- dealing with enquiries from media representatives.
- During operations and in accordance with SOPs, the Media Liaison Officer should arrange a daily (or otherwise as directed by the Chairperson/Deputy Chairperson of the LDMG) media briefing for the Chairperson/Deputy Chairperson and/or LDC to advise the public of the status of operations. The Chairperson and/or Local Disaster Coordinator shall authorise all media releases.

Should evacuation of an 'at risk' area be required the lead agency in conjunction with the Queensland Police Service (and other agencies deemed necessary or appropriate by the lead agency) and where possible in consultation with the Chairperson or Deputy Chairperson of the LDMG, will be responsible for advising the public of the need for evacuation (*Annexure 4*).

In events where local government is the lead agency, the Chairperson/Deputy Chairperson of the LDMG shall be involved in making public announcements and providing press releases.

Consideration must be given to special needs groups such as hearing impaired and people of non-English speaking background when releasing relevant information and warning.

5.3.22 Information Management

All information (incoming and outgoing) in regards to the management and response to an event must be communicated through the LDCC as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOPs (*Annexure 10*). The use of the Guardian software in the LDCC makes the management of information much more efficient and is invaluable as an operational and tasking log. Recording requirements are set out as tasks and all actions taken within the Centre are captured within the program. Individual running logs are also to be maintained with Guardian.

5.3.23 Document Management

Once a disaster event begins all participating agencies are responsible for the management of all documents such as, but not limited to, records of inspections of preparedness, activities of officers and response records. Council has various retention and disposal timelines for documents. *Annexure 12* is an excerpt from the *Local Government Sector Retention and Disposal Schedule: QDAN 480v.4* regarding emergency and disaster records. These records must be retained for varying timelines such as until they're superseded up to 20 years following last action. For the Rockhampton LDMG, the Guardian Software is the primary record management system.

5.4 RECOVERY

The primary aim of recovery is to assist the affected community to regain a proper level of functioning following a disaster both initially and in the long term (Queensland Audit Office 2004).

Recovery is “the coordinated process of supporting emergency affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing” (Australian Emergency Management – National Emergency Risk Assessment Guidelines October 2010).

The four elements of recovery are:

- Human-social (including psychosocial recovery);
- Infrastructure (services & lifelines);
- Economy (including financial and political considerations and business continuity); and
- Environment.

5.4.1 Recovery – Management Structure

Local Government recovery services should, to the extent possible, be managed at the local level.

Recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community. For this purpose a Recovery Sub Plan outlining more specific recovery arrangements has been developed (*Annexure 4*).

The Recovery Sub Plan identifies relevant members who form the Recovery Sub Committee which is the body responsible for planning and coordinating the recovery process for victims of emergency or disaster events within the Council area.

The Recovery Sub Committee which reports to the LDMG will oversee:

- management of the recovery process at the local level ensuring that local needs are met, either through local resources or by the acquisition of appropriate resources from the district level; and
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services.

In addition the Recovery Sub Committee reports on the progress and ongoing needs of the community to the DDMG (via the LDMG).

In the event that local resources are insufficient to deal with the recovery process a request may be made to the DDMG (via LDMG) for additional resources, assistance and/or activation of the District Disaster Community Recovery Plan.

It is important that any assistance provided to the community empowers them to recover themselves and does not take away individual autonomy. It should provide them the necessary tools to assist them in their endeavours to return back to normality.

For this reason, as part of the recovery process, a Local Advisory Sub-Group should also be established to enable members of the local community including people affected by the event and representatives from local organizations to meet and provide input and guidance to the Local Advisory Sub-Group on such issues as needs assessment and service delivery.

In short, the recovery aims of the LDMG include:

- ensuring accurate and timely assessments of damage and recovery needs;
- ensuring critical infrastructure and essential services are returned to normal operations as soon as possible;
- facilitating provision of welfare and assistance to residents and visitors in a fair and equitable manner that assists them to assist themselves;
- encouraging the business community to resume trading as soon as possible by developing and implementing their own business continuity plans;
- facilitating the rehabilitation of the environment wherever possible; and
- identifying opportunities during recovery to enhance the sustainability, safety and resilience of the Rockhampton Region community.

District recovery committees are necessary because many of the services required in recovery management are administered or delivered on a District basis.

As such, a Rockhampton District Community Recovery Plan and Committee have been established and:

- Rockhampton Regional Council LDMG has representation on the District Community Recovery Committee; and
- The Rockhampton District Community Recovery Plan is under the Rockhampton DDMP.

The Rockhampton District Community Recovery Committee oversees:

- management of the recovery process at the district level ensuring that community needs are met, either through district resources or by the acquisition of appropriate resources from the State level;
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services; and
- the interface with local management as conducted through the local committee.

State recovery committees at a State level comprise representatives from Commonwealth, State and local government agencies and non-government organisations.

The State Committee oversees:

- management of the recovery process at the State level ensuring that community needs are met, either through State resources or by the acquisition of appropriate resources from the Commonwealth; and
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services.

5.4.2 Human-social Recovery

Human-social recovery involves the short-term health and social well-being of the community, and the longer term returning of the community to normal functioning.

In terms of short-term recovery, the LDMG will:

- provide coordination assistance and support to community recovery agencies through the LDCC;
- implement Evacuation and Recovery Sub-plans as required;
- provide information to the public through the media to advise of local community support agencies and services, and financial assistance available through the Department of Communities and Rockhampton Regional Council;
- provide for the specific needs of culturally and linguistically diverse groups through existing networks and community groups, where these exist;
- provide for the special needs of elderly, disabled and other groups through existing networks and community groups, where these exist; and
- ensure psychological first aid (trauma counselling) is made available to the community through the resources of Queensland Health, Department of Communities and supporting community organisations;

The LDMG recognises that in terms of long-term recovery, the Department of Communities may take a lead role and the LDMG will support the efforts of this department wherever possible.

5.4.3 Infrastructure Recovery

Infrastructure recovery involves restoring critical infrastructure, non-critical government and community infrastructure and privately owned infrastructure.

Critical and essential infrastructure

During a disaster event the LDMG will give first priority to reinstating the regions critical and essential infrastructure. Strategies to be implemented will include:

- Water services will be reinstated, where possible, by Fitzroy River Water (FRW). If these services are not operating, public information/warnings will advise of alternative arrangements, which will depend on the condition of facilities and the availability of alternative sources for continuity of supply.
- Sewerage services will be reinstated, where possible, by FRW. If these services are not operating, public information/warnings will acknowledge the failure of the system and advise of alternative arrangements that should be followed to ensure public health and safety.
- Electricity/power is supplied to the Region via overhead transmission lines from the main Rockhampton feeder station to a network of substations. Advice from Ergon Energy is that the substations have been designed with 100 year ARI immunity; however there could be problems in accessing some of these facilities. Ergon Energy has an Emergency Management Plan for responding to widespread loss of power.
- Telecommunications in the region is serviced by modern networks supplied by Telstra, Optus and various other providers. Whilst copper cables still exist in areas of the region, the majority of the trunk main network is fibre optic cable. Two outages were experienced by the region during the Ex Tropical Cyclone Oswald event in January 2013. The providers have restoration responsibility for their telecommunication services and associated infrastructure and have plans in place for facilitating this. The major Telstra exchanges are not vulnerable to flood inundation, however in the event of loss of power most exchanges have a back-up diesel system with fuel storage capacity.
- Radio communications are the contingency for a telecommunications failure and are also utilised by many services in everyday activities. Major radio towers are situated on ranges above Yeppoon, behind the city centre. The Mt Archer tower at Rockhampton provides communications for a majority of the region.
- Roads and Bridges, restoration of local roads and bridges is the responsibility of RRC. Restoration of state and national roads and bridges is the responsibility of the Queensland Department of Transport and Main Roads. These agencies will be responsible for damage assessment of these assets, restoration works, implementing alternative routes and advising the LDMG and the public about conditions and alternate routes.
- Buildings, RRC will be responsible for inspection of and restoration of local government buildings. The Department of Housing and Public Works (QBuild) will be responsible for the inspection and restoration of State buildings. The restoration of privately owned critical infrastructure will be the responsibility of the asset owner, with owners being required to follow all relevant laws and regulations. Owners of privately owned critical and essential infrastructure may request the LDMG to consider providing assistance with restoring the asset to partial or full operations, provided the group considers the asset provides an essential service to the community.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funds may be made available to assist the recovery of public infrastructure. Details of this can be found online at: <http://www.em.gov.au>.

Non-critical government and community infrastructure

Owners of non-critical government and community infrastructure will be responsible for the restoration of their own assets.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funds may be made available to assist the recovery of such infrastructure. Details of this can be found online at: <http://www.em.gov.au>.

Private non-critical infrastructure

Owners of private assets will be responsible for the restoration of their own assets. The LDMG encourages all owners of assets to ensure that they have appropriate insurance in place.

During an event which includes large numbers of homes and businesses damaged, the LDMG will:

- coordinate the provision of safety inspection services, utilising the services of the Queensland Building Services Authority, Housing Industry Association, Master Builders Association, and private contractors, as appropriate; and
- Work with the Insurance Council of Australia to facilitate access to insurance services.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funding assistance (loans) may be available to the owners of business infrastructure and grants and assistance through the Department of Communities may be made to individuals and families to restore essential personal infrastructure. Details of these programs can be found online at <http://www.em.gov.au>.

5.4.4 Economic Recovery

Commercial and agricultural sectors of the region may be subject to losses including business disruption. The impact to local economic activity may cause hardship in terms of provision of services, food supply, communication and social dislocation.

The LDMG expects that businesses operating within the region have:

- business continuity plans; and
- appropriate levels of insurance to cover commercial losses.

Economic recovery will depend on the severity of the event. The LDMG may include the following strategies in the recovery process:

- encourage insurance companies to assess and compensate business for losses, including business disruption considerations;
- facilitate and encourage business to re-establish for the benefit of themselves and the Community;
- involve the local business community in re-establishment processes; and
- promote and provide assistance in seeking disaster relief funds that may be available under state or national disaster relief programs to ensure long-term viability of the sector.

The LDMG recognises that the Department of State Development, Infrastructure and Planning is the lead agency for business recovery and the group will support the efforts of this Department through the process.

5.4.5 Environmental Recovery

During disaster events there is great potential for environmental damage within the Council area. Both the natural and non-natural environment is vulnerable.

With respect to the natural environment, rivers, creeks, water supplies, conservation areas, and the ecosystem in general may be in need of recovery.

Depending on the nature of the event, assessment of the damage caused to the environment may be difficult to measure. During a disaster event, the LDMG may implement the following short-term environmental recovery strategies:

- Request the assistance of the Department of Environment and Heritage Protection in conducting environmental assessments;
- Carry-out assessment of water quality including ongoing monitoring; and
- Display relevant warning signs.

With respect to recovery of the natural environment, the LDMG recognises that the Department of Environment and Heritage Protection is the lead agency, with support from RRC and other agencies as required.

The LDMG will support the efforts of the Department of Environment and Heritage Protection throughout the recovery process wherever possible.

With respect to the non-natural environment (e.g. parks and the built environment), the LDMG recognises that Council is the lead agency.

Annexure 1: Local Disaster Management Plan Distribution List

Title/Position/Organisation		Copy
1	Chair Local Disaster Management Group	CD/USB
2	Deputy Chair Local Disaster Management Group	CD/USB
3	Local Disaster Coordinator Local Disaster Management Group	CD/USB
4	Deputy Local Disaster Coordinator Local Disaster Management Group	CD/USB
5	Chief Executive Officer Rockhampton Regional Council	CD/USB
6	General Manager Corporate Services Rockhampton Regional Council	CD/USB
7	General Manager Communities Services Rockhampton Regional Council	CD/USB
8	General Manager Regional Services Rockhampton Regional Council	CD/USB
9	Strategic Manager Community & Cultural Development Rockhampton Regional Council	CD/USB
10	Operations Manager Marketing & Engagement Rockhampton Regional Council	CD/USB
11	Operations Manager Information & Technology Services Rockhampton Regional Council	CD/USB
12	Airport Operations Manager Rockhampton Regional Council	CD/USB
13	Officer in Charge Rockhampton Police	CD/USB
14	Area Director Queensland Fire & Emergency Service - Rural Operations	CD/USB
15	Local Controller State Emergency Service	CD/USB
16	Area Director Queensland Fire & Emergency Services Emergency Management	CD/USB
17	Community Resource Officer Community Recovery Department of Communities	CD/USB
18	Area Operations Manager Central Coast Ergon Energy	CD/USB
19	Regional Manager Australian Red Cross	CD/USB
20	Area Director Capricornia Central Region Queensland Ambulance Service	CD/USB
21	Area Director Queensland Fire & Emergency Service - Urban	CD/USB
22	Stanwell Corporation	CD/USB
23	District Executive Director Medical Services Queensland Health	CD/USB
24	District Disaster Coordinator Rockhampton	CD/USB
25	Disaster Management Officer Rockhampton Regional Council	Original and CD/USB
26	Rockhampton Regional Council Website	Electronic copy

Annexure 2: Procedures

Table 1: Plan Approval, Review and Reporting Arrangements

Function	Responsible Person/Agency	Contact Details	Key Accountabilities
Plan preparation and drafting	LDMG & Disaster Management Officer	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Collation of information Consultation with agencies Drafting of LDMP
LDMG to endorse plan	LDC	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Review by member agencies Endorsement by the LDMG
Recommending LDMP to Council	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Review and recommend the LDMP for adoption by Council as per requirements of DMA
Local government approval of LDMP	LDC & Rockhampton Regional Council	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Plan endorsed by LDMG and referred to Council for adoption
Updating Amendment of LDMP	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Annual updating of contact details (April and September) Amendment of LDMP as required
Review of LDMP	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Annual review of LDMP (completion by September)
Reports Preparation	Disaster Management Officer	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Reports include but are not limited to annual status report to District Disaster Management Group
Reports Review and sign off by Chairperson where necessary	LDC Chairperson LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Reports presented to LDMG will be reviewed by LDMG and forwarded to Council for endorsement where necessary Reports signed off by Chairperson LDMG where necessary
Reports Approval	LDC	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Reports presented to Council for endorsement where required
Exercise LDMP	LDC	Local Disaster Coordinator Rockhampton Regional Council Ph: 1300225577 Email: enquiries@rrc.qld.gov.au	Undertake appropriate exercise to test LDMP – annually

Table 2: Scheduled Review

Time of Review	Purpose of Review
Post Season By July 1st	Major Review Fully review all aspects of LDMP with focus on disaster management aspects and including the following: <ul style="list-style-type: none"> ▪ LDMP reflects and supports the State Group's Strategic Policy, District Disaster Plan and all relevant policies of the local government in relation to disaster management; ▪ clearly state the roles and responsibilities of all entities involved in disaster management and operations in the area; ▪ coordination of disaster management and operations, specifically including the updating of membership and all contact details; ▪ a review of disaster events likely to affect the area; ▪ a review of the various parts of the Plan; ▪ a review of the expected request for support services that will be required by the LDMG from the District Disaster Management Group; ▪ a review of the community education and awareness programmes; ▪ provision capabilities of likely resources that will be needed in disaster management and operations likely in the area; ▪ a review of the communication link available at the LDMG level to communicate intra-group and to District and State Disaster Management Groups; and ▪ a review of disaster management priorities for the area as listed in the risk and mitigation registers.
Pre Season By November 1st	Minor Review Review aspects of the LDMP to ensure that all disaster operational aspects are ready for the upcoming season and including the following: <ul style="list-style-type: none"> ▪ the coordination of disaster management and operations; ▪ a review of community education and awareness programmes; ▪ provision capabilities of likely resources that will be needed in disaster management and operations likely in the area; and ▪ a review of the communication link available at the local group level to communicate intra-group and to District and State Disaster Management Groups.
Post Exercise	Functional Review Review all aspects of the LDMP used in the exercise and to ensure that these parts performed satisfactorily.
As directed by the LDMG	As directed – to review a part or whole of the LDMP as directed by the LDMG.

Table 3: Version Control

Register of LDMP versions is maintained by the Disaster Management Officer of Rockhampton Regional Council.

Annexure 3: Contact List of LDMG Members

Confidential list held by Rockhampton Regional Council Disaster Management Officer.

Annexure 4: Sub Plans

Sub Plan		Status	Responsibility
1	Evacuation	Reviewed 09/15	Evacuation Sub Committee
2	Communication	Reviewed 09/15	Communication Sub Committee
3	Cyclone, East Coast Low and Severe Storm Threat Specific	Reviewed 09/15	Cyclone and Storm Sub Committee
4	Fitzroy River Flood	Reviewed 09/15	Cyclone and Storm Sub Committee
5	Environmental and Public Health	Reviewed 09/15	RRC Environment and Public Health
6	Local Disaster Coordination Centre	Reviewed 09/15	RRC
7	Recovery	Reviewed 09/15	Recovery Sub Committee
8	Activation LDMG	Reviewed 09/15	RRC
9	Dam Failure	Reviewed 09/15	RRC
10	Financial Management	Reviewed 09/15	RRC - Finance
11	Impact Assessment	Reviewed 09/15	QFES & RRC
12	Public Works and Engineering	Reviewed 09/15	Department of Housing and Public Works
13	Rescue	Reviewed 09/15	QFES
14	Logistics	Reviewed 09/15	RRC – Logistics
15	Medical Services	Reviewed 09/15	Queensland Health
16	Evacuation Centre Management	Reviewed 09/15	Red Cross/RRC
17	Tsunami	Reviewed 09/15	Cyclone and Storm Sub Committee
18	Bushfire	Reviewed 09/15	QFES
19	Marine Oil Spill	Reviewed 09/15	Maritime Safety Queensland
20	Emergency Animal Disease	Reviewed 09/15	Department of Agriculture, Fisheries and Forestry
21	Influenza Pandemic	Reviewed 09/15	Queensland Health
22	Transport	Reviewed 09/15	Transport Sub Committee

Annexure 5: Roles and Responsibilities

Table 4: Agencies

Roles and Responsibilities are to be regarded as indicative only

Agency	Roles & Responsibilities
Rockhampton Regional Council Local Disaster Management Group	<ul style="list-style-type: none"> ▪ Functions as allocated to the group under section 30 of the DMA; ▪ Development of comprehensive local disaster management planning strategies; ▪ Design and maintenance of a public education/awareness program, which is delivered through member agency resources; ▪ Coordination of support to response agencies; ▪ Reconnaissance and impact assessment; ▪ Provision of public information prior to, during and following disaster events; ▪ Recommended areas/locations to be considered for authorised evacuation; ▪ Public advice re voluntary evacuation; ▪ Identification, resourcing, staffing, management and operation of evacuation centres; ▪ Provision of locally based community support services; ▪ Design, maintenance and operation of a local disaster coordination centre, including the training of sufficient personnel to operate the centre.
Rockhampton Regional Council	<ul style="list-style-type: none"> ▪ Maintenance of normal local government services to the community: <ul style="list-style-type: none"> ○ water; ○ sewerage; ○ refuse collection/disposal; ○ debris removal from roadways; ○ public health; ○ animal control; ○ environmental protection; ○ roads and road signage; ○ drainage; ○ road closures; ○ public health threats; ○ food; ○ water; ○ infectious disease; ○ sanitation; ○ vermin and vector control; ○ personal hygiene; ○ disposal of animal carcasses; ○ transport assistance for evacuation(via Chair Cyclone and Storm Sub Committee & Transport Sub Committee); ○ advice as to status of access/egress routes & extent of any flooding to same; and ○ provision of GIS data/intelligence. ▪ Establishment of Local Disaster Co-ordination Centre ▪ Local public warning and advice. ▪ Assistance in vaccination programmes. ▪ Assessment and safety of damage buildings. ▪ Co-ordination of volunteers to assist owners in clean-up of private dwellings. ▪ Provision of animal records. ▪ Provision of other man-power and equipment as necessary. ▪ Supply of water tenders. ▪ Closure of roads as required. ▪ Maintain an SES unit in accordance with the DMA. ▪ Provide information, advice & updates to LDMG as required

Agency	Roles & Responsibilities
Queensland Police Service	<ul style="list-style-type: none"> Evacuation coordination (including off shore islands). Preservation of peace and good order. Investigation of criminal activities. Prevention of crime. Crowd control/public safety. Traffic control. Maintenance of road blocks. Coordination of search and rescue. Security of evacuated areas/premises. Registration of evacuated persons. Issue of "Mandatory" Evacuation Orders. Traffic accidents. Marine search & rescue. Control of incident/impact site/s. Control of essential traffic routes. Assist QFES to co-ordinate rescue of trapped/stranded persons. Security of specific areas. Road-blocks and diversions. Control of disaster victim identification and emergency mortuary facilities where required. Tracing of persons. Augmenting emergency communication. Investigations of offences. Assistance with stock destruction. Control of crime threatened site. Criminal investigations. Mass Incident Response Unit. Special Emergency Response Team; Negotiators; Public safety Response Team; Explosive ordnance Response Team. Dog Squad. State Crime Operations Command. Security Intelligence Branch. Coordinate & control search operations. Stock control movement. Assistance, on request, with stock and infected material tracing. Provide information, advice & updates to RRC LDMG as required.
Queensland Fire & Emergency Service (Rural Operations)	<ul style="list-style-type: none"> Administration & direction of public safety and wildfire related events. Control of fire in designated fire zone. Safety of persons in relation to fire prevention, fighting and recovery. Provision of specialist manpower and equipment. Any other situation where QFES requires assistance. Lead fire mitigation strategies and activities. Provide information, advice & updates to LDMG as required.
Queensland Fire & Emergency Service (Urban)	<ul style="list-style-type: none"> Fire control and prevention. Road Accident – Rescue of trapped persons. Assist in pumping out of flooded buildings. Assist in clean-up of flood affected buildings. Management of hazardous material incidents (i.e. chemical spills). Provision of Hazardous Material Incident Management Information. Urban Search and Rescue (i.e. collapsed buildings). Swift water rescue. Safety of persons in relation to fire prevention, fighting and recovery. Advice and directions on public safety/evacuation from fire/hazardous materials danger zone. Advice on carcass burning conditions. Provision of spraying and protective equipment (decontamination). Provision of specialist manpower and equipment. Lead fire mitigation strategies and activities. Provide information, advice & updates to LDMG as required.

Agency	Roles & Responsibilities
Department of State Development, Infrastructure and Planning (formerly Department Employment, Economic Development & Innovation)	<ul style="list-style-type: none"> Co-ordination of resources in exotic animal disease outbreaks. Detection of source of infection. Slaughter and disposal of animals and infective agents. Evaluation and compensation. Control of movement of animals, animal products, vehicles. Disinfection/disinfestation. Public advice and information. Provide information, advice & updates to LDMG as required
Rockhampton Regional Council State Emergency Service Unit	<ul style="list-style-type: none"> Search operations for missing persons (police to coordinate). Provision of emergency lighting. Flood boat operations – search & rescue (police to coordinate). Tarping damaged roofs. Sandbagging. Chainsaw operations (cutting & removing fallen trees or trees at risk of falling). Provide management system for SES volunteers. Support to agencies/services as required. Assistance in community information services. Augment emergency communication. Assistance in traffic control. Provide information, advice & updates to LDMG as required.
Queensland Ambulance Service	<ul style="list-style-type: none"> Pre hospital assessment, treatment and transportation of injured persons. Assistance with evacuation (medical). Provision of advice regarding medical special needs sectors of the community. Initial treatment and transport of casualties. Initial triage of casualties. Provide information, advice & updates to LDMG as required.
Ergon Energy	<ul style="list-style-type: none"> Maintenance of electrical power supply. Advice in relation to electrical power. Restoration of power supply. Safety advice for consumers. Clearance of debris from power lines. Power isolation where necessary Provide information, advice & updates to LDMG as required.
Telstra	<ul style="list-style-type: none"> Restoration of Telstra services. Advice re Telstra infrastructure damage. Provision of emergency telecommunication equipment. Provide information, advice & updates to LDMG as required.
Queensland Department Transport and Main Roads	<ul style="list-style-type: none"> All issues relating to State Controlled Road network. Assistance in tracing of animal and livestock products being transported. Halting, off-loading and disinfecting of transportation vehicles as required. Advice on vehicle detour routes. Provision of heavy earthmoving equipment and manpower. Provide information, advice & updates to LDMG as required
St John Ambulance	<ul style="list-style-type: none"> First Aid. Assist QAS as required with treatment & transport of injured persons. Provide information, advice & updates to LDMG as required.
Queensland Health	<ul style="list-style-type: none"> Public health advice and warnings. Psychological and counselling services. Coordination of medical resources. Provide information, advice & updates to LDMG as required.
Red Cross	<ul style="list-style-type: none"> Management of Evacuation Centres. Registration of evacuees and displaced persons. Provide information, advice & updates to LDMG as required.
Department of Communities, Child Safety and Disability Services	<ul style="list-style-type: none"> Disaster relief assistance funding. Provide information, advice & updates to LDMG as required.
Department of National Parks, Recreation, Sport and Racing	<ul style="list-style-type: none"> All issues within Parks camping grounds/facilities. Provide information, advice & updates to LDMG as required.

Table 5: Functions

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Plan Management	Local Disaster Management Group	<ul style="list-style-type: none"> Ensure that disaster management and disaster operations in the area are consistent with the State Groups Strategic Policy Framework for disaster management for the State and disaster operations in the area. Develop effective disaster management and regularly review and assess the LDMP. Assist RRC to prepare Local Disaster Management Plan. Identify, and provide advice to the DDMG about support services required to facilitate disaster management and disaster operations in the area. Ensure the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from the disaster. Manage disaster operations in the area under policies and procedures decided by the State Group. Provide reports and make recommendations to the DDMG about matters relating to disaster operations. Identify, and coordinate the use of resources that may be used for disaster operations in the area. Establish and review communication systems in the group and with the DDDMG in an event of a disaster. Ensure information about a disaster in the area is promptly given to the DDMG. Conduct annual exercises to test/review Local Disaster Management Plan. Coordination of activities of member organisations in times of emergency.
Liaison with District Group	Chairperson – Local Disaster Management Group	<ul style="list-style-type: none"> Attend meetings of DDMG.
	Local Disaster Coordinator	<ul style="list-style-type: none"> Liaise with the Executive Officer District Disaster Management Group in relation to advice and support services available to the local group.
Support Functions		
Risk Assessment	Local Disaster Management Group	<ul style="list-style-type: none"> Identify, analyse and evaluate relevant risks of disasters/events to the community with a view to implementing mitigation measures aimed at decreasing or eliminating the impact of such events on society and the environment. Implement risk management programs where appropriate. Source funding/assistance.
Community Awareness	Local Disaster Management Group	<ul style="list-style-type: none"> Develop community awareness and education programs on an annual basis. Conduct community awareness/education programs. Provide and distribute information brochures to members of public. Publish and distribute Action Guide re natural disasters. Provide regular reports regarding community awareness and education program activities to the Executive Officer, DDMG.
Operational Planning	Local Disaster Management Group Members Local Disaster Management – Support Groups	<ul style="list-style-type: none"> Regularly review and revise LDMP and Sub Plans to ensure operational readiness. Prepare SOP's relevant to all areas of operations.

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Coordination of Disaster Management Training	Local Disaster Coordinator/Disaster Management Officer	<ul style="list-style-type: none"> ▪ Conduct annual exercise to test/review LDMP and ensure staff is trained in disaster management. ▪ Conduct skill audit of disaster coordination centre volunteers. ▪ Identify training requirements of disaster coordination centre volunteers. ▪ Implement/resource training courses for disaster coordination centre volunteers. ▪ Identify training requirements of other disaster management staff. ▪ Implement/resource training courses for disaster management staff.

Table 6: Lead and Support Agencies Disaster Functions

Function	Lead Agency	Support Agency
ANIMAL RESCUE The provision of rescue services to injured or abandoned animals due to the effects of a disaster.	RSPCA	Rockhampton Regional Council. Department of National Parks, Recreation, Sport and Racing.
COMMUNITY SUPPORT The provision of immediate and continuing care of disaster affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated and the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.	LDMG (Evacuation Sub Committee & Recovery Sub Committee)	District Community Recovery Committee Australian Red Cross St John Ambulance Salvation Army St Vincent de Paul Service Clubs Queensland Health (Social Workers) Culturally and Linguistically Diverse Community Organisations
DISASTER COORDINATION To assist the LDMG to coordinate the actions, information and resources required to effectively respond to a disaster and to assist the group communicate with DDMG	LDMG	DDMG
EVACUATION To provide for the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.	Queensland Police Service	Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Department of Transport and Main Roads Q Rail Other private transportation providers
EVACUATION CENTRE /EMERGENCY SHELTER MANAGEMENT To manage facilities (evacuation centres / emergency shelters) that provide disaster affected people with their basic human needs. These include accommodation, food / water, community information, and personal support as the starting point to assisting people recovering from an event.	LDMG (Evacuation Sub Committee)	Australian Red Cross Salvation Army Lifeline St Vincent de Paul RSPCA St John Ambulance
IMPACT ASSESSMENT To assist the LDMG in planning, formatting, and conducting a complete initial impact assessment. This assessment gathers information on the magnitude of the event, and the extent of its impact on both the population and the community infrastructure.	Rockhampton Regional Council	All member organisations of the LDMG

Function	Lead Agency	Support Agency
MEDICAL SERVICES To provide coordination of the health and medical resources needed in responding to medical care needs following a disaster event.	Queensland Health	Private Medical Practitioners Day surgery facilities Private In-Patient Care Providers (Hospitals, Hospices, Nursing Homes) Private Domiciliary Care Providers Queensland Ambulance Service St John Ambulance Service
PUBLIC HEALTH To assist in the protection of the community, via temporary or preventative health measures to minimise the threats to public health.	Queensland Health (Population Health Unit)	Rockhampton Regional Council
PUBLIC INFORMATION & WARNINGS To provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public during disaster events.	LDMG (Communication Sub Committee)	DDMG Electronic Media Print media Bureau of Meteorology Emergency Services Community Organisations
PUBLIC WORKS AND ENGINEERING To provide for the continuity of service of essential water, power, communication and sewerage services, building inspections, road, rail, bridge and marine facility damage assessment, maintenance or repair, and demolitions and debris clearing as required.	Asset Owners: Rockhampton Regional Council DTMR (Road and Marine) Queensland Rail QBuild. Ergon Telstra	Powerlink NBN
RESCUE Provide support to communities after a disaster event and to coordinate the use of resources in search and rescue in response to an actual or potential disaster condition.	Queensland Police Service	Queensland Fire & Emergency Service State Emergency Service Queensland Ambulance Service Australian Volunteer Coast Guard
RESUPPLY OPERATIONS To ensure that communities are re-supplied with food and other essentials during times of isolation.	LDMG	Retailers Suppliers District Disaster Management Group QBuild

Function	Lead Agency	Support Agency
TRANSPORT To coordinate the use of transportation resources to support the needs of local government, voluntary organisations and other disaster support groups requiring transportation capacity to perform their emergency response, recovery and assistance missions.	LDMG (relevant Sub Committee) Transport Sub Committee	RRC Air Carriers Marine carriers Private transport contractors Private companies with suitable heavy vehicles Voluntary agencies with transportation available Queensland Rail Queensland Transport.

Table 7: Threat Specific Lead and Support

Threat	Lead Agency	Support Agency
Boating Accident	Queensland Police Service	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Dept of Transport & Main Roads Rockhampton Regional Council Qld Health Australian Volunteer Coast Guard
Blue Green Algae Bloom	Rockhampton Regional Council	Qld Health
Contaminated Water Supply	Rockhampton Regional Council (Fitzroy River Water)	Qld Health Queensland Ambulance Service General Medical Practitioners Queensland Police Service State Emergency Service
Cyclone & Storm	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Dept of Transport & Main Roads Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing
Dam Failure	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Department of Energy & Water Supply
Earthquake	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads QBuild Qld Health
Exotic Animal/Plant Disease (including aquatic)	Department of Agriculture, Fisheries and Forestry (Biosecurity Queensland)	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Ergon Energy Queensland Fire & Rescue Service Qld Health
Explosion	Queensland Police Service	Rockhampton Regional Council. Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service
Fire ▪ Wildfire/Bushfire ▪ Urban Fire	- Queensland Fire & Emergency Service (Rural Operations) - Queensland Fire & Rescue Service (Urban Operations)	Queensland Police Service Queensland Ambulance Service State Emergency Service Ergon Energy Rockhampton Regional Council Qld Health

Threat	Lead Agency	Support Agency
Flood	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Hazardous Material Incident	Queensland Fire & Emergency Service	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Ergon Energy CHEM Unit RACE(Response Advice for Chemical Emergency) Qld Health Industry concerned
Heatwave	Qld Health	Rockhampton Regional Council Qld Ambulance Service
Influenza Pandemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies
Landslip	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Loss Power	Ergon Energy	State Emergency Service Rockhampton Regional Council
Major Transport Accident (Road/Air/Rail)	Queensland Police Service	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Ergon Energy Department of Transport & Main Roads Queensland Rail Rockhampton Regional Council Qld Health Civil Aviation Safety Authority (CASA) Department of Defence
Medical Epidemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies
Military Training Incident	Department of Defence	Queensland Police Service Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health

Threat	Lead Agency	Support Agency
Oil Spill from Ships	Department of Transport – Maritime Safety Qld	Gladstone Ports Corporation State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health Coast Guard Environmental Protection Agency
Port & Shipping Accident (Shore Side)	Central Queensland Ports Corporation (Port Alma only/other areas Maritime Safety Qld)	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Department of Transport & Roads Rockhampton Regional Council Qld Health Coast Guard
Terrorism	Queensland Police Service	Rockhampton Regional Council. Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Ergon Energy Telstra
Tsunami	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing Surf Lifesaving
Urban Search & Rescue (including swift water rescue)	Queensland Fire & Emergency Service	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health
Infrastructure Failure/Loss of Utilities Water & Sewerage	Rockhampton Regional Council (Fitzroy River Water)	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing Department of Natural Resources and Mines (Water storage specific)
Aviation Disaster	Queensland Police Services	State Emergency Service Queensland Police Service QANTAS Virgin Australia Aviation Fire Services Queensland Ambulance Service Queensland Fire & Emergency Service Rockhampton Regional Council Aviation Rescue & Fire Qld Health

Annexure 6: Meeting Schedule

As outlined within the LDMP and associated sub plans the LDMG hold meetings at a minimum quarterly and Sub Committees half yearly. For a detailed register of the meeting schedule refer to the Disaster Management Officer of Rockhampton Regional Council.

Annexure 7: Risk Assessment

COMMUNITY CONTEXT

As a result of a State Government review in regards to Queensland local government, the Rockhampton Regional Council was formed in March 2008 incorporating the previous local government areas of Rockhampton City, Livingstone, Fitzroy and Mount Morgan Shires. In 2014 the Rockhampton Region Council de-amalgamated to form Rockhampton Regional Council and the former Livingstone Shire Council was recreated.

The Rockhampton Regional Council area is located in Central Queensland, on the Tropic of Capricorn and has three (3) major localities including Rockhampton, Gracemere and Mount Morgan. The Region lies on the Fitzroy River - one of the largest river systems in Queensland - and is approximately 600 kilometres north of the Queensland capital Brisbane.

The Rockhampton Regional Council area is bounded by the Isaac Regional Council area to the north, Livingstone Shire Council and the South Pacific Ocean to the east, the Gladstone Regional Council and Banana Shire areas to the south and the Central Highlands Regional Council area to the west.

The Rockhampton Regional Council area includes the townships, suburbs and localities of Allenstown, Alton Downs, Bajool, Baree, Berserker, Boulder Creek, Bushley, Dalma, Depot Hill, Fairy Bower, Fletcher Creek, Frenchville, Garnant, Glenroy, Gogango, Gracemere, Hamilton Creek, Horse Creek, Kabra, Kalapa, Kawana, Koongal, Lakes Creek, Leydens Hill, Limestone, Limestone Creek, Marmor, Midgee, Moongan, Morinish, Morinish South, Mount Archer, Mount Morgan, Nine Mile, Nine Mile Creek, Norman Gardens, Oakey Creek, Park Avenue, Parkhurst, Pink Lily, Port Alma, Port Curtis, Ridgeland, Rockhampton City, South Yaamba, Stanwell, Struck Oil, The Common, The Mine, The Range, Trotter Creek, Walmul, Walterhall, Wandal, West Rockhampton, Westwood, Wura, Wycarbah.

Rockhampton was named to describe the original settlement in the 1850s, where a series of rocks marked the furthest point upstream where ships could navigate the Fitzroy River, with "Hampton" being an English suffix, meaning "a place near water".

The Rockhampton Regional Council area is a growing residential area, with significant rural and rural residential areas, and some commercial and industrial land uses. The Council area encompasses a total land area of over 6,500 square kilometers, including national parks and state forests. The main urban centre is Rockhampton. There are numerous small towns and villages, both along the coast and in the rural hinterland. Rural land is used mainly for raising cattle, pineapple growing, fruit growing, forestry, and mining. Power generation and tourism are also important industries.

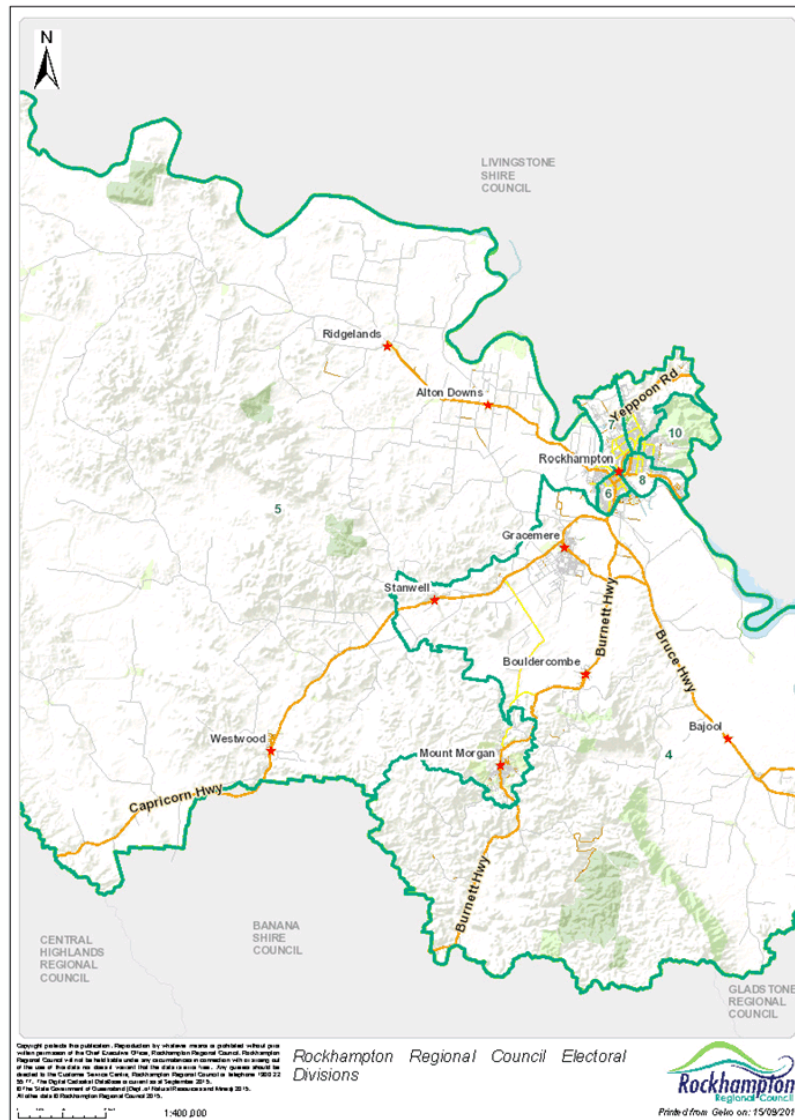
The original inhabitants of the Rockhampton area were the Darumbal Aboriginal people. European settlement dates from 1855, with land used mainly for sheep grazing. The township of Rockhampton was laid out in 1858, with growth spurred by gold mining and raising cattle.

Rockhampton developed as a service center to the surrounding grazing, mining and farming industries. Growth took place from the 1880s into the early 1900s, aided by improved access, port activities, and the mining of gold, silver and copper at Mount Morgan. Until the 1920s settlement within Rockhampton was mainly south of the Fitzroy River, then growth moved northwards. Significant development occurred from the 1960s. The population of the Council area increased from nearly 90,000 in 1991 to 102,000 in 2006.

Major features of the area include numerous National Parks (Goodedulla, Mount Archer), the Fitzroy River, Rockhampton Central Business District, Gracemere Saleyards, Stanwell Power Station, Rockhampton Airport, Dreamtime Cultural Centre, Rockhampton Heritage Village, Rockhampton Botanic Gardens, Central Queensland Institute of TAFE (Rockhampton Campuses), Central Queensland University (Rockhampton Campus) and several state forests.

The Council area is served by the Bruce Highway, the Burnett Highway, the Capricorn Highway, Kunwarara Road, Yaamba Road and the North Coast (Brisbane-Cairns) railway line.

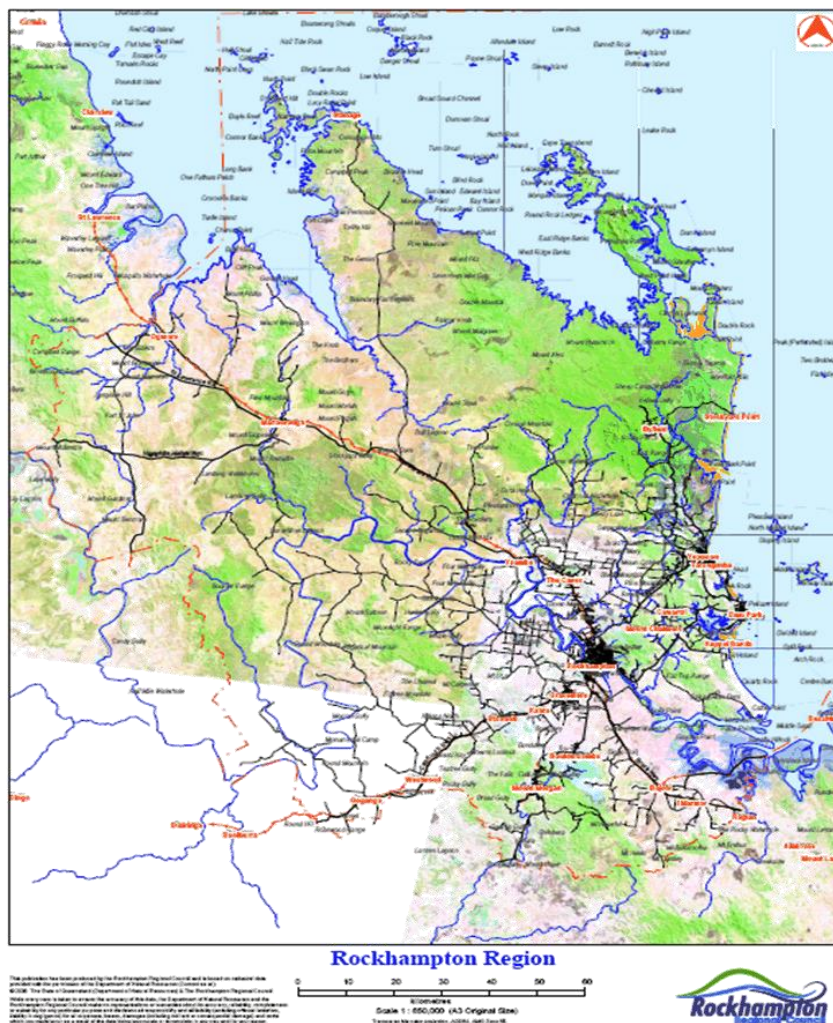
For local government electoral purposes the Region is divided into ten electoral divisions. The following map depicts the relevant electoral divisions of Rockhampton Regional Council.



GEOGRAPHY

Situated in Central Queensland near the Tropic of Capricorn the Rockhampton Regional Council covers a total area of 6,582 km² (which represents 0.9 per cent of the State) ranging from Parkhurst to the North to Port Alma and Marmor to the South and from Port Alma to the East to Westwood and Gogango to the West. The region consists of varied topographical areas including significant rural, inland plains to natural and cultivated forests with the main urban centres being Rockhampton, Gracemere and Mount Morgan.

Topographical Map of Rockhampton Region



The City of Rockhampton (23.22S 150.32E) – is the largest urban centre in the region and is approximately 40 km inland from the Pacific Ocean and approximately 630km north of Brisbane. The city is bounded by the Berserker Ranges and Mount Archer and is located adjacent to the Fitzroy River approximately forty (40) kilometres from its mouth. The city is a major service centre providing commercial, administrative, and cultural and community services to the Capricorn Region. The Bruce Highway traverses the city north to South as does the railway with the Capricorn Highway traversing west.

Gracemere (23.15S – 150.27E) Located just seven kilometres from Rockhampton City and 45 minutes travel to the beautiful Capricorn Coast, the township of Gracemere was named by the Archer Family, the Region's first settlers.

The community is proud to have the Gracemere Saleyards, the most modern Livestock Selling Complex in the country, on the edge of town. The area also boasts Stanwell Power Station, the country's most environmentally friendly Power Station, located at Stanwell Energy Park near the Fitzroy Industrial Corridor.

It is accessible via the Bruce Highway which extends to the north and south and the Capricorn Highway to the West.

Mt Morgan (23.39S – 150.23E) – is located approximately 38km South West of Rockhampton. It is a popular tourist destination as a small historic town with a history of gold and copper mining dating back over a century. A critical link in the transportation network is the Burnett Highway, as it provides access to Bielela to the south and Gracemere and Bouldercombe to the north and other major dormitory townships of the region. Nestled in the heart of the Dee Valley it is characterised by scenic mountain ranges and rolling valleys.

Mount Morgan's biggest claim to fame is the Mount Morgan Mine. Mined for 99 years, Mount Morgan yielded a total of 225,000 kg of gold, 50,000 kg of silver and 360,000 tonnes of copper. Early wealth from Mount Morgan established the formation of British Petroleum (BP). A large part of the Mount Morgan mine site is listed in the State Heritage Register and in the Register of the National Trust. The Mount Morgan mine site is adjacent to the Dee River, which flows between the mine and the town into the Don and Dawson Rivers and then into the Fitzroy River.

CLIMATE & WEATHER

As the Rockhampton Regional Council is situated in close proximity to the Tropic of Capricorn, it experiences two seasons – wet and dry with the wet season spanning from December to February. The Regions climate may be classified as subtropical.

Average annual rainfall is approximately:

Rockhampton – 800mm

Gracemere – 857mm

Mt Morgan – 600mm

Typical daytime temperature ranges are:

Rockhampton:

Winter/dry season – max 23° C min 9° C

Summer/wet season – max 32° C min 22° C

Australia and the globe are experiencing rapid climate change. Since the middle of the 20th century, Australian temperatures have, on average, risen by about 1°C with an increase in the frequency of heat-waves and a decrease in the numbers of frosts and cold days. Rainfall patterns have also changed - the northwest has seen an increase in rainfall over the last 50 years while much of eastern Australia and the far southwest have experienced a decline.

Further information in regards to climate change is available from the Bureau of Meteorology <http://www.bom.gov.au/climate/change/>

POPULATION / DEMOGRAPHICS

The following statistics are based on the Community Profile developed for the Rockhampton Regional Council, which in turn is based on the 2011 Census of Population & Housing published by the Australian Bureau of Statistics.

Census data is available at a variety of different geographic levels, for Example State, Local, Government; and Census Collector District (a unit of around 200 households). Rarely do boundaries match actual "communities", "suburbs" or "service catchments" needed for effective decision making.

This community profile combines data for the Rockhampton Regional Council along with customised suburbs/localities, aggregated from Census Collector Districts for the Census year 2011 and 2006.

(Note: The estimated resident population of Rockhampton Regional Council as at 30 June 2011 was 109336).

Area	2011	2006	Change
Rockhampton Regional Council	109336	101173	8163
Males	54750	50635	4115
Females	54586	50538	4048
Indigenous	5995	5282	713
Australian born	91185	89857	1328
Overseas born	12153	11316	837

Country of Birth

Country of birth data identifies where people were born and is indicative of the level of cultural diversity in an area:

Top 10 Overseas Country of Birth	Males	Females	Persons	% of Pop.
United Kingdom, Channel Islands and Isle of Man(d)	1,293	1,240	2,533	2.32
New Zealand	1,022	964	1,986	1.82
Philippines	176	396	572	0.52
South Africa	251	275	526	0.48
India	190	181	371	0.34
Vietnam	169	165	334	0.31
Germany	140	131	271	0.25
United States of America	111	113	224	0.20
Netherlands	112	88	200	0.18
China (excl. SARs and Taiwan)(b)	68	91	159	0.15
Born overseas but country not identified	939	805	1,744	1.60
Totals	4,471	4,449	8,920	8.16

Religion

Religion is an indicator of cultural identity and ethnicity:

Top 10 Religions	Number	% of Pop.
Catholic	28,021	25.6
Anglican	21,725	19.9
Uniting Church	8,675	7.9
Presbyterian and Reformed	4,899	4.5
Christian, nfd(a)	2,894	2.6
Baptist	2,508	2.3
Lutheran	1,166	1.1
Pentecostal	1,024	0.9
Buddhism	823	0.8
Salvation Army	753	0.7
No religion(b)	20,957	19.2
Religious affiliation not stated	11,888	10.9

Need for Assistance

This population is defined as people who need assistance in their day to day lives with any or one of the following activities – self-care, body movements or communication – because of a disability or long-term health condition, or old age. Persons under the age of 40 (including infants) are only included if their stated reason for need for assistance was something other than old or young age.

(Note: a person's reported need for assistance is based on a subjective assessment and should therefore be treated with caution).

Need for Assistance (persons by age)					
Males		Females		Total	% of Pop
0-4 years	45	0-4 years	28	73	0.07
5-14 years	331	5-14 years	184	515	0.47
15-19 years	112	15-19 years	77	189	0.17
20-24 years	79	20-24 years	43	122	0.11
25-34 years	137	25-34 years	116	253	0.23
35-44 years	165	35-44 years	184	349	0.32
45-54 years	255	45-54 years	260	515	0.47
55-64 years	408	55-64 years	342	750	0.69
65-74 years	403	65-74 years	353	756	0.69
75-84 years	353	75-84 years	567	920	0.84
85 years and over	211	85 years and over	475	686	0.63
Total	2,499	Total	2,629	5,128	4.69

Employment Status

The employment status of the population is an important indicator of the socio-economic status of an area. It represents the share of the population that is employed full-time, part time or unemployed, as well as changes over time in the labour force. Employment status is linked to a number of factors:

- The age structure of the population, which for example influences the number of persons in the workforce (i.e. population 15 yrs or more) or retired (i.e. population over 60yrs);
- The economic base and employment opportunities available in the area; and
- The education and skill base of the population.

Employment status (persons aged 15yrs and over)	2011	Percent (%)	2006	Change
Employed full time (works 35 hours or more)	32,674	62.2	28075	3454
Employed part time	13,778	26.2	14320	1061
Employed not stated	3,386	6.4	1156	-119
Total employed	49,838	94.9	43551	4396
Total unemployed	2,677	5.1	2473	-1445

Occupation

The occupation data identifies the occupations in which the residents of an area work (this may be within the residing area or elsewhere). The occupational structure of the workforce is an important indicator of the characteristics of the labour force. With other indicators, such as educational qualifications and income, occupation is a key component of evaluating the socio-economic and skill base of an area. The occupations held by a workforce are linked to a range of factors including:

- The economic base and employment opportunities available in the area;
- The educational qualification levels of the population; and
- The working and social aspirations of the population.

Occupation (employed persons)	Number	Percent (%)
Managers	4,859	9.7
Professionals	7,766	15.6
Technicians & Trades Workers	8,656	17.4
Community and Personal Service Workers	5,107	10.2
Clerical and Administrative Workers	6,908	13.9
Sales Workers	4,673	9.4
Machinery Operators and Drivers	4,924	9.9
Labourers	5,975	12.0
Not Stated	974	2.0

Types of Dwellings

The types of dwellings that are common to areas are important determinants in the role and function that the area plays in the housing market. A greater concentration of higher density dwellings is likely to attract more young adults and smaller households; while larger, detached or separate dwellings are more likely to have families and prospective families living in them, although this is not a mutually exclusive pattern.

Dwelling structure (private dwellings)	Number	Percent (%)
Separate house	33,824	77.2
Medium density	4,045	9.2
Caravans, cabin, houseboat	506	1.2
Other	138	0.3
Not stated	25	0.1

Number of Persons per Household

The size of households in general follows the life-cycle of families. Households are usually small at the stage of relationship formation (early marriage), and then increase in size with the advent of children. They later reduce in size again as these children reach adulthood and leave home. However, household size can also be influenced by a lack, (or abundance) of affordable housing. Further, overseas migrants and indigenous persons often have a tradition of living with extended family members and/or other families.

Household Size (number of persons usually resident)	Number	Percent (%)
1 person	9,371	24.3
2 persons	13,846	35.9
3 persons	5,929	15.4
4 persons	5,478	14.2
5 persons	2,522	6.5
6 or more persons	1,391	3.6

Internet

It is widely accepted that broadband internet access is an essential requirement to participate in the so-called "new economy" and households with only dial-up or no internet service are increasingly being left behind in the information age. Increasingly fast internet access is required for accessing essential information and undertaking domestic and non-domestic business as both government and the private sector are increasingly conducting their business, or aspects of it, on line.

Type of Internet Access (household connection)	Number	Percent (%)
Broadband connection	25,039	65.0
Dial up connection	1,282	3.3
Other connection	1,465	3.8
No internet connection	9,199	23.9
Internet connection not stated	1,552	4.0
Total Households	38,537	100.00

Vehicle Ownership

The ability of the population to source services and employment is strongly influenced by transport. The number of motor vehicles per household quantifies access to private transport. There are three major reasons for a different share of motor vehicles per household;

- The age structure of the population and household type, which influences the household and the number of adults present;
- Access to public transport, and
- Household income, which can influence the amount of money available to purchase motor vehicles.

Car ownership (vehicles per household)	Number	Percent (%)
No motor vehicles	2,854	7.4
One motor vehicle	13,307	34.5
Two motor vehicles	13,916	36.1
Three motor vehicles	4,766	12.4
Four or more motor vehicles	2,318	6.0
Number of motor vehicles not stated	1,375	3.6
Total	38,536	100.0

Volunteering

When analysed in conjunction with the communities' age structure, family/household structure and socio economic status measures of an area, the importance of voluntary work to the community and economy of that area can be better understood.

Volunteering (volunteering for an organisation or group)	Number	Percent (%)
Volunteer	15,645	18.1
Not a volunteer	61,505	71.1
Volunteer work not stated	9,344	10.8
Total	86,494	100.00

Industry

The industry data identifies the industries in which the residents of an area work (this may be within the residing area or elsewhere). The industry structure of the work force is indicative of the skill base and (to some extent) the socio-economic status and industry structure of an area.

The industries that are prominent in an area are strongly related to a range of factors including;

- The economic base and employment opportunities available in the general region
- The educational levels of the local population; and
- The working and social aspirations of the population.

Industry (employed persons)	Number	Percent (%)
Health care and social assistance	6,369	12.8
Retail trade	5,425	10.9
Education and training	4,464	9.0
Construction	4,370	8.8
Manufacturing	3,780	7.6
Accommodation and food services	3,596	7.2
Public administration and safety	3,292	6.6
Transport, postal and warehousing	3,077	6.2
Mining	2,658	5.3
Other services	2,099	4.2
Professional, scientific and technical services	1,868	3.7
Wholesale trade	1,728	3.5
Electricity, gas, water and waste services	1,296	2.6
Administrative and support services	1,183	2.4
Agriculture, forestry and fishing	1,137	2.3
Financial and insurance services	847	1.7
Rental, hiring and real estate services	735	1.5
Arts and recreation services	403	0.8
Information media and telecommunications	377	0.8
Inadequately described/Not stated	1,135	2.3
Total	49,839	100.0

COMMUNITY EVENTS

The following table identifies regular community events that occur within the Rockhampton Regional Council, where large crowds may gather:

Date	Event	Location
26 January	Australia Day	Heritage Village
May tri yearly	Beef Week	Rockhampton Showgrounds
June	Agricultural Show	Rockhampton Showgrounds
July	Emergency Services Day	Rockhampton Heritage Village
	River Festival	Riverside Park
August	Rockhampton Cultural Festival	Rockhampton Heritage Village
	Motormania CQ	Rockhampton
	Mount Morgan Show	Mount Morgan Showgrounds
	Rocky Swap	Rockhampton Showgrounds
September	Jazz on the Quay	Rockhampton
October	Rocky Barra Bounty	Fitzroy River
	Caulfield Cup	Callaghan Park
Every second month (Feb, April etc	Rockhampton Twilight Markets and outdoor movie	Riverside Park
Sunday of every second month	Rockhampton Heritage Village Markets	Rockhampton Heritage Village
Every Sunday	Arcade Markets	Arcade carpark, Rockhampton

Rockhampton Venues and Events is a commercial unit of Rockhampton Regional Council which coordinates the entertainment program at the Pilbeam Theatre in addition to other community events such as Rockfest, Twilight Movies, Twilight Markets and Australia Day celebrations.

The Community events calendar can be viewed at Council's website;

http://www.rrc.qld.gov.au/common/Pages/Display/article_all_view_calendar.aspx?id=113 or visit www.pilbeamtheatre.com.au

CRITICAL INTRASTRUCTURE (Rockhampton Regional Council area) UNDER REVIEW

ITEM	OWNER	COMMENT
HOSPITALS Rockhampton Base Hospital Canning Street Rockhampton Ph: 4920 6211 Mater Misericordiae Hospitals Wart Street Rockhampton Ph: 4931 3313 Hillcrest Private Hospital 4 Talford St Rockhampton Ph: 4932 1321 Mt Morgan General Hospital Black Street Mt Morgan Ph: 4938 1311	Queensland Health Sisters of Mercy Mayne Health Queensland Health	Public hospital. Major medical facility in Central Queensland Private hospital Private hospital Public hospital
EMERGENCY SERVICES Ambulance Services Rockhampton South Station Fitzroy St Rockhampton Rockhampton North Station Yaamba Rd Rockhampton Mt Morgan Station Fire & Emergency Services Rockhampton South Station 113 Kent St Rockhampton Rockhampton North Station Yaamba Road Rockhampton Gracemere Station Cnr Bland & Fisher Street Mt Morgan Station 32 Morgan Street Rural Fire Brigades		9 vehicles and 36 staff 1 X vehicles & 12 staff 30 personnel 1X pump 1X skylift 1 X emergency truck 1 X i-Zone 4000 litre tanker 4X4 grass fire truck 1 X hazmat vehicle 1 X station ute 16 personnel 1X composite pump/fire truck Auxiliary personnel 1X composite pump/fire truck Auxiliary personnel 1X composite pump/fire truck The rural areas of the Rockhampton Region are serviced by numerous Rural Fire Brigades.
POLICE STATIONS Rockhampton North Station 163 Robinson Street Rockhampton South Station Bolsover Street Lakes Creek Rd Station (Unmanned) 393 Lakes Creek Road Gracemere Station 1A Ranger Street Marmor Station Westacott Street Westwood Station Galton Street Mt Morgan Station 30 Hall Street	QPS	

ITEM	OWNER	COMMENT
GOVERNMENT AGENCIES BUILDINGS/FACILITIES		
<i>Centrelink</i>	Australian Govt	
190-194 Musgrave Street Rockhampton		
<i>Australian Broadcasting Corporation</i>	Australian Govt	
ABC Capricornia		
236 Quay St Rockhampton		
Ph: 4924 5111		
<i>Bureau of Meteorology</i>	Australian Govt	
Regional Office Rockhampton Airport – Ph: 4922 3597		
<i>Family Court of Australia</i>	Australian Govt	
16 East Street		
Rockhampton – Ph 1300 352 000		
<i>Medicare Australia</i>	Australian Govt	
Shop 20A City Centre Plaza Bolsover Street – Ph: 132011		
<i>Emergency Services Dept</i>	Qld Govt	
Level 3 Suncorp Metway Building		
34 East St Rockhampton – 4938		
Justice & Attorney General Dept		
<i>Magistrates Court</i>	Australian Govt	
East Street Rockhampton Ph: 4938 4558		
TAFE Qld		
Canning St Rockhampton		
Bolsover St Rockhampton		
Local Government	Local Government	
Rockhampton City Hall		
Bolsover Street		
Works Services Depot Rockhampton		
Dooley St Rockhampton		
Administration/Customer Service Buildings:		
232 Bolsover St, Rockhampton		
32 Hall Street, Mt Morgan		
1 Ranger Sreet, Gracemere		
Gracemere Community Centre Barry St Gracemere		

ITEM	OWNER	COMMENT
MAJOR ROAD INFRASTRUCTURE		
Bruce Highway	Queensland Department Main Roads	Major highway to the region – The Bruce Highway, Queensland's most well known highway, carries the state's highest amount of traffic and links Brisbane with all the major regional centres along the Queensland coastline. The highway, constantly under change due to the strong growth along the coast is continually being shortened due to upgrades, bypasses and duplication.
Capricorn Highway	Queensland Department Main Roads	Major highway - The Capricorn Highway, one of Queensland's major east-west highways, recently changed its route number to the A4 from National Route 66 and essentially traces the Tropic of Capricorn. Starting on the southern outskirts of Rockhampton, the highway heads due west, bypassing Gracemere before heading deep into cattle and beef country. As the highway winds its way through (no escarpment) the Great Dividing Range, it passes through the small towns of Westwood and Duaringa before reaching the central highlands and coal mining regions of Blackwater and Emerald.
Burnett Highway	Queensland Department Main Roads	The Burnett Highway, one of Queensland's great inland highways, starts at the heart of the South Burnett region at Nanango, then heads due north through rich agricultural districts to Goomeri. From there, the highway heads north west, before winding down into the Callide Valley into the prosperous town of Biloela. Heading north from Biloela, the landscape again opens up to more cattle farming and crop growing before ascending into the eastern Great Dividing Range where you reach the old

ITEM	OWNER	COMMENT
Yeppoon Road	Queensland Department Main Roads	mining town of Mount Morgan. The highway then drops down the escarpment where it joins the Bruce Hwy and finally into Rockhampton.
Rockhampton Emu Park Road	Queensland Department Main Roads	Main arterial road from Rockhampton to the Coastal town of Yeppoon. Important transport corridor for the coastal communities of the region.
Fitzroy River Bridge	Queensland Department Main Roads	Main arterial road from Rockhampton to the Coastal town of Emu Park. Important transport corridor for the coastal communities of the region
Neville Hewitt Bridge	Queensland Department Main Roads	The Fitzroy River presented problems, with transport from the north to the south side of the City being via ferries and small punts until a bridge across the river was opened in 1881. The new Fitzroy River Bridge was opened in September 1952, when the original bridge was closed to traffic and finally demolished in 1956. Opened in 1980. Second of the two road bridges linking the North & South communities of the city of Rockhampton.

ITEM	OWNER	COMMENT
RAIL INFRASTRUCTURE Western Rail Corridor Southern Rail Corridor Alexandra Rail Bridge Northern Access (Townsville, Cairns) Regional Offices & Stations Rockhampton 320 Murray St –general enquiries 131617 (CEO's representative - Ph 4932 0412) Gracemere Pierce St – Supervisor Track Operations – Ph: 4932 2828	State Government Queensland Rail	Economically important electrified train line for the transportation of coal to Gladstone. Transports freight & livestock The Westlander also operates on this line. Economically important for the transportation of coal to Gladstone. Transports freight & livestock. Line is electrified from Rockhampton South Passenger trains also operate on this line Rail bridge over Fitzroy River on the north/south line. Sunlander - Freight including livestock Conduit for transportation of produce from Capricorn Coast.
AIRPORTS Rockhampton Airport	Rockhampton Regional Council	The Rockhampton Airport is owned and operated by the Rockhampton Regional Council. Early in 2000 the Airport runway was extended and associated pavements upgraded, resulting in the ability to accommodate unrestricted wide-bodied operations. The Airport is now used by both domestic and international airlines using a mix of wide-bodied aircraft including the B747 to B777 and A340 types. It is expected that facilities will be expanded to accommodate a new customs quarantine section for future international flights. With this comes the opportunity of increased tourism.

ITEM	OWNER	COMMENT
PORTS/HARBOURS Port Alma	Central Queensland Ports Authority	Port Alma is the Deep Sea Port of Rockhampton and is located at 23° 35'S latitude and 150° 52'E longitude on the Southern tip of the Fitzroy River Delta, close to the mouth of Raglan Creek. It is the ocean Port for the City of Rockhampton (approx 62km by road) and provides import and export facilities. Port Alma is a natural deep water harbour offering security and shelter. It can accommodate vessels of up to 180 metres in length. The port is served by road access via a main road which meets the Bruce Highway at Bajool approximately 26 km from Port Alma.

Essential Services

ITEM	AUTHORITY	COMMENT
POWER Electricity	Ergon Energy	<p>Power is supplied to the Region via overhead transmission lines from the main Rockhampton feeder station, which is approximately 10km south of Rockhampton. 132kV feeder from this sub-station provides power to a network of substations in Rockhampton and the region.</p> <p>These substations then reticulate 11,000 and 66,000V around the Region, predominantly using overhead power lines and pole mounted transformers.</p> <p>Advice from Ergon Energy is that the substations have been designed for 100-year ARI immunity; however, there could be problems in accessing some of these facilities in the event of flood. Boat access would be used in this scenario if necessary and the substations are remotely controlled.</p> <p>The power supply within the Region has been extremely reliable over the years with only very short-term nuisance blackouts occurring. This does not discount the possibility of an extended blackout occurring, which would have some dire consequences for the population and industries within the Region.</p> <p>Ergon Energy has an Emergency Management Plan for responding to widespread loss of power.</p>
	Stanwell Corporation	<p>Coal fired electricity generator in CQ & Qld grid. Stanwell Power Station, is a fully automated 1400 megawatt (MW) coal-fired power station, Stanwell Power Station was progressively commissioned between 1992 and 1996 and is one of Australia's largest and most modern power producers. It's also one of the nation's most technologically advanced power producers with a life expectancy well into the 21st century.</p>
WATER Rockhampton Water Supply	Rockhampton Regional Council	<p>Water for Rockhampton City and areas immediately to the north and west of Rockhampton is sourced from the Fitzroy River Barrage, with the intake structure being some four kilometres upstream from the barrage.</p> <p>This water is then treated at the Glenmore Water Treatment Plant (GWTP) and treated water is supplied to approximately 75,000 residents in Rockhampton as well as a supplementary supply to the Capricorn Coast area. The GWTP currently has the capacity to treat 140ML/d and the current maximum demand on the system is 110 ML/d. The GWTP's capacity is not expected to be exceeded until after 2050.</p> <p>Treated water is fed into the town water reticulation network via a system incorporating 11 reservoirs. All reservoirs are sealed to prevent any contamination thus ensuring that the water quality is maintained. Re-chlorination at all reservoir sites is also performed to ensure that the residual chlorine levels in the reticulation system are maintained.</p>

ITEM	AUTHORITY	COMMENT
		<p>Water reticulation in the Gracemere area is via three reservoirs using water pumped from the GWTP.</p> <p>There are 22 pump stations within the water supply system. Two stations are used to transfer bulk water to various areas of the city and the remaining stations boost water pressure in specific reticulation areas. The operation and performance of these stations is monitored via the telemetry and SCADA systems.</p>
Mount Morgan Water Treatment Plant	Rockhampton Regional Council	<p>Mount Morgan</p> <p>Water supply for Mount Morgan is sourced from No. 7 Dam, Fletchers Creek and the Mandalay. This water is then treated at the Mount Morgan Water Treatment Plant (MMTP) and pumped via a reticulation system to approximately 1400 residences in Mount Morgan Shire. The WTP has been in operation for approximately fifteen (15) years and currently has the capacity to treat 2.59 ML/d with the current maximum demand on the system, approximately 2.04 ML/d.</p> <p>Treated water is fed into the town water reticulation network via a system incorporating 2 (two) concrete reservoirs. All reservoirs are sealed to prevent any external contamination thus ensuring that the water quality is maintained. Re-chlorination is also performed to ensure that disinfection levels in the reticulation system are maintained.</p> <p>There are numerous pump stations within the water supply system. One station is used to transfer bulk water to various areas of the Mount Morgan Shire and the remaining stations boost water pressure in specific reticulation areas. The operation and performance of these stations is monitored via the telemetry system.</p>
SEWERAGE Nth Rockhampton Sewerage Treatment Plant & associated pump stations Goodsell Street	Rockhampton Regional Council	<p>Rockhampton City Area</p> <p>Rockhampton is serviced by three Waste Water Treatment Plants as follows;</p> <p>North Rockhampton Waste Water Treatment Plant – This plant serves a population of 37300 persons plus a commercial and industrial component. The effluent is disinfected with Chlorine and discharged via gravity to the Fitzroy River downstream of the Barrage.</p>
South Rockhampton Sewerage Treatment Plant & associated pump stations Gavial Ck (Quay St)		<p>South Rockhampton Waste Water Treatment Plant – This plant serves a population of 12,000 plus a commercial and industrial component. The effluent from the plant is discharged to the Fitzroy River below the Barrage near the entrance of Gavial Creek.</p>
West Rockhampton Sewerage Treatment Plant & associated pump stations Harman Street		<p>West Rockhampton Waste Water Treatment Plant – This plant serves a population of 6,200 with a further small component attributable to industry and commerce in this catchment. The plant is designed for 11,000 equivalent persons. The effluent is passed through a chlorine contact tank and then flows via gravity to the Fitzroy River.</p> <p>There are 29 active sewage pump stations within the sewerage system that assist in the transport of sewage along the distribution system to the treatment plants. All stations have at least two pumps to ensure that there is sufficient redundancy available in the event of an increase in flow (i.e. during a storm event) or a mechanical breakdown.</p> <p>All sewage pump stations are monitored via telemetry to ensure early notification of imminent surcharges.</p>

ITEM	AUTHORITY	COMMENT
Gracemere Sewerage Treatment Plant Armstrong Street		The Gracemere area is serviced by one plant. The effluent from this plant discharges to Scrubby Creek.
Mount Morgan Waste Water Treatment Plant		<p>This plant serves a population of 389 properties including commercial and light industrial component.</p> <p>The raw sewage is transferred via a system of sewers, pumping stations and pressure rising mains. The Mount Morgan sewerage treatment plant is located behind the Newman Oval in Thompson Street Mount Morgan. The sewage is treated to A Class effluent standard and the effluent discharged is currently pumped to the adjacent Newman oval and high school and irrigated on both sports fields. All rural and non-reticulated facilities are serviced by onsite treatment and disposal system.</p> <p>The station has at least two pumps to ensure that there is sufficient redundancy available in the event of an increase in flow (i.e. during a storm event) or a mechanical breakdown.</p> <p>All sewage pump stations are monitored via telemetry to ensure early notification of breakdowns or imminent surcharges.</p>
TELECOMMUNICATIONS		
Frenchville Telephone Exchange		
Rockhampton Telephone Exchange	Transfield Telstra Alliance	<p>The Rockhampton area is serviced by a modern telecommunications network with services supplied by Telstra, Optus and other providers. Whilst copper cables still exist in areas of the region, the majority of the trunk main network is fibre optic cable.</p>
Gracemere Telephone Exchange	Transfield Telstra Alliance	<p>Telstra recently completed a network modernisation program in Rockhampton that will provide a fully digitized network. Benefits include better restoration of service in the event of any equipment failure or cable cuts, more efficient network management and lower operating costs.</p> <p>There are also dedicated telecommunications networks in the area for police, emergency services, Council and private users.</p> <p>The Mt Archer tower at Rockhampton provides communications for Rockhampton, Yeppoon and surrounding areas with radio being predominantly used by single users as communities are now serviced by fibre optic cable.</p> <p>The major Telstra exchanges are not vulnerable to flood inundation, however in the event of power loss most exchanges have a back-up diesel system with fuel storage capacity ranging from two days to one week.</p> <p>Major telephone exchange supporting North Rockhampton & surrounds</p> <p>Major telephone exchange supporting Rockhampton & Surrounds</p>

HAZARDOUS SITES

Major Hazard Facilities (MHF) are defined under the Dangerous Goods Safety Management Act 2001 Section 31 as;

1. A major hazard facility is a facility that is classified by the chief executive officer under Part 4 Division 1 of the Act as a major hazard facility
2. A possible major hazard facility means either of the following facilities, other than a facility under a declaration under section 32(5) of the Act (declaration that a facility is not a MHF) –
 - a. A facility where a hazardous material is stored or handled if the quantity of the material is more than the quantity prescribed under a regulation;
 - b. A facility that the occupier of the facility intends to use for the storage or handling of a hazardous material if the quantity of the material that is likely to be stored or handled is more than the quantity prescribed under a regulation

The following are Major Hazard Facilities within the Rockhampton Regional Council area:

Name	Location	Main Materials causing classification	Date Classified
Bajool Government Explosives Reserve	Bruce Highway Bajool 4699	Ammonium Nitrate, Explosive Materials	2 May 2003
Australian Mining Explosives Pty Ltd	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	13 Jan 2006
Dyno Nobel Explosives Plant	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	2 May 2003
Sasol Roche Ammonium Nitrate Facility	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	2 May 2003
UEE Explosives Australia Pty Ltd	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	13 Jan 2006

A database of Large Dangerous Goods Locations is maintained by Workplace health and Safety Queensland in accordance with Work Health and Safety Regulation 2011.

The following tables detail the hazards, consequences and likelihoods for the Rockhampton Regional Council area. Further information can be found in the studies listed in Section 4.3.

Table 8: Natural Hazards

Hazard	Area/Location	Explanation of Risk
Wildfires and urban fires	Both urban and rural areas (Mt Archer, Frenchville, Parkhurst, Koongal Lakes and rural areas traversed by Rockhampton-Yeppoon Road)	Urban centres are susceptible to fires at any time Risk of wildfires across rural areas mainly between September and start of wet season. Presents risk to lives, homes, pastures and livestock, as well as the environment.
Cyclone	Whole of the Region.	Cyclones are an almost annual occurrence in the Region; however, they are usually of a low category. There is normally several day's notice in which to prepare for an event.
Earthquakes	The area has experience a number of seismic events.	Most events experienced have been relatively low in magnitude; however, a severe event is possible.
Landslip	Localised areas	Movement of hillside material usually associated with wet weather, localised impacts in known areas.
Flood	Flood inundation of low lying areas, cutting roads, and inundation of homes and business.	The Fitzroy River has a history of flooding with major events occurring in 1918, 1954, 1991 and 2011. The Fitzroy has a large catchment (approx. 143,000 km ²) and for floods originating in the hinterland there is up to 60 hours warning from the Bureau of Meteorology. There are also a number of small local creeks that can lead to short duration flooding or flash flooding.
Storm Surge	Coastal areas.	Port Alma area are susceptible to storm surge impacts.
Storm (Wind, Rain and Hail)	Whole of the Region.	Severe wind/rain/hail storm can affect the whole region and is usually confined to the summer and autumn months. Warning times are usually too short for significant precautionary action; however the impacts are usually localised.
Tsunami	Coastal and Riverine communities.	Risk along coastline from impact of tsunami.

Table 9: Non Natural Hazards

Hazard	Area/Location	Explanation of Risk
Major Road/Rail Accidents	Whole of the Region.	The region's traffic includes "heavy" vehicles with many tourist coaches travelling between Rockhampton and the coast as well as along the Bruce Highway. In addition many semi-trailers, cattle floats and timber jinkers use the highway. The North Coast rail line runs through the region with a potential risk of accident.
Hazardous Material Accident	Bruce Highway and main northern railway.	Many hazardous materials are transported via road and rail posing a possible incident threat.
Terrorism	Mass gatherings, hazardous storage sites, transport hubs and corridors, critical infrastructure.	Range of possible events that may lead to casualties.
Aircraft Accident	Rockhampton Airport, Emu Park airfield, Great Keppel Island airstrip, Shoalwater Bay airstrips and small private airstrips.	Possibility of a mishap is always present. Defence force exercises involving military fixed wing and rotary aircraft may increase risk.
Exotic Animal Disease	As cattle are the most common animals in the region they are the most susceptible to an outbreak of disease. Significant horse racing industry.	Exotic animal disease may result due to a breakdown of health and sanitation services in a major natural event such as a cyclone or earthquake or may result from a breakdown in the quarantine system. Birds and pests introduced from the north could also pose a threat.
Medical Epidemics and Infectious Diseases	Areas visited by overseas tourists and troops attending Shoalwater Bay Army Training Area: Whole of the Region.	There is a possibility that overseas tourists or troops could introduce an infectious disease. Increased southward range of vectors such as mosquitos, ticks and sand flies due to climate change may increase risk of outbreaks (eg dengue fever, malaria).
Influenza Pandemic	Whole of the Region.	Risk posed by mutation of virus (avian flu).
Military Training Activities	Rockhampton Airport and Travel Routes to Training Area.	Regular use of area for training exercises by Australian Defence Force and defence forces.
Boating Accidents	Boats on fishing trips and other recreational activities as well as large bulk carriers, Port Alma.	Poor weather conditions or inexperience of operators could contribute to an incident.
Blue Green Algae Bloom	Barrage.	Risk relating to climatic conditions.
Extended Power Blackout (>3 days)	All areas service by power supply.	Provision of food, water and sewerage services could be greatly impacted.
Explosion	Industrial locations or depots, major transport routes. Bajool	Possibility of casualties and/or damage to infrastructure.

Table 10: Risk Evaluation Criteria – consequence levels

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Catastrophic	Widespread multiple loss of life (mortality >1 in ten thousand), health system unable to cope, displacement of people beyond ability to cope.	Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage.	Unrecoverable financial loss >3% of the government sector's revenues ¹ , asset destruction across industry sectors leading to widespread business failures and loss of employment.	Governing body unable to manage the event, disordered public administration without effective functioning, public unrest, media coverage beyond region or jurisdiction.	Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond emotional and psychological capacity in all parts of the community.	Long term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required.
Major	Multiple loss of life (mortality >1 in one hundred thousand), health system over-stressed, large numbers of displaced people (more than 24 hours).	Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage.	Financial loss 1-3% of the government sector's revenues ¹ requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment.	Governing body absorbed with managing the event, public administration struggles to provide merely critical services, loss of public confidence in governance, media coverage beyond region or jurisdiction.	Reduced quality of life within community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community.	Mid-to long-term failure of significant infrastructure and service delivery affecting large parts of the community, initial external support required.
Moderate	Isolated cases of loss of life (mortality >than one in one million), health system operating at maximum capacity, isolated cases of displacement of people (less than 24 hours).	Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required.	Financial loss 0.3-1% of the government sector's revenues ¹ requiring adjustments to business strategy to cover loss, disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment.	Governing body manages the event with considerable diversion from policy, public administration functions limited by focus on critical services, widespread public protests, media coverage within region or jurisdiction.	Ongoing reduced services within community permanent damage to objects of cultural significance, impacts beyond emotional and psychological capacity in some parts of the community.	Mid-term failure of (significant) infrastructure and service delivery affecting some parts of the community, widespread inconvenience.

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Minor	Isolated cases of serious injuries, health system operating within normal parameters.	Isolated cases of environmental damage, one-off recovery effects required.	Financial loss 0.1-0.3% of the government sector's revenues ¹ , requiring activation of reserves to cover loss, disruptions at business level leading to isolated cases of loss of employment.	Governing body manages the event under emergency regime, public administration functions with some disturbances, isolated expressions of public concern, media coverage within region or jurisdiction.	Isolated and temporary cases of reduced services within community, repairable damage to objects of cultural significance, impacts within emotional and psychological capacity of the community.	Isolated cases of short-to mid-term failure of infrastructure and service delivery, localised inconveniences.
Insignificant	Near misses or minor injuries, no reliance on health system.	Near misses or incidents without environmental damage, no recovery efforts required.	Financial loss <0.1% of the government sector's revenues ¹ to be managed within standard financial provisions, inconsequential disruptions at business level.	Governing body manages the event within normal parameters, public administration functions without disturbances, public confidence in governance, no media attention.	Inconsequential short-term reduction of services, no damages to objects of cultural significance, no adverse emotional and psychological impacts.	Inconsequential short-term failure of infrastructure and service delivery, no disruption to the public services.

Table 11: Risk Rating Matrix

Likelihood Level	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Low	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium
Very Rare	Low	Low	Low	Low	Medium
Almost Incredible	Low	Low	Low	Low	Low

RISK TABLE

E = Extreme risk; immediate action required

H = High risk; senior management attention required

M = Medium risk; management responsibility must be specified

L = Low risk; manage by routine procedures

The following information has been separated into two groups, the hazards with the most current analysis and the remaining hazards from previous studies. These two groups have been labelled as "Natural Disasters" and "Non-natural Disasters".

Table 12: Natural Hazards Risk Register

Hazard	Category	Likelihood	Consequence	Level of Risk
Bushfire- major event in urban fringe or rural areas	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Cyclone	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Moderate	High
	Business	Likely	Moderate	High
	Lifelines	Likely	Major	High
	Critical Facilities	Likely	Minor	Medium
Storm Surge	People	Possible	Minor	Low
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Flooding-Local	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Minor	Medium
	Business	Possible	Minor	Low
	Lifelines	Likely	Moderate	High
	Critical Facilities	Likely	Moderate	High

Hazard	Category	Likelihood	Consequence	Level of Risk
Flooding-Fitzroy River	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Moderate	High
	Business	Likely	Moderate	High
	Lifelines	Likely	Moderate	High
	Critical Facilities	Likely	Moderate	High
Severe Storm	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Tornado	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Tsunami	People	Possible	Catastrophic	High
	Buildings	Possible	Catastrophic	High
	Environment	Possible	Major	High
	Business	Possible	Major	High
	Lifelines	Possible	Major	High
	Critical Facilities	Possible	Major	High
Earthquake	People	Possible	Moderate	Medium
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Moderate	Medium
	Critical Facilities	Possible	Moderate	Medium
Landslip	People	Likely	Minor	Medium
	Buildings	Likely	Minor	Medium
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Heatwave	People	Likely	Minor	Medium
	Buildings	Likely	Minor	Medium
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Climate Change	People	Possible	Moderate	Medium
	Buildings	Likely	Moderate	High
	Environment	Possible	Moderate	Medium
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Moderate	Medium
	Critical Facilities	Possible	Minor	Low

Table 13: Non Natural Risk Register

Hazard	Category	Likelihood	Consequence	Level of Risk
Civil Riot / Disturbance	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Minor	Low
	Critical Facilities	Unlikely	Minor	Low
Terrorist Attack	People	Unlikely	Major	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Moderate	Medium
	Business	Unlikely	Moderate	Medium
	Lifelines	Unlikely	Major	Medium
	Critical Facilities	Unlikely	Major	Medium
Arson	People	Almost Certain	Moderate	High
	Buildings	Almost Certain	Moderate	High
	Environment	Almost Certain	Moderate	High
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Information Technology Failure	People	Almost Certain	Insignificant	Medium
	Buildings	Unlikely	Insignificant	Low
	Environment	Unlikely	Insignificant	Low
	Business	Almost Certain	Moderate	High
	Lifelines	Unlikely	Insignificant	Low
	Critical Facilities	Almost Certain	Moderate	High
Critical Infrastructure Failure	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Moderate	Medium
	Critical Facilities	Unlikely	Major	Medium
Hazardous Material Incident	People	Likely	Moderate	High
	Buildings	Likely	Minor	Medium
	Environment	Likely	Moderate	High
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Industrial Accident	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Aircraft Accident	People	Possible	Major	High
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low

Hazard	Category	Likelihood	Consequence	Level of Risk
Critical Infrastructure Failure	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Moderate	Medium
	Critical Facilities	Unlikely	Major	Medium
Hazardous Material Incident	People	Likely	Moderate	High
	Buildings	Likely	Minor	Medium
	Environment	Likely	Moderate	High
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Industrial Accident	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Aircraft Accident	People	Possible	Major	High
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Major Road / Rail / Bridge Accident	People	Possible	Moderate	Medium
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Major	High
	Critical Facilities	Possible	Minor	Low
Dam Failure	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Minor	Low
	Critical Facilities	Unlikely	Minor	Low
Boating / Shipping Accident	People	Possible	Minor	Low
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Major	High
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
Military Training Accident	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low

Hazard	Category	Likelihood	Consequence	Level of Risk
Military Training Accident	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
Marine Oil Spill	People	Possible	Insignificant	Low
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Major	High
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
Medical Epidemic / Infectious Disease	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Insignificant	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Moderate	Medium
Exotic Animal / Plant Disease	People	Likely	Moderate	High
	Buildings	Likely	Insignificant	Low
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Insignificant	Low
	Critical Facilities	Likely	Insignificant	Low
Blue Green Algae Bloom	People	Likely	Moderate	High
	Buildings	Likely	Insignificant	Low
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Insignificant	Low
	Critical Facilities	Likely	Insignificant	Low
Influenza Pandemic	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Insignificant	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low

Page (150)

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HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RENEWAL CONSEQUENCE	RENEWAL LIKELIHOOD	RENEWAL RISK	RENEWAL ACTION	FURTHER ACTION RESPONSIBLE
2. STORM SURGE	2.1	Storm Surge impacts will be experienced along the lower lying coastal areas of the RRC from Port Jervis to Stirling and all the offshore islands - no data for Stirling. Loss of buildings.	Various Hazard ID's & website information	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	People	Minor	Possible	Low	Moderate Confidence	Probably Acceptable	22. Storm Surge Maps developed Stirling to Kogarah Banks. 23. Evaluate at risk areas as required. 24. Public education/awareness	Moderate	Possible	Medium	22. Storm Surge Maps on Council website 23. 24. Include within community awareness programmes	RRC
	2.2	Buildings along coastal margins susceptible to risk of damage.	National Storm Tide Mapping between Stirling and Pigeon Banks	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Buildings	Moderate	Possible	Medium	Moderate Confidence	Subsidiary subject to ALARP	25. Update mapping to cover entire coastline - including Stirling. 26. Evaluate at risk areas as required. 27. Public awareness/education.	Moderate	Possible	Medium	25. Update Storm Tide mapping 26. 27. Include within community awareness programmes	RRC
	2.3	Damage to land-based coastal vegetation. Possible contamination of drainage systems.	On Coast Plan (OCP)	LDCM Coastal Management Plan Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Environment	Moderate	Possible	Medium	Moderate Confidence	Subsidiary subject to ALARP	28. Existing function protection measures to be maintained.	Moderate	Possible	Medium	28. Refer to coastal management plan with LDCM	RRC
	2.4	Business may suffer a prolonged duration.	Business Continuity Plans Public awareness/education	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Business	Minor	Possible	Low	Moderate Confidence	Probably Acceptable	29. Business reviews develop Business Continuity Plans. Public awareness and education.	Minor	Possible	Low	29. Include in ongoing public awareness campaigns	RRC
	2.5	Damage to coastal roads and infrastructure.	Post Impact Assessment Plan & Public Works & Engineering Plan	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Utilities	Minor	Possible	Low	Moderate Confidence	Probably Acceptable	30. GIS based assessment of infrastructure at risk.	Minor	Possible	Low	30. Use Council GIS to carry out assessment	RRC
	2.6	Damage or destruction to coastal facilities - Roadway Sign Highway	Public education Plan Impact Assessment Plan Stirling included within Council GIS	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Critical Facilities	Minor	Possible	Low	Moderate Confidence	Probably Acceptable	31. Highway operators develop emergency action plans and business continuity plans. 32. Signs to provide infrastructure data for inclusion into Council GIS.	Minor	Possible	Low	31. Encourage highway operators to develop plans 32. Use Council GIS to carry out assessment	RRC
3. FLOODING - LOCAL	3.1	Local flooding of rivers and creeks - including Bush flooding.	Push flooding may occur without warning - people may be trapped in rapidly rising water and potentially lost - possible fatalities (eg. Bushfire victims 2008). Other areas include: - Shire Creek (Burrumbidgee) - has been built below - Bush, New Mile - Shire Creek Road is regularly cut - Areas around Mt Morgan (Shire Road) People affected may include tourists visiting for local events - lack of knowledge of local conditions and flooding Potential addition of people due to rapidly rising waters	A number of flood studies already completed for Yagamon area. Two completed in Rockhampton. Public education Q&A Guid. Emergency Policy Public Education awareness Resources & Trained LDC Staff	People	Moderate	Likely	High	Moderate Confidence	Subsidiary subject to ALARP	33. Flood studies of local creeks and Bush flood prone areas. 34. Evaluation of at risk areas where possible/required 35. Public Education 36. Investigate Bush flood warning systems 37. GIS mapping of properties, businesses and infrastructure at risk. 38. Consideration of plans to mitigate impacts of flooding 39. Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDCM Disaster Plan	Moderate	Possible	Medium	33. Application submitted R&I NERP for local catchment creek Bush flood 34. 35. Include in ongoing public education 36. Investigate emergency warning systems 37. Use Council GIS to carry out mapping based on results of flood studies 38. Consider as part of flood studies 39. Ensure LDCM and relevant Council staff are aware of mapping policy	RRC
	3.2	Damage to properties from rapidly rising water in local creeks. Structural and personal damage to buildings (eg. sitting and colonnading of properties, sill and water damage to internal fittings, carpets and walls)	Public education/awareness	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Buildings	Moderate	Likely	High	Low Confidence	Subsidiary subject to ALARP	40. Consider localised public awareness campaigns 41. Prepare list of properties at risk available using Council GIS	Moderate	Likely	High	40. Include in public awareness campaigns 41. Use Council GIS to carry out mapping based on results of flood investigations	RRC
	3.3	Damage to vegetation along waterway corridors, potential noise and erosion of banks. Potential contamination from sewage overflows.	State Government responsibility	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Environment	Minor	Likely	Medium	Moderate Confidence	Subsidiary subject to ALARP	42. Confirm if any state government plans exist.	Minor	Likely	Medium	42. Review situation	RRC
	3.4	Potential damage to businesses due to rapidly rising water with limited or no warning time.	Public Education awareness plan	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Business	Minor	Possible	Low	Moderate Confidence	Probably Acceptable	43. Encourage businesses to have contingency plans to mitigate the impact of these events.	Minor	Possible	Low	43. Include in public education campaign	RRC
	3.5	Damage to roads and closure of roads preventing access by emergency services. Local drainage installed (eg. Rockhampton Road, SE) Damage to sewerage systems	Post Impact Assessment Plan & Public Works & Engineering Plan	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans, NORRA, Emergency LDC, Trained LDC members, Trained LDC Staff	Utilities	Moderate	Likely	High	Moderate Confidence	Subsidiary subject to ALARP	44. GIS based assessment of infrastructure at risk 45. Evaluation at risk areas where possible	Moderate	Possible	Medium	44. Carry out GIS based assessment 45. Include in public education campaign	RRC
	3.6	Antisocial behaviour in Rockhampton (Pigeon Bank) affected by Bush flooding in 2005.			Critical Facilities	Moderate	Likely	High	Moderate Confidence	Subsidiary subject to ALARP	46. Queensland Antisocial Behaviour business continuity planning	Moderate	Likely	High	46. QAS to ensure business continuity plans in place	RRC

HAZARD	RISK NO.	RISK	PREVENTION/PREPAREDNESS CONTROLS	RECOVERY/RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	REGIONAL CONSEQUENCE	REGIONAL LIKELIHOOD	REGIONAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE
3 FLOODING - FITZROY RIVER	3.7	Isolation of homes and buildings, possible loss of life from drowning. People unable to evacuate themselves to safe areas and high ground, cut off by rise of water and isolation by residents. At particular risk are the elderly, people with limited mobility, the very young, severely disabled people, people who do not speak English and cannot understand warnings.	Mapping of flood affected areas - both: hazard and inundation extents. Available for the public. Marking of power poles prior to an event. Flood warning lines. List of critical infrastructure and level at which it is inundated. Sand bags issued to the public.	Evacuation sub-plan Local Disaster Management Plans including Operational sub-Plans Emergency Warning Systems (GWS) and EAS Established LCCC Trained LDMG members Trained LCCC staff Communication sub-plan NORRA	People	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	47. Public awareness campaign - new information to be disseminated (by flood zones) 48. Dissemination of information needs to be event specific - further planning needs to be done to determine the best way to disseminate this information 49. Develop GCS of flood levels of all buildings in flood prone areas to ensure the community understands flood risk exposure.	Minor	Likely	Medium	47. Develop public awareness informational displays 48. Develop communication strategies for inclusion with Communication sub-plan 49. Funding application submitted Re: LCCC for GCS building and attribute capture	RRC
	3.8	Water may enter some buildings and dwellings above floor level or lower car park/enclosed areas. Force of floodwater may cause foundations of buildings, bridges and roads within flood zone. Areas particularly at risk - Depot Hill, Port Curtis, Allan Downs, South Yemba, Yemba, Berrara, Lagoon Creek, Park Kurrajong, Pithul, Berra Creek, Yemba, Grouseway, Fairy River, New Mile, Mulligan, Ringbarrum, Nambury.	Public education Emergency Warning Systems (GWS) and EAS Established LCCC Trained LDMG members Trained LCCC staff	Local Disaster Management Plans including Operational sub-Plans Emergency Warning Systems (GWS) and EAS Established LCCC Trained LDMG members Trained LCCC staff	Buildings	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	50. Encourage residents in flood prone areas to relocate not water systems and electrical boards and gas bottles 51. Flood zones - already covered in the early weeks education 51. Consider imposing restrictions on re-development in flood prone areas - existing	Minor	Likely	Medium	50. Application submitted under NQRP to undertake consultation with residents to determine appropriate strategies in flood zones in electricity losses 51. Investigate options	RRC
	3.9	Some environmental damage may be experienced. Potential damage to infrastructure - Council owned car parks, BBQ/recreational facilities, gardens, & community facilities (i.e. sports grounds, schools etc). Damage pollution due to flooding of Sewage Treatment Works, pump station intake. Flooding of sewer lines. Contamination from treated manufacturing in industrial premises. Deposition of contaminated silt and mud. Mobile. Sewer's treatment station.	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff NORRA Established LCCC Trained LDMG members Trained LCCC staff	Environment	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	52. Conditional development of industries with chemical storage in flood prone areas already in place 53. Land fill areas adjacent to flood prone areas to be provided for backfill - in place 54. Asset risk review - long term plan to be submitted 55. In a strategic flood - plan to deal with mosquito, sewage and flood fly health issue - include Health Sub-Plan as part of the Disaster Plan - in place	Moderate	Possible	Medium	52. No action required 53. No action required 54. Assessment of state government, state and 55. No action required	RRC
	3.10	There is a risk of water damage to business operations in low lying areas of Rockhampton Regional Council. The agricultural industry may be significantly impacted by flooding. Significant loss of damage to infrastructure due to flooding.	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff NORRA Established LCCC Trained LDMG members Trained LCCC staff	Business	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	56. Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDMG Disaster Plan - in place through disaster management system	Moderate	Possible	Medium	56. Develop Register	RRC
	3.11	Roads will be cut especially the Bruce and Capricorn Highways to the north, south and west of Rockhampton. Rail will be cut south of Rockhampton at Yungah. Rockhampton Airport may be closed due to inundation of runway. Sewage Treatment Works may be inundated. Loss of some T-Mobile exchanges. Electrical sub-stations in low lying areas flooded.	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff Organ & T-Mobile Emergency Plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff Organ & T-Mobile Emergency Plans	Utilities	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	57. Investigate with Queensland Transport a proposal to increase the flood immunity of road and rail infrastructure leading to Rockhampton - being done 58. Investigate options to improve flood immunity of the system and systems to the system	Moderate	Possible	Medium	57. No action required 58. Examine appropriate flood mitigation options.	RRC
	3.12	Critical facilities are at risk due to their location in flood prone areas. Isolation of communities due to flooded roads may lead to significant crisis and testing. Disaster may be exacerbated and unable to deal with the numbers of affected people. Requirement for hospital to get medical supplies via alternate methods. Flooded Power Station - loss of coal supply. Flood shortages.	Identification/mapping of critical facilities LDMG including evacuation sub-plan Identification of safe places as per evacuation guidelines Re-supply guidelines	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LCCC Trained LDMG members Trained LCCC staff	Critical Facilities	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	59. Public information - Review/bring up to date the information through State Disaster Management Act	Moderate	Possible	Medium	59. Undertake review	RRC

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE
4. SEVERE STORM	4.1	People anywhere in the Council area are exposed to the risk of a severe storm which on average will occur up to 2 times each year. Lightning strikes and hail associated with severe thunderstorms pose a risk to people who are out of doors (including farm workers and construction workers). People with inadequate shelter (cables, tent, mobile home, boat) are at risk in all forms of severe weather due to potential collapse of the shelter. Potential risk of electrocution from downed power lines.	Development control (new development only). Local SES Groups Building codes Public Awareness	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LCCC Thames LDM members Thames LCCC staff	People	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	40. Public awareness campaign – practice Natural Hazards Guide – Preparing for Natural Disasters – note there is usually adequate warning of the storm event. 41. Encourage people to be aware of actions required before, during and after the event. 42. Provide information on what people to do to mitigate their risk exposure eg suitable removal, tree topping etc. 43. In public awareness campaign include details of tree types (ie identify hazardous tree types) and the risk of damage due to them being in close proximity to houses and outbuildings etc. Suggest a list for services liable to have an assessment carried out by a suitably qualified person.	Minor	Possible	Low	43, 41, 42 and 43. Include in community awareness programs	RRC
	4.2	Due to the age of the building stock in pockets of Rockhampton Regional Council a number of homes and flats are at risk particularly from wind damage. The commercial industrial and great 1900 houses will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LCCC Thames LDM members Thames LCCC staff	Buildings	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	Essentially the same treatments as identified for cyclones.	Minor	Possible	Low		
	4.3	Localized damage to vegetation expected			Environment	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	4.4	Potential damage to business properties			Business	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	4.5	Damage to power lines very likely			Utilities	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	4.6	Loss of power to critical facilities			Critical Facilities	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
5. TORNADO	5.0	Tornado occurring anywhere within the Council area (eg river floodplain in flood)	Development control (new development only). Insurance	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LCCC Thames LDM members Thames LCCC staff		Minor	Possible	Low	Uncertain Confidence	Generally Acceptable	44. Public Education 45. Evacuation of at risk areas	Minor	Possible	Low	44 and 45. Include in community awareness programs	RRC
	5.1	Localized impact on affected residents, potential injuries from airborne material	Building codes		People	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable		Minor	Possible	Low		
	5.2	Due to the age of the building stock in pockets of Rockhampton Regional Council a number of homes and flats are at risk. The commercial industrial and great 1900 houses will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance		Buildings	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable		Minor	Possible	Low		
	5.3	Localized damage to vegetation expected			Environment	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable		Minor	Possible	Low		
	5.4	Potential damage to business properties			Business	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable		Minor	Possible	Low		
	5.5	Damage to power lines very likely	Organ Emergency Action plans		Utilities	Minor	Possible	Low	Uncertain Confidence	Generally Acceptable		Minor	Possible	Low		
6. THUNDER	6.0	Thunder affecting coastal areas. Multiple lines of fire. People within the coastal communities and on nearby islands including Great Keppel, North Keppel and Purnell Islands as well as smaller islands at risk in the event of a storm. People at risk include the elderly, the very young, people with limited mobility, the mentally disabled, non English speakers.	Local Disaster Management Plans including Operational Sub Plans Thames Emergency Warning Systems (EWS and EAS) Established LCCC Thames LDM members Thames LCCC staff Public education Thames Maps	Local Disaster Management Plans including Operational Sub Plans Thames Emergency Warning Systems (EWS and EAS) Established LCCC Thames LDM members Thames LCCC staff	People	Catastrophic	Possible	High	Uncertain Confidence	Tolerable subject to ALARP	46. Public Education 47. Evacuation of at risk areas	Catastrophic	Possible	High	46 and 47. Include in community awareness programs	RRC
	6.2	Vulnerable buildings that Post Storm in Damage will sustain damage from human impact.	Measures of Emergency action Old Coastal Plan (2007)	AA	Buildings	Catastrophic	Possible	High	Uncertain Confidence	Tolerable subject to ALARP		Catastrophic	Possible	High		
	6.3	Unassisted damage will be caused by a tsunami.		AA	Environment	Major	Possible	High	Uncertain Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.4	Impact on processing, manufacturing and retailing industry for premises located in path of tsunami.	As per Cyclone	As per Cyclone	Business	Major	Possible	High	Uncertain Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.5	Loss of electricity power due to inadequate overhead infrastructure (utility poles) and ground mounted installations. Damage to telecommunications. Damage to and malfunction of water supply infrastructure. Damage to roads, rail and airport (runways, taxiways, etc.).	As per Cyclone	As per Cyclone	Utilities	Major	Possible	High	Uncertain Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.6	Safe water supply compromised due to loss in power. Medical supplies compromised due to loss in power.			Critical Facilities	Major	Possible	High	Uncertain Confidence	Tolerable subject to ALARP		Major	Possible	High		

HAZARD	RISK NO.	RISK	PREVENTION/PREPAREDNESS CONTROLS	RECOVERY/RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	OTHER ACTION	FURTHER ACTION RESPONSIBLE
A. HEATWAVE		Prolonged period of excessive heat which remains within or above upper temperature values for a prolonged period of time (eg 2001 event in Mt Morgan that lasted 5 to 7 days)	Public Education	Local Disaster Management Plans including Operational and Plans												
	K1	People affected by heat stress - most at risk are the elderly, the sick and infants living in the most vulnerable urban areas			People	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
	K2	Buildings not adequately cooled			Buildings	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
	K3	Overheating of vehicles and electrical equipment			Environment	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
	K4	Overheating of electrical equipment and loss of power to businesses, or frequently causing businesses without sufficient time for restoration recovery			Business	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
	K5	Loss of electrical power from overloading of electrical systems or an overloading of electrical systems			Utilities	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
B. WILDFIRE	K6	Loss of electrical power from overloading of electrical systems or an overloading of electrical systems			Critical Facilities	Minor	Likely	Medium	Medium Confidence	Tolerable subject to ALARP						
		Loss of life			People	Major	High	High Confidence	Tolerable subject to ALARP							
		The elderly, people with mental disabilities, people with reduced mobility and the very young are at most risk														
		People who cannot speak English may be at risk due to their inability to understand emergency														
		A large event may result in evacuation - lack of coordination in terms of where residents are to evacuate to and when														
		Consequences of residents leading to loss of personal possessions for the elderly - a small population also increases risk of awareness														
C. DROUGHT		Loss of life			People	Major	High	High Confidence	Tolerable subject to ALARP							
		Some buildings are in need of long-term building maintenance or are in the process of being demolished														
		Buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
D. FLOODING		Some buildings are in need of long-term building maintenance or are in the process of being demolished														
		Buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
E. CLIMATE CHANGE		Some buildings are in need of long-term building maintenance or are in the process of being demolished														
		Buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														
		Some buildings constructed with weak frames e.g. timber - Considerable are at risk of collapse due to the impact of drought														

Table 15: Risk Treatment Plan

This LDMP is a dynamic document that is continually being updated and refined as highest priority risks are dealt with and objectives are achieved. It is predominantly made up from the Form A13 Detailed Risk Action Plans recommended in the "Natural Hazards Risk Assessment" report (kept by Council) and integrating the Local Disaster Management Group's priorities in disaster risk mitigation. A copy of the current LDMP can be obtained by authorised person/s by request to the Local Disaster Coordinator and the Disaster Management Officer.

NOTE: This Risk Treatment Plan has been included in this document for feedback purposes only.

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
1. Lack of public awareness concerning natural hazards and mitigation actions, particularly preparation before the event.	Prepare contact registers to assist with emergency management planning and response.	Maintain register of culturally and linguistically diverse (CALD) community key contacts (High).	<ul style="list-style-type: none"> Register included in LDMP but not maintained. Requires further investigating 	<ul style="list-style-type: none"> RRC Community Services
		Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDMP (High).	<ul style="list-style-type: none"> Offers of assistance from events before, during and after. Further investigation required 	<ul style="list-style-type: none"> Department of State Development, Infrastructure and Planning
	Enhancement of existing community awareness program and information.	Information pack for new residents (High).	Underway with NDRP funding as part of the Community Awareness and Education project	<ul style="list-style-type: none"> RRC Marketing and Engagement
		Encourage people to be aware of actions required before, during and after the event (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> RRC DMO RRC Marketing and Engagement
		Provide information on what people can do to mitigate their risk exposure, eg rubbish removal, tree lopping etc (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> RRC DMO RRC Marketing and Engagement
		Encourage residents in older buildings to assess the structural adequacy of their dwelling in accordance with the latest codes (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> RRC DMO RRC Marketing and Engagement
		Encourage people to maintain their houses, especially roofs (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> RRC DMO RRC Marketing and Engagement

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Consider encouraging property owners to strengthen vulnerable housing elements (High) eg: i. Recladding of asbestos roofs and walls with modern materials. ii. Tie downs for cyclonic winds. iii. Providing engineering and building advice on alternative materials and methods of replacement	<ul style="list-style-type: none"> ○ Ongoing- refer to Community Awareness and Education project ○ Engineering and building advice to be investigated 	<ul style="list-style-type: none"> ○ RRC DMO ○ RRC Marketing and Engagement ○ Engineering services/ QBuild/DPH
		Encourage regular property clean-up (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> ○ RRC DMO ○ RRC Marketing and Engagement
		Caravans and cabins to be self-assessed for anchor points – encourage park owners to action this and carry out regular audits through the public information (High).	<ul style="list-style-type: none"> ○ Letter to be sent to caravan park operators ○ Information to be provided to caravan parks for distribution to clients 	<ul style="list-style-type: none"> ○ RRC DMO ○ LDMG
		Encourage people to maintain their property in relation to vegetation management to reduce demand for waste collection (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> ○ RRC M&E
		Encourage Business owners to assess the structural adequacy of their buildings in accordance with the latest codes (High).	Letter to be sent to peak body requesting businesses carry out necessary checks.	<ul style="list-style-type: none"> ○ LDMG
		Encourage businesses to have contingency plans to mitigate the impact of events (High).	Letter to be sent to peak body requesting businesses develop and maintain their contingency plans	<ul style="list-style-type: none"> ○ LDMG
		Include in general information that property owners are responsible for assessing the need for tree clearing/lopping near power lines and communication lines (High).	<ul style="list-style-type: none"> ○ Ongoing- refer to Community Awareness and Education project ○ Also include in Ergon and Telstra public information 	<ul style="list-style-type: none"> ○ RRC ○ Ergon ○ Telstra
		Evaluate and communicate areas at risk from storm surge inundation (Medium).	○ Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> ○ Engineering Services ○ RRC DMO

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
			o Storm surge inundation maps on council website	o RRC Marketing and Engagement
		Encourage residents in flood prone areas to relocate hot water systems and electrical boards and gas bottles above flood levels (High).	Ongoing- refer to Community Awareness and Education project	o RRC DMO o RRC Marketing and Engagement
		Consider localised information plans where impact is contained to small area (eg along a creek corridor) (High).	Further investigation required	o RRC DMO o RRC Marketing and Engagement
		Update existing public awareness campaigns with new and/or more detailed information (eg new mapping) (High).	Ongoing- refer to Community Awareness and Education project	o RRC DMO o RRC Marketing and Engagement
		Reference to Rural Fire Service and guidelines in development/building approval process eg "Protecting Your Home Against Bushfire Attack" and make this available to residents (High)	o Extension material provided by QFRS to be included in Council's Customer Service Centres o Bushfire information sessions have been held o Public information from QFRS/RFS	o QFRS/RFS
2. Reviewing currency of existing sub-plans associated with Council's Local Disaster Management Plan	Improvements to Local Disaster Management Plan Sub-Plans to improve or enhance current procedures	Media Campaign before cyclone season – include media campaign strategies within Communications Sub-plan (High)	Ongoing- refer to Community Awareness and Education project	o RRC DMO o RRC Marketing and Engagement
		Carry out identification of safer places and include within Evacuation Plan/strategies (High)	Ongoing- refer to Community Awareness and Education project	LDMG
		Review evacuation facilities/options as required and take into account new guidelines, review Evacuation Sub Plan with respect to the Queensland guidelines (High)		o Evacuation Sub-Group
		o Dissemination of Fitzroy River flooding information needs to be event specific – develop communication strategies for inclusion within Communication Sub-plan (High)		o Engineering Services o RRC DMO o LDC

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		<ul style="list-style-type: none"> Ascertaining QFRS hazard reduction practices/plans and reference in relevant Sub-plan (High) 		
		Ascertaining QFRS practices with regard to property inspections by Rural Fire Service before fire season to ensure hazard level is minimised – Reference in relevant Sub-plan if applicable (High)	<ul style="list-style-type: none"> Request to QFRS Develop a Bushfire Sub Plan 	<ul style="list-style-type: none"> RRC Community Services LDC
3. Provision of adequate facilities at primary evacuation centre for use during events	Procurement, installation and maintenance of generator at primary evacuation centre	Prepare funding application (High)	NDRP funding application denied	LDMG Evacuation Sub-group
4. Provision of safe evacuation centre/s for use during events	Identify safer locations in accordance with Qld Evacuation Guidelines	Carry out identification and assessment of safer places and include within Evacuation Plan/strategies (High)	Completed previously-included in LDMP- difficulties with Cyclone centres	Evacuation Sub-group
		Consider Flood Commission of Inquiry 2011 recommendations (High)	Report to be completed	DMO LDMG
5. Impacts on critical services before, during and after major events	Assessment of impacts on lifelines and determination of existing contingency plans	Confirm whether lifelines assess the impact of power loss on their operations and support/seek development of mitigation or Business continuity plans if they do not already exist (High)	Request reports on the risk and any Business Continuity Plans and promote developing and implementing them.	RRC Telstra/Optus Ergon Stanwell
		Request information from Ergon and Telstra to assist in mapping of their infrastructure within Council GIS (Medium)	Request to be sent for data agreement and exchange of information	RRC- GIS Telstra Ergon
		Encourage harbour operator to develop emergency action plans and business continuity plans (Low)	Letter requesting the development and implementation of emergency action plans and business continuity plans.	MSQ Coast Guard
		Liaise with QAS to ensure business continuity plans in place (High)	QAS to provide report on plans in place.	QAS

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
6. Impacts on RRC infrastructure before, during and after major events	Assessment of impacts on RRC infrastructure and review of existing contingency plans	Review the vulnerability of essential services under the control of RRC to assess the risk exposure (Medium)	<ul style="list-style-type: none"> Further investigation Business continuity plans to be developed and implemented 	Engineering Services
		Status check of dams/reservoirs (starting with Barrage). Check whether earthquake code taken into account with newer reservoirs (Medium)	<ul style="list-style-type: none"> Emergency Action Plans in place for Kelly's Off stream Storage and No. 7 dam. Request to be sent to ensure earthquake code is taken into account for recent and future reservoirs 	FRW DNR Stanwell
		Review EAPs for Dams under RRC control and understand risk posed by other dams through review of their EAPs (Medium)	Stanwell Water Supply Dam EAP held by RRC DMO. Waiting for Mt Morgan Mine's final report	FRW DNR Stanwell
7. Impact of local flash flooding upon residents, property, business and critical infrastructure	Undertake flood studies of nominated local waterways to supplement existing Fitzroy River flooding information	Identify local waterways/areas at risk of flash flooding or flood inundation risk (High)	NDRP funding application successful, project is progressing.	RRC
		Undertake flood assessments of prioritised list of waterways to review risk to community and infrastructure (High)	NDRP funding application successful, project is progressing.	RRC
		Prepare flood inundation and hazard mapping for a range of events up to and including the PMF event (High)	Further investigation- some already done	RRC
		Map properties, businesses and infrastructure at risk. Prepare a list of properties at risk using Council's GIS system (High)	To be developed	RCC-GIS
		Review mitigation options including flood warning systems (High)	Further investigation	FRW DMO
		Use outcomes and mapping to assist with emergency management planning (High)	Further investigation	DMP

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Consider imposing restrictions on re-development in flood prone areas (High)	Occurring- new plan	RRC- Planning
		Consider flood commission of inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
8. Impact of Fitzroy flooding upon residents, property, business and critical infrastructure	Use existing Fitzroy River flood study/modelling to enhance emergency management plans, development planning and to consider mitigation measures	Review mitigation options (High)	Further investigation	LDMG DMO
		Consider flood commission of inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
		Consider imposing restrictions on re-development in flood prone areas (High)	Occurring- new plan	RRC- Planning
		Consider introducing property notes regarding flooding (High)	Flood markers- consultation with agencies to be done.	DMO- further funding to be sourced
		Investigate options to improve flood immunity of the runway and access to the airport (High)	Flood study	RRC
9. Impact of local and regional flooding, cyclones, severe storms etc upon vegetation along coastline and waterways	Confirm existence of Environmental Management Plans (if any) and responsibility for coastal and local waterways	Existing foreshore protection measures to be maintained/reviewed. Refer to coastal management plans within LDMP (Medium)	Request to know details of this being completed.	RRC-Planning/ Land Use DMO
		Creek/River bank erosion issues – long term plan to be addressed. Confirm if any state government plans exist for waterways (Medium)		RRC-Planning/ Land Use
		Include environmental recovery within LDMP (High)	To be developed further	Recovery Sub-group
10. Improved risk mapping using Council's GIS system and dissemination of information for use in emergency management planning	Undertake new and updated mapping	Update storm surge mapping to cover entire coastline – including Stanage (Medium)	Liaise with GIS	RRC-GIS
		Update and review existing tsunami mapping – review egress routes and include 30m ground level contours (High)	Liaise with GIS	RRC-GIS
		Place storm surge and tsunami maps on Council website (High)	Storm surge maps already online. Consider adding tsunami maps	RRC-GIS

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Develop GIS mapping of floor levels of all buildings in flood prone areas to ensure the community understands their risk exposure(High)	<ul style="list-style-type: none"> ○ NDRP funding application denied ○ Liaise with GIS for other option 	RRC-GIS LDMG
		Undertake GIS based assessment of infrastructure at risk (High)		RRC-GIS
		GIS mapping of fire breaks, access roads and potential water supply (hydrants) – land ownership issues/maintenance requirements (Medium)	Under discussion	RRC-GIS QFRS RFS DNRM QPWS
11. Review of communication protocols before, during and after events	Undertake a review of required procedures	Review linkages/protocols for communications through State Disaster Management Act (High)	Further investigation	Communication Sub-group
		Consider Flood Commission of Inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
		Include within Communications Plans as required (High)	Further investigation	Communication Sub-group
12. Consideration of techniques to reduce Landslip risk in known risk areas	Undertake tasks aimed at minimising risk associated with landslip	Investigate options for bank reinforcement (in problem areas) (Medium)	Further investigation	Engineering Services
		Investigate options to monitor slope stability in landslip prone areas – eg need a system of monitoring, inspection of slip potential in the Bluff area plus ongoing maintenance (Medium)	Further investigation	Engineering Services
13. Consideration of techniques to reduce wildfire risk in known risk areas	Undertake a tasks aimed at minimising risk associated with wildfire	Develop wildfire management strategy for region in consultation with relevant stakeholders (High)	Under discussion	RRC- Parks and Gardens QFRS
		Encourage site specific wildfire hazard assessments as part of the development approval process. Adoption of performance criteria as detailed in the State Planning Policy. Needs to be consolidation of	To be included in new plan	RRC- Planning

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		approaches across the region – being addressed as part of new planning scheme (High)		
		Seek confirmation from QFRS that hazard reduction strategies are in place (Medium)	Request to be sent to QFRS	LDMG QFRS
14. Intermediate and long term impacts of climate change pose a risk to the Rockhampton area	Review recommendations from appropriate authorities and adjust emergency management and development control guidelines accordingly	Regular review of potential climate change impacts and amendment of procedures, plans and public awareness campaigns as required (Medium)	National Climate Change Adaptation Research Facility (NCCARF) workshop occurring-request for further information.	LDMG

Annexure 8: Training Register

Course/Exercise/Simulation Details	Date
Queensland Disaster Management Arrangements	09/08/11, 10/08/11, 11/08/11
Local Disaster Coordinator Induction	24/10/11, 27/10/11
Warnings and Alert Systems	11/11/11
Local Disaster Management Group Member induction	28/11/11
LDCC activation	28/11/11
Evacuation – Module 1 introduction to Evacuation	27/02/12
Evacuation – Module 2 Evacuation Planning	27/02/12
Resupply	22/04/12
Disaster Management Planning	23/08/12
Disaster Relief and Recovery Funding Arrangements	24/08/12
Queensland Disaster Management Arrangements	06/09/12
Evacuation – Module 1 introduction to Evacuation	07/09/12
Evacuation – Module 2 Evacuation Planning	07/09/12
Tabletop Cyclone Shelter Discussion	30/10/12
Warnings and Alert Systems	01/11/12
Resupply	01/11/12
Queensland Disaster Management Arrangements	06/11/12
Evacuation Centre Management	22/11/12
October 2014 Simulated Event	Oct 2014
Guardian & Mapping Training	Oct 2014
LDCC Online Update Training	Feb 2015

*Annexure 9: Request for Assistance to DDMG***Purpose**

A request for assistance (RFA) is intended to clearly describe a desired outcome or provide specific details on the resources required to support disaster operations.

Request for assistance form

The fields contained in the RFA all provide vital information for those actioning the request and therefore it is most important that each field be correctly completed.

1. Event description, Date and Time (24hrs)
 - Official name of the event. Date and time the RFA was prepared.
2. Request forwarded to and Task tracking no.:
 - Details, where the request was forwarded to for actioning. This can also be used to track the path through the disaster management system if support is required from another level.
 - Task tracking no (TTN) allows each level within the disaster system to track the request in the event TTN's are different between levels. It also provides a unique reference for each request.
3. To, From, Ph no., Mob and E-mail
 - Denotes the intended recipient and who forwarded the RFA and their contact details. It is important to note that the forwarding officer may not be the requesting officer.
4. Requesting officer's name, organisation & 24hr contact details
 - The requesting officer is the person who has first hand knowledge of the request requirements and is therefore best placed to provide additional information.
 - It is vital this officer remain readily contactable especially if the request is time critical.
5. Delivery address
 - Detail the delivery address in such a way that it assumes the delivery operator has never been to that location before. This includes providing additional information that will assist in locating the delivery point e.g. landmarks, GPS coordinates.
6. On-site contact person and phone no.:
 - Required to identify or confirm particular issues that may not be noted on the RFA such as a requirement for a forklift to unload the resources. It also enables the final leg of the delivery to be coordinated locally between the transport provider and the on-site officer.
7. Priority
 - Terms such as "urgent" or "as soon as possible" have little meaning in the provision of resources. A specific time and date provides all parties with a definitive target to work towards. It also enables the identification of issues that will affect the timeframe.
 - Issues impacting on the ability to meet a timeframe include whether inside or outside of normal business hours, quantities required, acquisition, loading, transport including access issues and unloading.
8. Details of request:
 - The information provided needs to be as detailed as possible. If an outcome is required be specific about what is to be achieved. If resources are required, ensure unit quantities and any specifications that will assist in acquiring the resources are provided.
 - Do not use acronyms or jargon, write clearly and be specific. Information considered irrelevant to the requesting officer may be important to those who action the request.
9. RFA Checklist
 - This provides prompts for specific areas to be considered prior to submitting the request.
10. Authorising officer
 - Authorisation indicates the request is legitimate; the information is accurate and the RFA has been completed correctly. Ensure the name is clearly written and signed.

Request for Assistance

Event:	Date:	Time (24hr):
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Request forwarded to:	LDMG <input type="checkbox"/>	DDMG <input type="checkbox"/>	SDCC <input type="checkbox"/>	Council to Council <input type="checkbox"/>
Task tracking no.:				

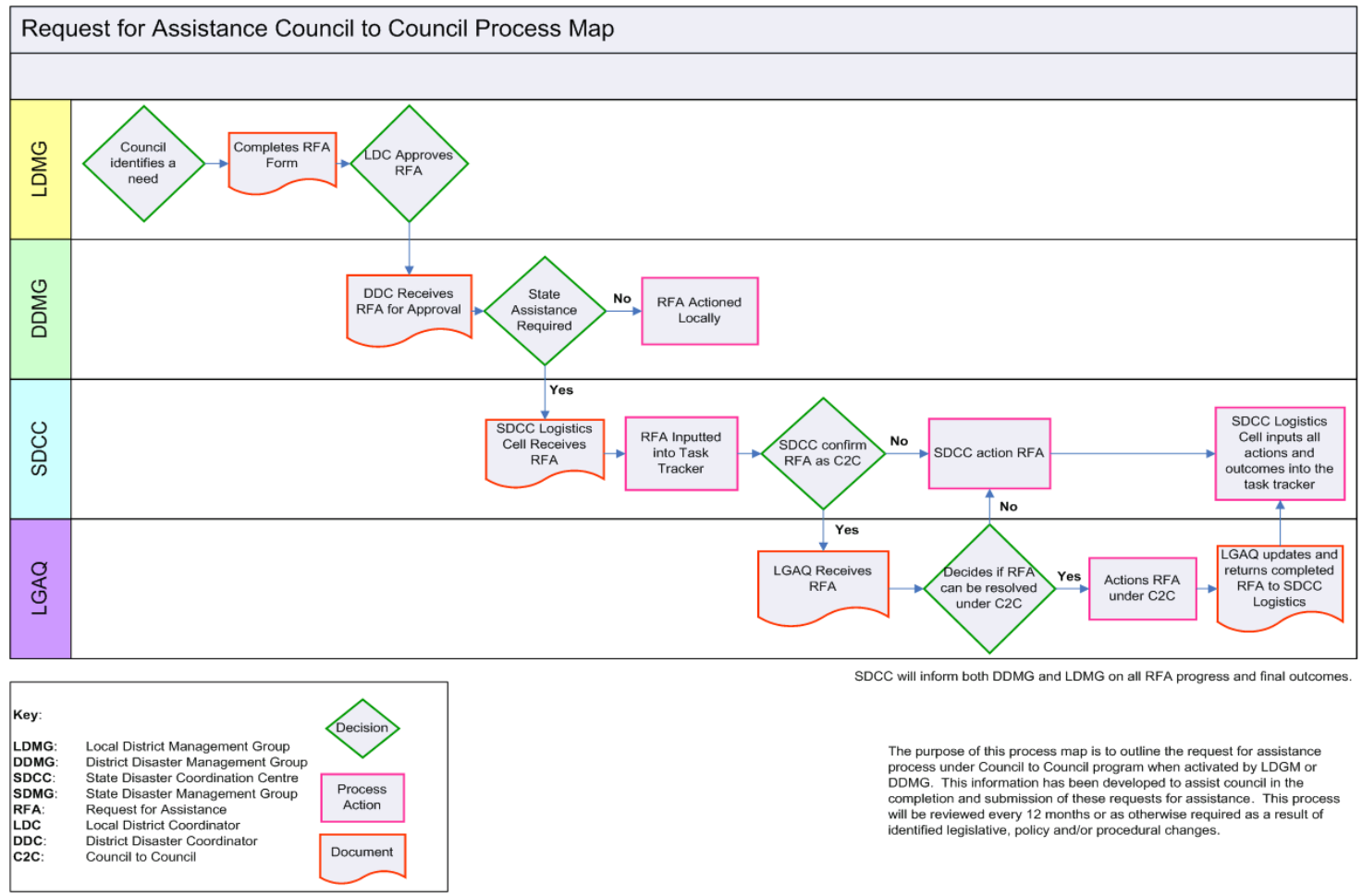
To:			
From:		Ph no.:	Mob:

Requesting officer's name, organisation & 24hr contact details: (must be the person who has <u>detailed knowledge</u> of the request & is able to answer <u>any</u> questions)	
<i>Name:</i>	<i>Ph no.:</i>
<i>Mob:</i>	
<i>Org:</i>	<i>E-mail:</i>
Delivery address: physical street address (include landmarks, GPS coordinates as required)	
On-site contact person & phone no.: (must be available to accept delivery)	
<i>Name:</i>	<i>Ph no.:</i>
<i>Mob:</i>	
Priority: to be delivered on-site by <u>"detail time & date"</u> (Urgent or ASAP is not acceptable)	
<i>Time:</i>	<i>Date:</i>
Details of request: be specific about the required outcome OR clearly detail the resources required. Do not use acronyms, state unit quantities only and list skills sets for human resources. Refer to RFA checklist below.	

RFA Checklist: ensure the following information is included in the request if applicable:

- Is transport needed
- Any hazardous situations
- Special handling requirements (forklift)
- Any access issues
- Requesting officer noted
- Priority noted
- Are skill sets clearly stated

Authorising Officer		
Name:	Position:	
Signature:	Date:	Time:
DDC Authorisation: (Name)		
Signature:	Date:	Time:



Annexure 10: Standard Operating Procedures (SOP)

1. Evacuation
2. Communication
3. Transport
4. LDCC - hard copy message system

Annexure 11: Check Lists

1. Evacuation
2. Communication (Public Information & Warnings)
3. Cyclone & Storm
4. Tsunami
5. Public Health
6. Transport
7. Recovery
8. Activation of Local Disaster Management Group
9. Local Disaster Coordination Centre
10. Financial Management
11. Evacuation Centre Management
12. Impact Assessment
13. Public Works and Engineering
14. Logistics

Annexure 12: Document Retention

Document Retention- excerpt from the *Local Government Sector Retention and Disposal Schedule: QDAN 480v.4* regarding emergency and disaster records.



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Queensland Government

Local Government Sector Retention and Disposal Schedule : QDAN 480v.4

Reference	Description of records	Status	Disposal Action
9.1	Appointments <i>The activity of managing appointments of personnel.</i>		
9.1.1	Fire control officers Records of appointments of local fire control officers. <i>See General Retention and Disposal Schedule for Administrative Records for other personnel records.</i>	Temporary	Retain for 10 years after last action.
9.2	Audit <i>The activity of officially checking financial, quality assurance and operational records to ensure that they have been kept and maintained in accordance with standards.</i>		
9.2.1	Disaster preparedness Records of inspections and audits of local government disaster preparedness.	Temporary	Retain for 10 years after last action.
9.3	Authorisations <i>The activity of local government seeking permission to undertake an action.</i>		
9.3.1	Emergency response officers Authorisations for local government officers to act as emergency response officers.	Temporary	Retain for 3 years after last action.
9.4	Communications <i>The activity of operating emergency communication equipment.</i>		

Page 108 of 337



Queensland State Archives

Queensland Government

Local Government Sector Retention and Disposal Schedule : QDAN 480v.4

Reference	Description of records	Status	Disposal Action
9.4.1	Emergency communication equipment Records relating to the operation of emergency communication equipment, including schedules and radio logs.	Temporary	Retain for 10 years after last action.
9.5	Emergency Response <i>The activity of responding to a disaster or emergency.</i>		
9.5.1	Disasters/emergencies Records relating to the local government's response to a disaster or emergency. Records may include, but are not limited to, incident files, State Emergency Service (SES) response records and other material relating to the implementation of the Local Disaster Preparedness Plan.	Temporary	Retain for 20 years after last action.
9.6	Notifications <i>The activity of notifying businesses, ratepayers and residents of a failure to comply with local government standards, regulations and local laws; inappropriate practices or an intention to take action. Also includes statutory notifications and the management of notices.</i>		
9.6.1	Fire warnings Records of notices regarding danger periods, fire hazards and fire bans.	Temporary	Retain for 5 years after last action.
9.7	Planning <i>The activity of formulating strategies to achieve an objective or outcome.</i>		

Page 109 of 337



Queensland **State Archives**
Queensland Government

Local Government Sector Retention and Disposal Schedule : QDAN 480v.4

Reference	Description of records	Status	Disposal Action
9.7.1	Disaster planning Records relating to plans for measures to be taken to recover from the effects of disasters such as fire, flood, earthquake, etc., and to save or secure assets. Includes State Emergency Service (SES) Local Disaster Preparedness Plan, counter disaster and recovery planning, and emergency procedures.	Temporary	Retain until superseded.
9.8	Programs <i>The activity of managing a group of related projects under a common business strategy to achieve a desired outcome.</i>		
9.8.1	Bush fires Records of local government activities to reduce bush fire fuel, fire breaks, etc.	Temporary	Retain for 10 years after last action.
9.9	Registration <i>The activity of recording, cataloguing or listing for control or legislative purposes and the management of registers.</i>		
9.9.1	Fire zones Fire zone registers.	Temporary	Retain until superseded.
9.10	Reporting <i>The activity of providing a formal response to a situation, request or legislative requirement.</i>		
9.10.1	Funding assistance – major incidents Reports regarding major incidents and emergencies, such as floods and bushfires, prepared by local government or delegated authorities to apply for special assistance from the state government.	Temporary	Retain for 20 years after last action.

Page 110 of 337

Annexure 13: Resupply Forms

Forms are available from the Disaster Management Officer and held in the LDCC, include:

- Isolated Community Resupply Operational ips
- Essential Goods Guidance
- Operational Checklist for Resupply to Isolated Communities
- Isolated Community Resupply – Initial communication with retailers
- Isolated Community Resupply – Second communication with retailers
- Isolated Community Resupply Form
- Operational Checklist for Resupply to Isolated Rural Properties
- Isolated property Resupply Information
- Property Contact Details
- Property Resupply Details Sheet
- Flight Manifest

Annexure 14: Potential Evacuation Centres

Whilst the LDMG has identified a number of facilities throughout the region, that may be utilised as evacuation centres these facilities should be utilised for accommodation purposes only as a **last resort**.

Preferred options for persons requiring accommodation are, in priority order:

1. a destination of the person's choosing (i.e. relatives, friends etc.);
2. an established accommodation venue away from the "at risk" area (i.e. hotel, motel, caravan park etc.);
3. a nominated and established evacuation centre.

The information briefs for each of these buildings are held by the Disaster Management Officer and are available for Local Disaster Management Group members upon request.

Note: Within the information briefs, some diagrams are not to scale and are estimate of area only.

Potential Evacuation Centres

Listed Facilities are categorized as follows based on their maximum estimated capacity;

- Large – can accommodate > 100
- Medium – can accommodate 50 -100
- Small – can accommodate <50

The estimated capacity is calculated using the Utilisation of space recommended formula;

- Comfortable Utilisation = 3.3 m² per person
- Maximum Utilisation = 1.655m² per person

Alton Downs

- Alton Downs Hall (Small)

Bajool

- Bajool School of Arts Building (Medium)

Bouldercombe

- Bouldercombe Recreational Facility (Medium)

Gracemere

- Gracemere Hall (Large)

Marmor

- CWA Hall (Medium)

Mount Morgan

- Mount Morgan Community Services Hall (Large)

Ridgeland

- Ridgeland Hall (Medium)
- Ridgeland State School (Medium)

Rockhampton North

- Berserker Street State School Activity Centre (Large)
- CQU Sport Centre (Large)
- DPI Conference Centre (Large)
- St Marys Community Hall (Large)
- Durumbal Convention Centre (Large)
- Baptist Tabernacle (Large)
- Frenchville State School Activities Centre (Large)
- Cathedral of Praise (Large)
- PCYC (Large)
- North Rockhampton High School (Large)

Rockhampton South

- Indoor Bowls Club (Large)
- James Lawrence Pavilion – Showgrounds (Large)
- Schwarten Pavilion – Showgrounds (Large)
- Walter Pearce Pavilion – Showgrounds (Large)
- TAFE Hall (Large)
- Blue Care Respite Centre (Medium)
- Rockhampton High School (Large)
- Rockhampton High School Performing Arts (Medium)
- Ozcare Hostel – Oznam House Rockhampton (Male only),(Small)

Stanwell

- Progress Association Hall (Medium)

Westwood

- Westwood Hall

Shelters/Evacuation Centres

Shelter is the fourth stage of the evacuation process and involves the provision of the basic needs for affected people away from the immediate or potential effects of the hazard.

Shelter provides for the temporary respite of evacuees. It may be limited in facilities but must provide protection from the elements as well as accommodate the basic personal needs which arise at an individual level in an emergency.

Shelter in the context of evacuation, may include:

- Assembly areas which cater for peoples basic needs;
- Evacuation centres;
- One stop shops; and
- Temporary accommodation.

Shelter types

Assembly areas – are usually a temporary stopping point prior to moving evacuees to evacuation centres or temporary accommodation. They may provide minimal service (registration, light refreshment, personal support and destination check) but the facilities available would depend upon the nature of the hazard.

Evacuation Centres – as well as providing basic human needs including accommodation, food and water, these facilities should also provide a greater range of welfare and support services. This will help facilitate the recovery process.

Services may include:

- Registration;
- Financial and immediate assistance;
- Counselling;
- Temporary accommodation;
- First aid;
- Food;
- Clothing, blankets, linen and bedding;
- Information and referral services;
- Assistance in completing applications for:
 - Commonwealth pensions and benefit;
 - Disaster relief;
 - Other related schemes;
- Point of application for insurance and advice;
- Employment advice and referral interpreter services;
- Transport;
- Legal services;
- Arrangements for rubbish removal from the shelter; and
- Arrangements for pets.

These additional services may be provided at the evacuation centre, or alternatively at a suitable venue nearby, easily accessible to both people staying at the evacuation centre and others affected by the hazard.

One Stop Shops – Evacuation centres provide a solution to short term accommodation problems while longer term alternatives are determined. However, following the closure of evacuation centres there will still be a need for the continuation of many of the support services provided. "One stop shops" are therefore established to provide a range of short and intermediate-term services.

When establishing these facilities the preferred option where possible, is to collocate services within the one location. If this is not possible a single centre should provide a referral point for all services thus enabling people to access a multiplicity of services with a minimum of inconvenience.

Temporary Accommodation – When evacuation of an area is to be for a protracted period there will be a need to provide temporary accommodation of a more substantial nature. This may involve the following:

- Liaison and negotiate with a wide range of government and non-government agencies for the provision of accommodation such as:
 - Hotel or motel accommodation;
 - Caravans, mobile homes;
 - Hostels; and
 - Specially constructed temporary accommodation;
- Provision of financial assistance measures;
- Establishment of an information service;
- Making personalised accommodation arrangements, where appropriate, taking into considerations such as:
 - Many displaced persons prefer to remain as close to their vacated home site as possible;
 - Disruption to individuals and families work, school, social and domestic arrangements should be minimized;
 - Temporary accommodation arrangements should be of a suitable standard to cope with conditions anticipated to apply before re-establishment (e.g. some types of accommodation may not be suitable during winter);
 - The length of time people may be required to live in temporary accommodation
 - Temporary accommodation arrangements should allow for a smooth transition to permanent accommodation at the earliest possible time; and
 - Local businesses should be used whenever possible to provide temporary accommodation and associated services as this will assist in the overall recovery of the community.

(Australian Emergency Management Manual – Evacuation Planning)

Annexure 15: Potential Recovery Centres

The following facilities have been identified by Rockhampton Regional Council LDMG as potential recovery centres. Details of these facilities have been provided to the District Community Recovery Committee for further assessment and endorsement.

The information briefs for each of these buildings are held by the Disaster Management Officer and are available for Local Disaster Management Group members upon request.

Potential Recovery Centres**Gracemere**

- Community Hall

Mount Morgan

- to be determined

Rockhampton North

- Bauhinia House
- Heritage Village
- Salvation Army Building- details to be obtained from District Recovery Group

Rockhampton South

- James Lawrence Pavilion – Rockhampton Showgrounds
- TAFE Auditorium Canning Street
- Walter Reid Cultural Centre
- Schotia Place

11.4 RISK REGISTERS - QUARTERLY UPDATE AS AT 27 MAY 2016**File No:** 8780

- Attachments:**
1. Corporate Risk Register - Quarterly Update as at 27 May 2016
 2. Office of the CEO Risk Register - Quarterly Update as at 27 May 2016
 3. Community Services Risk Register - Quarterly Update as at 27 May 2016
 4. Corporate Services Risk Register - Quarterly Update as at 27 May 2016
 5. Regional Services - Quarterly Update as at 27 May 2016

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
 Ross Cheesman - General Manager Corporate Services

Author: Kisane Ramm - Risk Management Officer

Ordinary Council at its meeting on 09 June 2016 resolved that the matter be deferred to the meeting to be held on 28 June 2016.

SUMMARY

Presenting the quarterly risk register updates as at 27 May 2016 for consideration and adoption by Council.

OFFICER'S RECOMMENDATION

THAT the quarterly risk register updates as at 27 May 2016, as presented in the attachments to this report, be adopted.

COMMENTARY

The Corporate and departmental risk register summary report updates have been produced for Council's consideration, assisting them in their responsibility to provide direction and oversight of risk management across the organisation and to support the achievement of objectives through informed decision making.

Sitting behind the summary report updates are the risk registers. The registers are required to be presented annually and to meet this requirement have recently been presented to Council and the Audit and Business Improvement Advisory Committee. The registers are a record of information about identified risks and their associated controls used to aid in their management.

Risk Number	Change
<i>Corporate Risk Register</i>	
8	The future controls were listed as completed last quarter and the risk owner has now re-assessed the risk as ALARP.

Risk Number	Change
<i>Office of the CEO</i>	
111	Completion date (31/12/15) has expired.
112	Completion date (30/5/16) has expired.
<i>Community Services</i>	
407	Completion date extended from 30/6/15 – 30/6/16
411	Completion date extended from 31/12/15 – 30/9/16
413	The future controls have been listed as completed and it will be removed from the Further Treatment summary table next reporting period unless, when it is reassessed, it falls into the reporting parameters.
429	Completion date extended from 30/12/16 – 31/1/17
439	Completion date extended from 31/12/15 – 30/9/16
<i>Corporate Services</i>	
249	<p><i>The operational capability of the airport is reduced or prevented altogether by an event (natural or technological) resulting in the inability of the airport to function effectively and provide normal services.</i></p> <p>Management has listed the future controls for this risk as completed and re-assessed the risk from High 4 to Moderate 5. This risk will no longer be presented in the Further Treatment, and Very High and High summary tables unless it is later re-assessed to fall within the reporting parameters.</p>
<i>Regional Services</i>	
	No changes made and completion dates current as at time of review.

BACKGROUND

Council's *Enterprise Risk Management Framework* requires the Risk Management Officer to present to Council the following:

Quarterly

- All risks with high and very high current risk ratings; as well as
- Any risks, regardless of their risk rating, that have been identified as requiring treatment.

LEGISLATIVE CONTEXT

The *Local Government Regulation 2012*, chapter 5, s164, requires...(1) a local government must keep a written record stating (a) the risks the local government's operations are exposed to...; and (b) the control measures adopted to manage the risks.

The production of the risk registers which include both existing and proposed future controls ensures the Council is compliant with section 164 as well as providing an opportunity for Council to determine that its risks are being dealt with in an appropriate manner.

CORPORATE/OPERATIONAL PLAN

There is a very strong link between the Corporate/Operational Plans and the enterprise risk management process. The Corporate/Operational Plans articulate the objectives of the organisation. These objectives are then analysed by management to identify what may affect their achievement, with the results being recorded as the: risk (failure and or opportunity); cause (source) and; consequence (impact). In understanding this information, the organisation can decide whether it is willing to accept the resultant level of risk or whether treatment is required to lower the risk level. This allows for Council to be well informed on what may impact the achievement of its objectives and whether strategies are required to be developed in providing for the efficient and effective use of its resources.

CONCLUSION

The quarterly review of the risk registers, having been conducted by the respective managers and the Leadership Team, are now presented via the summary reports for Council's consideration.

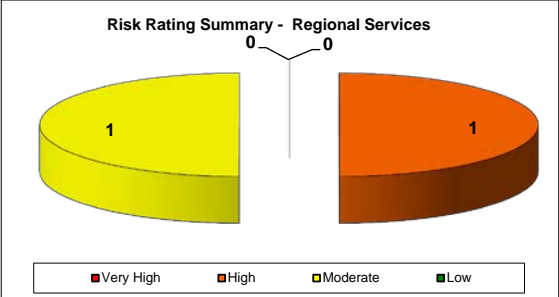
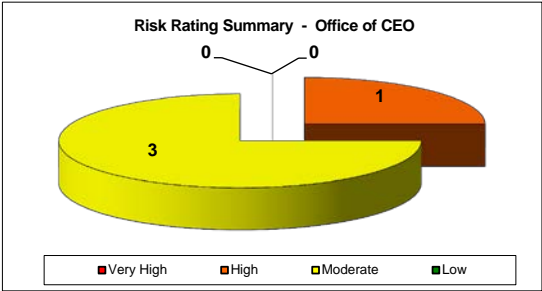
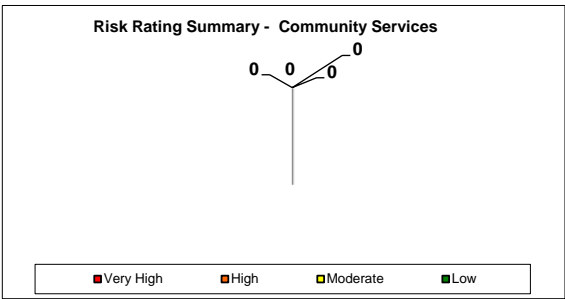
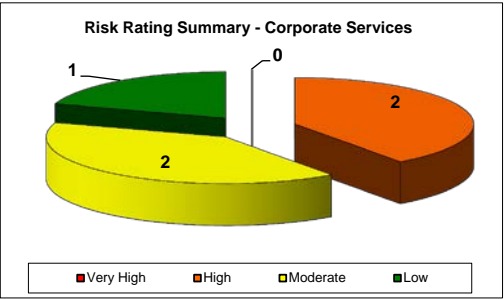
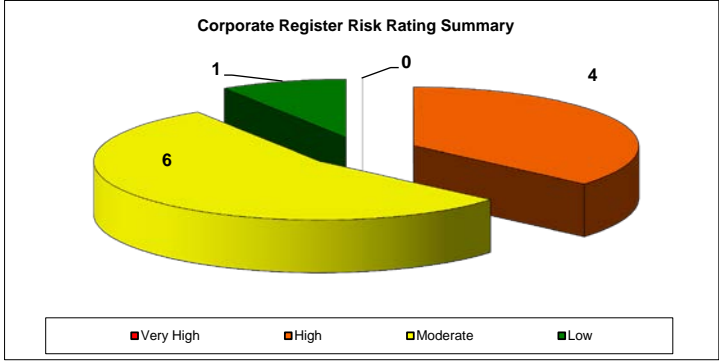
**RISK REGISTERS –
QUARTERLY UPDATE
AS AT 27 MAY 2016**

**Corporate Risk Register –
Quarterly Update as at 27 May 2016**

Meeting Date: 28 June 2016

Attachment No: 1

ERM RISK SUMMARY REPORT
Corporate Current Risk Rating Profile



CORPORATE RISKS
'Very High' and 'High'

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation
1	Council processes and services are provided without due recognition of economy, efficiency and effectiveness (value for money) exposing Council to increased costs, loss in reputation and ratepayer confidence and impacting service delivery.	High 5	(1) Established Asset Management plans. (2) Non-priced based selection criteria included in the tender / quote assessment process to assist in the value for money assessment. (3) Tender evaluation plans with weighted selection criteria assessment that does not rely on price as having the highest weighting. (4) Capital Projects evaluation process includes whole of life cycle cost considerations. (4.2) Fleet asset assessment utilises a whole of life cost model as part of the acquisition and operations process. (5) Long term financial forecasts based around asset management plans adopted.	Accept Risk (ALARP)
8	Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs.	High 5	(2) Identified disaster mitigation strategies implemented where possible within disaster management budget. (2) Appropriate funding opportunities identified and sourced to implement identified disaster mitigation strategies. 19/2/16: (1) Disaster mitigation strategies reviewed and reported on annually. (2) Forward works program for disaster mitigation strategies developed and considered through Council's Capital Project budget evaluation by 1 July each year. (2) Funding is pursued under Natural Disater Relief, or similar program, if and when State Government make the funding available.	Accept Risk (ALARP)
9	Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent.	High 5	(1) Council's Long Term Financial Forecast includes forecasts from asset management plans. (2) Long Term Financial Forecasts are reviewed annually. (3) Asset Management Plans reviewed regularly. (4) Finance staff are adequately qualified as per the respective Position Descriptions. (5) Council lobbies other levels of government for appropriate grants and subsidies. (5) Council financially operates in a surplus position. (6) Financial controls are monitored. Finance also works closely with Internal and External Audit in regards to internal controls. (7) Project Delivery procedure developed.	Accept Risk (ALARP)
10	Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals.	High 4	(1-4) Policy implemented. (3) Controls within Local Government Act and policy. (2-3) Training in obligations undertaken. 30/1/15: (4) Management's ongoing review/update of authorisations and delegations (including signing of correspondence) 2/10/15: (1) Fraud and Corruption risk assessment undertaken annually by managers. 19/2/16: (5) Complaints Management Process adopted by Council. (5) Industrial Relations and Investigations Unit investigate and monitor administrative action complaints. (2, 4, 3) Councillors and staff are regularly reminded of obligations under LGA and Council's Code of Conduct along with other relevant legislation and policies.	Accept Risk (ALARP)

27/5/16: Note from Risk Management Officer: The future controls were listed as completed last quarter and the risk owner has now re-assessed the risk as ALARP.

CORPORATE RISKS
Corporate Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments
2	Non-existent or inadequate business continuity initiatives leading to prolonged service / process disruptions resulting in adverse community reactions and possible financial loss.	Moderate 5	1. Business Continuity Framework to be developed and used to draft standardised Sectional BCPs. 2/10/15 Completed. 2. Additional continuity plans to be implemented across the organisation. 3. Regular review and testing required.	Additional resources required.	BCP Management policy and procedures adopted August 2015. Responsible areas to draft identified critical function BCPs. Constraint - Lack of Resources.	(30/1/15: 80%)	30/06/2016	27/5/16:

Office of CEO

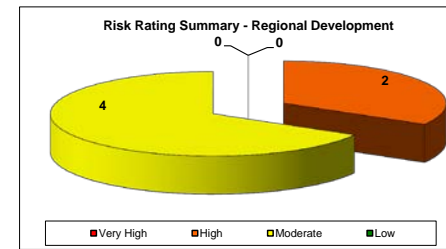
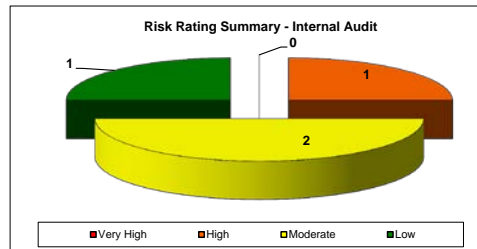
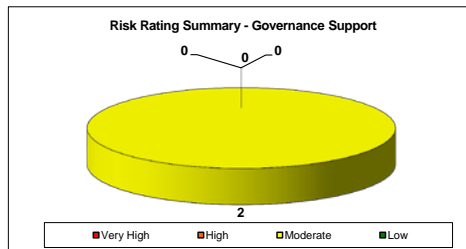
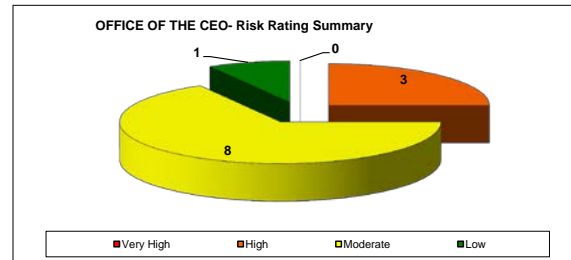
**RISK REGISTERS –
QUARTERLY UPDATE
AS AT 27 MAY 2016**

**Office of the CEO Risk Register -
Quarterly Update as at 27 May 2016**

Meeting Date: 28 June 2016

Attachment No: 2

ERM RISK SUMMARY REPORT
Office of the CEO Current Risk Rating Profile



OFFICE OF THE CEO
Risks - 'Very High' and 'High'

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation
101	Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict.	High 4	(1) & (2) Annual risk based audit planning highlights risks vs the required or appropriate need for internal audit coverage. (4) External Consultants (4) Audit Committee	Accept Risk (ALARP)
109	Failure to take advantage of Rockhampton Region's economic development opportunities which can result in limited growth of Council's rate base.	High 5	1. Appointment of Manager Economic Development. 2. Appointment of Senior Resource Advisor to focus on opportunities arising for the Rockhampton Region from the Central Queensland resource sector. 3. Working with the Commonwealth and Queensland Governments and the Rockhampton Region community to maximise economic development opportunities. 4. Promotion of regional economic development opportunities in the media and at appropriate conferences and other forums.	Accept Risk (ALARP)
330	Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city.	High 4	1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training. 30/1/15: 3. (1) Use attrition opportunities to hire new staff with required skill sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit.	Accept Risk (ALARP)

OFFICE OF THE CEO
Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Additional Management Comments	
111	Failure to collaborate with Rockhampton Region's business groups and businesses, which could lead to initiatives failing to attain their true potential, and/or possible business closures, resulting in limited growth of Council's rate base and Council's reputation affected.	Moderate 5	Enter into funding agreement with Capricorn Enterprise	Within already defined resource/budget allocation	Funding agreement needs to be signed by both parties.	0%	(29/01/15: 31/12/2015)	27/5/16:	Regional Development / Economic Development
112	River Festival has low attendance or is cancelled resulting in loss of revenue and reputational damage.	Moderate 6	(1) Investigate insurance cost/benefit	Budget allocation	0	0%	19/2/16: 30/05/16 01/08/2016	27/05/16:	Regional Development - Regional Promotions
114	Non Conformance with IPPF; Act or Reg.	Low 7	External Assessment (Mandatory every 5 years)	Budget allocation \$20,000	0	0%	31/12/2016	27/5/16: No Changes	Internal Audit

**RISK REGISTERS –
QUARTERLY UPDATE
AS AT 27 MAY 2016**

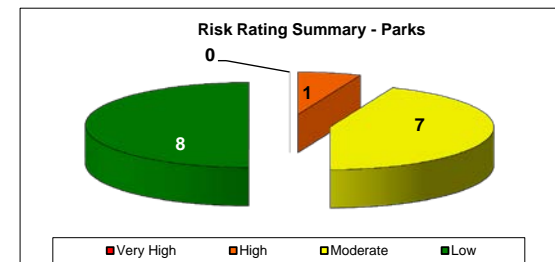
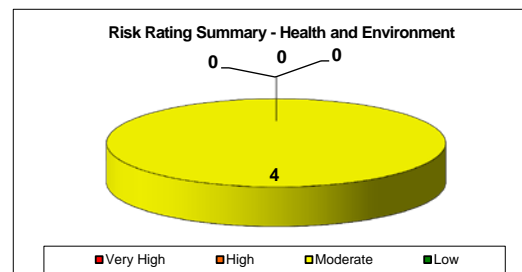
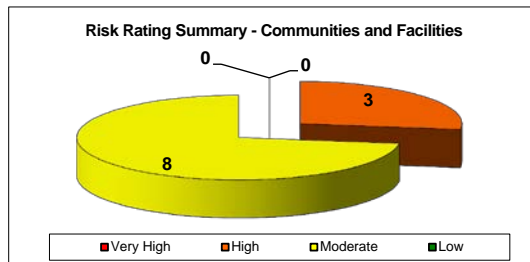
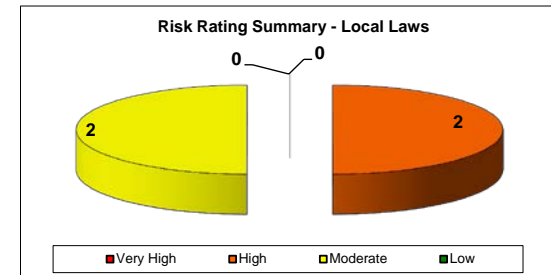
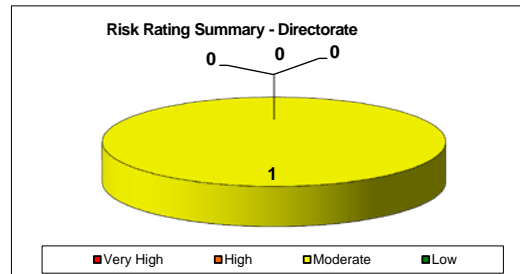
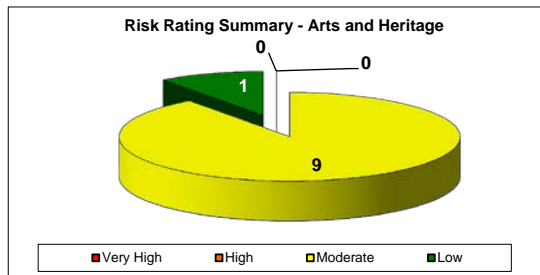
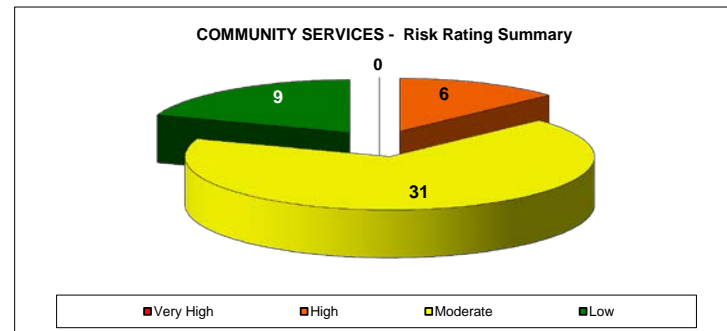
**Community Services Risk Register -
Quarterly Update as at 27 May 2016**

Meeting Date: 28 June 2016

Attachment No: 3

ERM RISK SUMMARY REPORT

Community Services - Current Risk Rating Profile



COMMUNITY SERVICES

Risks - 'Very High' and 'High'

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation
414	Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public.	High 4	1. Development and implementation of processes for engagement and training of volunteers. 2. Supervision of volunteer work on Council sites.	Treat Risk
417	Grant and sponsorship programs not delivered in accordance with regulations, policy and procedures resulting in loss of reputation for Council with community concerns about disbursement of funds, and withdrawal of matching funding from other levels of government meaning grant is unable to be offered.	High 4	1. Policy, procedure and funding regulations implemented and reviewed regularly.	Accept Risk (ALARP)
422	Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council.	High 4	1. Partial completion of conservation management plan (CMP) program, however not funded in 13-14 and 15-16 budget. 2. Identified assets requiring inspection included in planned maintenance subject to funding. 19/2/16 - 3. Forward budget submission referencing Risk Register, Corporate Plan and legislative requirement developed. 19/2/16 - 4. Conservation and Maintenance plans incorporated into Asset Register and Management Plan.	Treat Risk
427	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	High 4	1. Budget submission for appropriate resources to address required compliance service levels. 2. Infringement financial management system (Pathways module).	Treat Risk
429	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	High 4	1. Staff trained. 2. Local Law review. 3. Process and procedure review.	Treat Risk
439	Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation.	High 4	1. Clearing / forming control lines (in conjunction with QPWS) at base of Mt Archer/Berserker Ranges. 19/2/16: 2. Regional Fire Management Strategy completed.	Treat Risk

COMMUNITY SERVICES
Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	MANAGEMENT'S COMMENTS	
407	Damage to Council facilities and equipment due to non-compliance by Hirers resulting in financial loss and loss of reputation.	Moderate 6	(17/11/14 Improved business systems in the Venue Operations Unit)	(1) Capital budget provided for new venue management system.	Suitability of existing commercial venue management systems.	27/5/16: 70% 25%	27/5/16: 30/06/2016 30/06/2015	27/5/16: Project next expected to be completed by 30 June 2016	Manager Arts and Heritage
411	Child and youth risk management strategies not in place for regulated businesses, high risk activities and special events in accordance with the requirements of the Children and Young People and Child Guardian Act 2000 resulting in children being exposed to harm, Council being exposed to liability issues and reputational damage.	Moderate 5	1. Implementation of blue card policy and procedure throughout Council; 2. Development of child and youth risk management strategy; 3. Development and implementation of risk management plan for special events. (17/11/14: 4. Blue Cards needs assessment for individual on expiry of current card.)	Staff time.	1. Managers not updating PDs for Blue Card requirement; 2. HRA not supplying information to Senior Admin Officer.	17/7/15: 75% 17/4/15: 70%	27/5/16: 30/09/2016 17/7/15: 31/12/2015 17/4/15: 30/06/2015 (30/1/15: 30/06/2014)	27/5/16: Development of risk management plan underway and detailed audit underway on Blue Card holders staff and volunteers. Completion date to be changed to 30.09.2016.	General Manager Community Services: 30/1/15
413	Child Care Centre does not meet the National Quality Standard and is unable to operate resulting in loss of service to community, loss of income and reputation for Council.	Moderate 6	Ensure policies, procedures and programs are compliant with NQS for 2014 assessment.	Staff time and training.	Staff not providing programs at acceptable standard.	27/5/16: 100% 90%	17/7/15: 30/6/2016 (30/6/2015)	27/5/16: Assessment completed with all Standards met. Note from Risk Management Officer: The future controls have been listed as completed and it will be re-assessed next period. This risk will no longer be presented in the Further Treatment summary table unless it is later re-assessed to fall within the reporting parameters.	Manager Communities and Facilities
414	Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public.	High 4	1. Training procedures for volunteers being updated; 2. Responsibility for volunteers at some sites being transitioned to community organisations.	Staff time to deliver training.	1. Ability to provide training at suitable times for volunteers; 2. Staff resource to supervise work at some sites.	50%	02/10/15: 31/12/2016 17/7/15: 30/6/2016 (30/6/2015)	27/5/16: Volunteer Policy and procedure adopted by Council on 24 May 2016	Manager Communities and Facilities
422	Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council.	High 4	(2) Develop a 5-10 year maintenance and renewal strategy based on valuations and condition assessments.	To be determined based on strategy.	Insufficient budget resource to complete Conservation Management Plans and undertake required works.	70%	02/10/15: 30/06/2017 (30/1/15: 30/06/2016)	27/5/16: No change	Manager Communities and Facilities
427	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	High 4	1. Effective Infringement financial management process to be put in place. 2. Internal Audit Process Review.	(1) System update budget. (2) Existing staff and resources.	Available budget	17/7/15: 30% (25%)	(17/4/15: 30/06/2016) 30/06/2015	27/5/16:	Manager Community Standards and Compliance
429	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	High 4	1. Reviews to be completed - 1a) Internal Audit Process Review; 1b) Legal review of Local Laws. 2. Membership subscription to LGAQ's Legislation Compliance Service. 3. Join SEQ Regional Animal Management group (SEGRAM).	1a) Existing staff and resources. 1b - 3) Review of budget required.	19/2/16 : (1a) Review of Council's Animal Management function currently being undertaken - scheduled to be completed by May 2016. 19/2/16: (1b) Additional project officer employed to conduct legal review of Local Laws - to be completed June 2017. Constraint: Available budget	5%	27/5/16: 31/01/2017 (17/4/15: 30/12/2016) 31/12/2014	27/5/16: Local Law change program commencing on 20.06.2016 with scheduled completion date 31/01/2017. Completion date to be amended to reflect.	Manager Community Standards and Compliance
431	Animal housing at the Zoo does not meet the required standard (inclusive of; animal husbandry, record keeping, staffing & asset renewal) resulting in: Loss of zoo licences / closure of facility; Injury or death to an animal; Negative public perception; Staff turnover; Injury or death to zookeepers.	Moderate 6	1. Documented procedures rolling review. 2. Develop, implement, and annually review development plan (linkage to budget required) to upgrade exhibitions and achieve implementation of the approved/ultimate zoo master plan. 3. Staff to monitor and contribute to review/formation of industry guidelines standards.	Annual Budget External contractors to be used. Staff time and management overview.	(17/11/14 Procedure Manual review / update is continuing.)	19/2/16: 20% 10%	30/06/2016	27/5/16: O - Title change to Coordinator Park Visitor Services	Manager Parks

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	MANAGEMENT'S COMMENTS	
439	Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation.	High 4	Manager Parks to finalise development and implementation of a regional fire mitigation strategy in collaboration with state government agencies and property owners.	(17/11/14 Nil)	19/2/16: MoU with QPWS for maintenance of fire control line at Mt Archer drafted - with QPWS for review. Constraint - at the moment a completion date is outside Council's control.	02/10/15: 95% 17/7/15: 90% 70%	27/5/16: 30/09/2016 02/10/15: 31/12/15 31/12/2014	27/5/16: MoU still with State government for sign-off with the timing of this beyond council control. Mitigation actions occurring. Completion date to be changed to 30.09.2016.	Manager Parks
440	Tree fails resulting in: injury/death; damage to property; damage to Council's reputation; negative financial impact.	Low 7	1. Review and update Street Tree Policy and Procedure. 2. Programmed maintenance works to be implemented to full capacity. 3. Ergon Service Level Agreement is to be in place and implemented.	Staff time and management overview, possible external review and update Nil Nil.	Nil	60%	19/2/16: 30/04/2016 31/12/2015	27/5/16: Service Level Review on hold (advice from CIS); work continuing on drafting policy and procedure.	Manager Parks
443	Loss of significant/ historic/ iconic botanical collections resulting in negative publicity and loss of: reputation; region's "green" status; iconic material; and research opportunities.	Moderate 6	1. Review, update and implement existing land & conservation management & succession plans. 2. Complete the identification of the current collection as part of the succession plan.	Staff time and management overview.		40%	30/06/2016	27/5/16: Post cyclone restoration plan reviewed and approved by Council; implementation program being finalised, budget for implementation requested for 2016/17. O - Title change to Coordinator Park Visitor Services.	Manager Parks
444	Inadequate/ inappropriate open space does not meet the community's requirements/ expectations resulting in lack of: standardised infrastructure charges; consistency and quality of the asset including land; lack of benchmark for Council/ developer Standards; unwanted contributed assets; leading to reputational damage; social problems and; financial impacts.	Moderate 5	1. Develop & implement a Parks Infrastructure Strategy for conditioning of new development. 2. Develop a local parks contribution policy. 3. Complete & implement Landscape Guidelines (as part of CMDG). 4. Open Space Strategy to be reviewed and implemented (inc service levels).	0		70%	31/12/2016	27/5/16: Scoping for review of Open Space Strategy commenced; programmed to be completed in 2016/17 financial year O - Title change to Coordinator Park Visitor Services.	Manager Parks
446	Integrity of land-fill caps, where Council is now using the space for public use (eg: parks), is impacted through an event occurring causing exposure of toxins, hazards etc (eg: TC Marcia causing tree fall and erosion) resulting in: public health and safety; financial; and environmental repercussions.	Moderate 7	1. Continuous review and updating of Site Management Plan 2. Site remediation priorities to be determined, planned and implemented	Yet to be determined (Kershaw remediation is now estimated at \$8.4m. The amount for other sites is hard to assess generically.)	Public perception Funding	02/10/2015: 15% 2%	19/2/16: 30/06/2017 01/12/2015	27/5/16:	Manager Parks

**RISK REGISTERS –
QUARTERLY UPDATE
AS AT 27 MAY 2016**

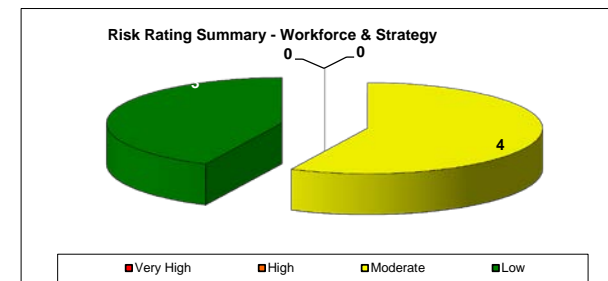
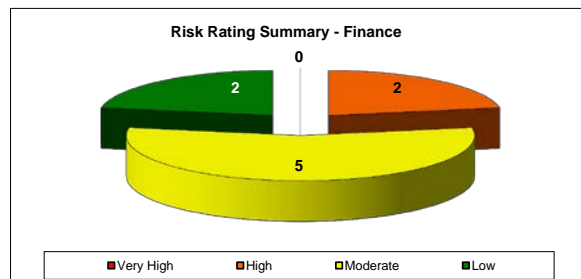
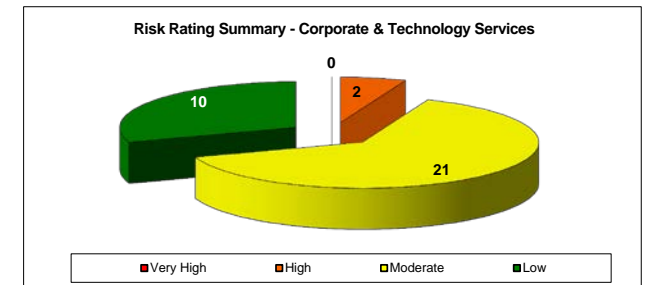
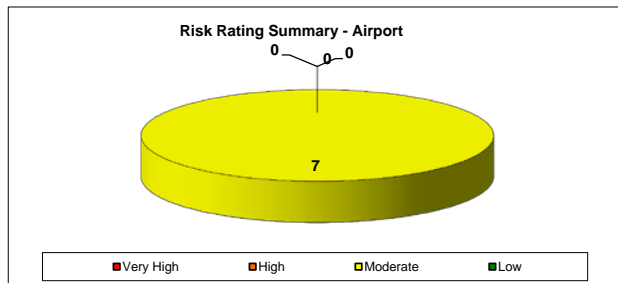
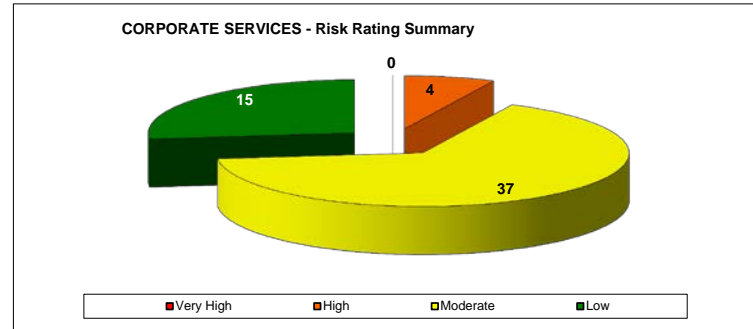
**Corporate Services Risk Register -
Quarterly Update as at 27 May 2016**

Meeting Date: 28 June 2016

Attachment No: 4

ERM RISK SUMMARY REPORT

Corporate Services Current Risk Rating Profile



CORPORATE SERVICES
Risks - 'Very High' and 'High'

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation
213	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	High 4	1. Vendor support for current technology (due to expire Dec 14). 2. Maintenance of adequate spares in-house (limited). 3. Some internal system redundancy. 4. Use of mobile phones in service areas.	Treat Risk
223	Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High 4	Manual system in place for the disposal of hardcopy documents only (electronic documents continue to grow exponentially)	Treat Risk
251	The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions.	High 5	1. Undertaken training workshops with Council on Financial Sustainability and implications of change. 2. Include a lower reliance on grants and subsidies from other levels of government in Council's long term financial forecast. 3. Conservative financial forecast estimates. 4. Conservative estimates used in conjunction with DA applications. 5. Align related capital expenditure directly with developer contributions. 6. Using historical forecasts trending with wetter seasons.	Accept Risk (ALARP)
253	Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims.	High 5	Existing Controls Implemented By Risk Owner	Treat Risk

CORPORATE SERVICES
Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Additional Management's Comments	
213	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	High 4	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan - 1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	19/2/16: \$855,000	19/2/16: Contract awarded to a local company – Beaney's Communications Construction work completed; installed communications antennae at repeater sites. Commissioning first batch of 40 radio units (25%) for Rockhampton City area. Stage 2 delays due to land tenure issues for repeater infrastructure installation.	19/2/16: 60% 02/10/15: 15% 10%	19/2/16: Stage 1 - 30/6/16 Stage 2 - 30/10/16 '02/10/15: Expected completion June 2016.	27/5/16: Stage 1 progressing as planned. Stage 2 completion date may be delayed due to ongoing land tenure issue. This is the land identified for the communications tower required to get communications coverage to all of Mt Morgan and the west.	Corporate and Technology / Fleet Services
223	Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High 4	The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording).	Resources available. Requirements analysis to be undertaken.	19/2/16: ECM 4.03 Live, new draft File Plan 80% complete. Disposal schedule under review in line with State Archives requirements.	27/5/16: 90% 19/2/16: 80% 30%	27/5/16: 30/06/2016 To be advised	27/5/16: Column R - 90% Column S - 30/06/16 14 of 16 of the new File Plan now completed. Expected to be finalised before 30 June 2016.	Corporate and Technology / Records Management
235	Failure to have an efficient and effective Enterprise Risk Management system integrated and embedded through the whole of Council resulting in ineffective decision making having strategic, financial, legal, compliance, safety and service delivery impacts.	Moderate 5	17/4/15: Research and implement a risk management software application to support ERM functions	17/4/15: Budget proposed 2015/16	02/10/15: ISSG approved as a project to assess the suitability of either the TechnologyOne solution or the RiskWare solution.	0%	30/06/2016	27/5/16:	Corporate and Technology / Property & Insurance
244	Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury , financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.	Moderate 6	Upgrade airport lighting system.	Budget of \$7.5m over three years has been allocated	17/7/2015 - Stage 3 delayed due to military exercise Talisman Sabre. Commissioning now due late September. 17/4/15: Cyclone Marcia has delayed works but still tracking for June 30 completion. In order to reduce risk main runway transformers replaced in the interim and circuit reliability improved from 0 megaohms to 0.3 megaohms. Contract awarded for stage 3 and contractors to commence Feb 2015.	19/2/2016: 90% 2/10/2015: 85% 17/7/2015 - 80% (17/4/2015: 70%)	27/5/16: 31/07/2016 19/2/16: 30/06/2016 17/7/15: 31/12/2015 (Stage 3: 30/6/2016)	27/5/16: Completion date now expected end of July 2016 due to failure of components of MAG signs requiring manufacture / testing / delivery from Sweden and installation before commission of new system is possible, as all components need to be completed before cutover to new system. Column S to be changed to 31/07/16.	Airport
245	Security breach or threat at the airport resulting in possible death or injury, reputation damage to the airport, additional costs, disruption to airline services due to airport closure, infrastructure damage, fines in relation to a regulatory breach.	Moderate 6	Replace hard key system on all gates and access points with proxcard electronic card system so lost cards can have access withdrawn.	Budget has been provided under Security upgrade	17/7/2015: Locks acquired however installation of the Hot spot readers to enable update of access cards has been delayed due to technical IT issues experienced by Chubb expected.	19/2/2016: 90% 2/10/2015: 85% 17/7/2015 : 75% (17/4/2015 : 60%)	19/2/16: 30/06/2016 17/7/15: 31/12/2015 (17/11/14: 30/06/2015)	27/5/16: Unchanged as a number of locks have failed and a cause needs to be identified by the manufacture before the roll-out of the balance of the locks is done.	Airport
248	Airport assets not maintained, upgraded, inspected or monitored effectively in accordance with regulatory requirements resulting in possible death or injury, reputational damage, compliance failure, reduced service delivery, WH&S fine.	Moderate 6	Facility maintenance and condition assessment inspection schedules are in the process of being completed and detailed in conquest. Consultant engaged to identify critical infrastructure and to load into Conquest to ensure regular maintenance is performed.	Facilities Co-ordinator providing resources. Budget funds are available over next few years for consultant to complete critical infrastructure assets in Conquest.	2/10/15: Apron lighting for Royal Flying Doctor Service and Code B aircraft parking area completed. 17/7/15: Additional budget provided for upgrade of Regular Public Transport and General Aviation apron lights in 2016/17.	2/10/2015: 80% 17/4/2015: 80% (21/1/15: 80%)	17/7/15: 30/6/2017 (17/11/14: Stage 1: 30/06/2015)	27/5/16: No change	Airport
253	Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims.	High 5	1. Enhanced capital expenditure reporting for monitoring purposes.	No	17/7/15: Whilst full asset management plans (AMPs) not adopted yet, a 10 year detailed capital program has been matched with long term financial forecast which is the basis for review of all AMP's.	27/5/16 98% 17/7/15: 95% (17/4/15: 50%)	2/10/15: 30/06/2016 (30/1/15: 30/06/2015)	27/5/16: Only Bridges and Airport AMP's to be formally adopted.	Finance

**RISK REGISTERS –
QUARTERLY UPDATE
AS AT 27 MAY 2016**

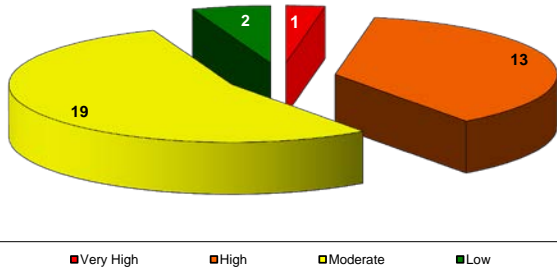
**Regional Services - Quarterly Update
as at 27 May 2016**

Meeting Date: 28 June 2016

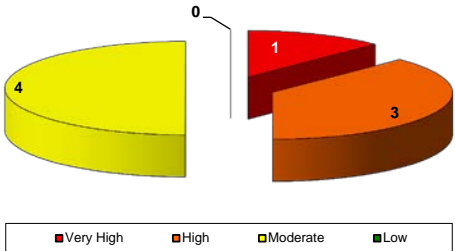
Attachment No: 5

ERM RISK SUMMARY REPORT
Regional Services Current Risk Rating Profile

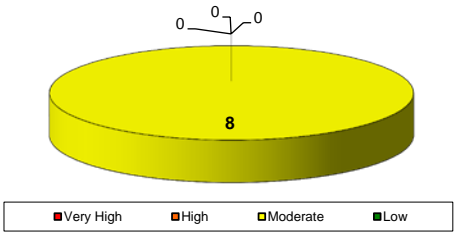
REGIONAL SERVICES - Risk Rating Summary



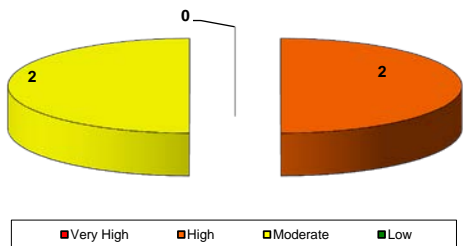
Risk Rating Summary - Civil Operations



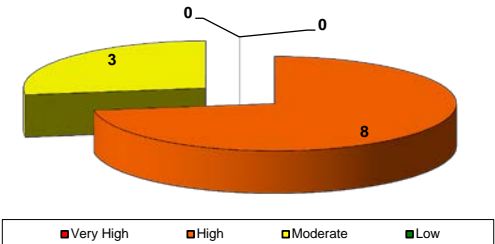
Risk Rating Summary - Fitzroy River Water (FRW)



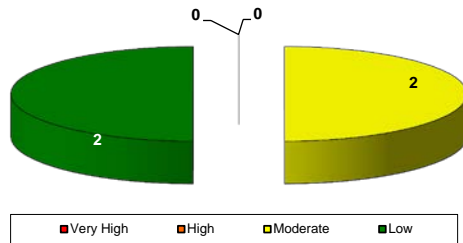
Risk Rating Summary - Development and Building



Risk Rating Summary - Engineering Services



Risk Rating Summary - Rton Regional Waste and Recycling



REGIONAL SERVICES
Risks - 'Very High' and 'High'

Risk No.	Risk	Current Risk Rating	Current Controls	Risk Evaluation	
301	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	High 4	(1) Oversee and report to General Manager Regional Services: (1a) Review fortnightly expenditure reports. (1b) Close supervision of site activities. (1c) Monitor resource utilisation onsite. (2) Funding shortfall on overall program requiring reprioritisation of projects.	Treat Risk	
302	Increased input costs not factored in to budgets thus resulting in inability to fully complete stated work programs.	High 4	1. Anticipate increased input costs when drafting budget. 2. When preparing budget for main material and resource components, forecast costs are obtained where possible.	Accept Risk (ALARP)	
304	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	Very High 2	(1) Routine and reactive inspections to identify defects. (2a) Improved inspection systems and resourcing (previous risk treatment plan) (2b) Safety matters discussed at all Toolbox sessions.	Treat Risk	
308	Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses a threat to safety of road users resulting in public liability.	High 5	1. Shut road to traffic in significant rain events. 2. Speed restricted to 40 kmh. 3. Fallen rocks warning signs installed. 4. Inspect road after major rain events and at monthly intervals to remove rocks and check that 40 kmh speed restriction and Fallen rocks warning signs are in place.	Accept Risk (ALARP)	
310	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	(2.) Production of specific training & development plans for technical & professional staff has commenced for Design Services only at this stage.	Treat Risk	
311	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	High 4	1. Employment of some RPEQ's in required positions. 2. Quality Assurance (QA) System implemented in Design Office. 3. Professional Indemnity insurance coverage. 4. Public Liability Insurance coverage.	Treat Risk	
312	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 4	The Adopted Infrastructure Charges Resolution under State Planning Regulatory Provisions (SPRP) has been adopted by Council.	Treat Risk	
313	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. Drawing Register database has been developed. 2. Design Office engineering drawings are being electronically stored and made accessible through GIS. 3. As-Constructed processes are in place through the operational works process.	Treat Risk	
315	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. (1.) Corporate capital planning framework currently in place. 2. (2.) Pre-project planning and design program initiated to provide early design of known fixed year projects. 3. (2.) Project Scoping confirmation process developed and implemented as part of design process.	Treat Risk	
316	Inadvertent non-compliance with design requirements or legislative requirements leading to in installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural /cultural assets.	High 5	1. Implementation of QA systems. 2. Employment of qualified and experienced staff. 3. Identification of professional development and training needs after completion of training gap analysis. 4. Ongoing training for Civil Designers and appropriate checklists provided as part of QA processes. 19/2/16: 5. Appropriate professional training and development plans completed and implemented.	Accept Risk (ALARP)	27/5/16: Note from Risk Management Officer- Please check that ratings for: CONTROL EFFECTIVENESS; CONSEQUENCES; LIKELIHOOD; (CURRENT RISK RATING); and RISK EVALUATION are correct now that the Future Controls for this risk have been completed, AND, that you don't want to Treat the Risk further by adding any additional Future Controls.
319	Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Group's (LDMG) ability to respond to and recover from disaster events.	High 5	1. (1.) Annual recruitment drive 2. (1.) Annual refreshers to be run for trained guardian users; and 3. (1.) Full guardian training provided for new volunteers. 4. (1.) LDCC Standard Operating Procedures developed and distributed; and 5. (1.) An annual simulated exercise is carried out. 6. (2) Information on roles and responsibilities available. 7. (3) Managerial support is evident.	Treat Risk	
320	Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in: community expectations unable to be met; a negative financial impact and reputational damage to Council.	High 5	1. Disaster Management Officer responsible for liaising with and assisting local SES groups. 2. Employment of full time paid SES Controller. 3. SES funding included within current budgets and appropriate funding grant opportunities identified and sourced to assist with costs. Disaster Management Officer responsible for liaising with Qld Fire and Emergency Services (QFES) and assisting SES groups.	Treat Risk	
331	Changes to State law that reduce revenues for essential Council services, e.g. Development Assessment will result in less capacity to provide planning services, requiring supplemental funding from other sources, e.g. increased rates.	High 4	Current fees address service level requirements.	Accept Risk (ALARP)	
332	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	High 5	(1) Customer financial management system (Pathway)	Treat Risk	

REGIONAL SERVICES
Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
301	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	High 4	1. (2) Design Services to design high risk projects prior to drafting budget to provide design estimates. Apply cost indexation to design estimates to update estimate to proposed budget period. 2. (2) Coordinators Urban and Rural Operations to prepare estimates for new projects and the Manager Civil Operations to review estimates. 3. Project management framework including project plans to be implemented.	Additional Design resources required to provide designs and estimates for critical projects prior to drafting budget.	(17/11/14: No additional design staff appointed. Forward planning for 2016/17 Capital Works Budget has not commenced).	17/7/15: 90% (17/4/15: 40%)	17/4/15: 30/12/2016 (31/1/15: 30/06/2014)	27/5/16:	Civil Operations
303	Loss of/damage to office and depot facilities with an impact on ability to coordinate and deliver services.	Moderate 6	Obtain generator to provide emergency power to depots - liaise with Facilities to achieve outcome.	Budget required to provide connection and test run hired generator.	(17/11/14: Not carried out)	0%	19/2/16: 30/06/2016 30/06/2015	27/5/16:	Civil Operations
304	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	Very High 2	(1) Fine tune and review the ongoing Civil Operation asset condition inspections, which are conducted in conjunction with Council's Asset Management Unit for assets, facilities & major projects. (Note - Civil Operations inspect rural roads but the Asset Management Unit inspect urban roads)	Staff Resources	Lack of staff in Assets - Provision of inspection services by Asset Services and reporting of defects identified has not progressed significantly and it is doubtful it will under the current structure. No change to status.	17/7/15: 50% (17/4/15: 40%)	19/2/16: 31/12/2016 17/4/15: 31/12/2015 28/02/2015	27/5/16:	Civil Operations
310	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. (1.) Undertake staffing level review and business planning for Engineering Services. 2. (2.) Improve focus on professional development and training (including graduate development program) by management implementing appropriate training and development plans and staff completing them.	Professional Development Training Budgets required	Lack of resources and higher priorities impacting on time available for implementation and completion.	2/10/15: 60% (30/1/15: 40%)	17/7/15: 1/7/2016 (30/1/15: 31/12/2015)	27/5/16:	Engineering Services
311	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	High 4	1. (1.) Make RPEQ qualification mandatory for some positions in the future. 2. (2.) Request technical staff to obtain their RPEQ if possible.	Resources required through the Training Assistance process	1. Requires study assistance. 2. Lack of incentive to obtain RPEQ qualification - owing to the level of responsibility and potential liability that attaches to the RPEQ rather than the organisation.	17/7/15: 50% (30/1/15: 10%)	31/12/2016	27/5/16:	Engineering Services
312	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 4	1. Further assessment & refinement of existing adopted charges resolution to ensure adequacy and accuracy. 2. Council adoption of SPA compliant Priority Infrastructure Plan (PIP).	0	Lack of willingness of Council to apply full charges.	2/10/15: 90% (30/1/15: 80%)	2/10/15: 30/06/2016 30/1/15: Completion date to be aligned with adoption of new planning scheme and LGIP. (17/11/14: 31/12/2014)	27/5/16:	Engineering Services / Strategic Infrastructure
313	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. Plan and implement completion and population of central registry for planning studies. 2. (1.) Continued population of drawing register database and scanning and loading of engineering drawings into GIS. 3. (2.) Retrieval of historical development plans to be scanned and loaded into GIS. 4. Identify and acquire (if necessary) appropriate storage areas for records.	Require dedicated Project Admin/technical librarian support	Lack of a plan and resources.	(30/1/15: 30%)	30/06/2018	27/5/16:	Engineering Services
315	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. Continued refinement of forward works program. 2. (2. & 3.) Development of indicative estimating tool. 3. Develop Network specific prioritisation processes.	Budget, IT Support, Software.	Availability of personnel to do this work.	17/7/15: 75% (50%)	01/07/2016	27/5/16:	Engineering Services

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
316	Inadvertent non-compliance with design requirements or legislative requirements leading to in installation of inappropriate or unsafe infrastructure, or infrastructure that does not meet technical standards resulting in legal action against Council and / or Loss or Damage to natural /cultural assets.	High 5		0		19/2/16: 100% (30/1/15: 90%)		27/5/16: Note sent to Risk Owner - Please check that ratings for: CONTROL EFFECTIVENESS; CONSEQUENCES; LIKELIHOOD; (CURRENT RISK RATING); and RISK EVALUATION are correct now that the Future Controls for this risk have been completed, AND, that you don't want to Treat the Risk further by adding any additional Future Controls.	Engineering Services / Design Services
319	Lack of trained personnel to operate the Disaster Coordination Centre in event of a disaster resulting in inefficient Local Disaster Coordination Centre (LDCC) operations which could lead to inefficient decision making resulting in harm to the community, major financial losses, damage to reputation and a lack of community confidence in the Local Disaster Management Group's (LDMG) ability to respond to and recover from disaster events.	High 5	(1.) Consider implications of sourcing volunteer staff from outside of Council.	Administration and communications support to develop professional recruitment drive. Leadership team direction and support for release of personnel from normal duties.	Adequate time to develop and prepare recruitment resources.	2/10/15: 70% (30/1/15: 40%)	17/7/15: 1/07/2016 (01/07/2015)	27/5/16:	Engineering Services / Disaster Management
320	Reduced SES capability to respond during a disaster event, would require either a greater response from Council (which is unlikely given our resource levels) or a lesser response to the event, resulting in: community expectations unable to be met; a negative financial impact and reputational damage to Council.	High 5	Implement MOU with EMQ regarding shared management responsibilities for the SES, supported with appropriate funding and training.		0 Lack of time and resources to develop MOU.	(30/1/15: 60%)	17/7/15: 1/07/2016 (01/07/2015)	27/5/16:	Engineering Services / Disaster Management
322	Failure to comply with legislative requirements for water and sewerage services resulting in fines, loss of reputation and environment or health impacts.	Moderate 5	1. Conduct condition assessment and review maintenance strategy for monitoring equipment. 2. Alternative power supply to be installed at critical sites. 3. Seek Council approval, and implement Sewerage Treatment Plant Strategy.	(1, 2 & 3) Budget (3) Project delivery staff	(30/1/15: (1) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. (3) STP strategy adopted by Council and projects underway.) 17/11/14: (1) Staff availability. (2 & 3) Budget. (3) Staff capacity and capability.	17/7/15: 20% (30/1/15: 15%)	31/12/2019	27/5/16:	FRW
323	Failure to adequately maintain process assets resulting in fines, loss of revenue, disruption to services and loss of reputation.	Moderate 5	1. Seek Council approval and implement Sewerage Treatment Plant Strategy. 2. Implement rolling condition assessment program.	1. Project Delivery Staff 2. Budget	2/10/15: Progress with the decommissioning of the West Rockhampton STP potentially delayed by 12 months with the deferment of the commencement of construction of a new sewer rising main by Council despite budget being approved. 17/7/15: Constraint - securing Council support for continuation of previously adopted recommendations to proceed with the decommissioning of the West Rockhampton STP. 30/1/15: (1) STP strategy adopted by Council and projects underway. (2) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. 17/11/14: 1. Budget. 2. Staff capacity & capability.	17/7/15: 15% (30/1/15: 10%)	31/12/2019	27/5/16:	FRW
324	Inadequate physical security resulting in disruption or loss of critical services and supply, serious injury or death, damage to assets, theft; and damage to reputation.	Moderate 5	1. Conduct audit of signage at all sites and update as necessary. 2. Finalise and implement FRW Maintenance Strategy.	(1 & 2) Staff (1) Budget	Staff availability	17/7/15: 75% (20%)	19/2/16: 30/06/2016 17/7/15: 31/12/2015 (31/12/2014)	27/5/16:	FRW
325	Failure of Water Treatment Plant resulting in loss of supply for extended period, financial loss, loss of reputation, public health risk, safety risk; and breach of license conditions.	Moderate 6	1. Security cameras and equipment to be installed and monitored via SCADA software. 2. FRW Maintenance Strategy. 3. Investigate backup power options.	(1, 2 & 3) Staff (1) Budget	(1) Awaiting budget approval. (2 & 3) Staff availability.	17/7/15: 50% (30/1/15: 20%)	2/10/15: 30/6/2016 17/7/15: 31/12/2015 (31/12/2014)	27/5/16:	FRW

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
326	Failure of Sewerage Treatment Plant resulting in breach of EPA license; serious disruption of services; serious litigation and financial loss; loss of reputation.	Moderate 5	1. Site specific SOPs. 2. Investigate backup power options. 3. Implement RRC's STP upgrade strategy.	(1, 2 , 3) Staff. (3) Budget.	(1, 2) Staff availability. (3) Project staff. (3) Budget.	19/2/16: 60% 17/7/15: 40% (30/11/15: 35%)	19/2/16: 31/12/2016 02/10/15: 30/06/2018 30/06/2017	27/5/16:	FRW
327	Failure to supply safe drinking water due to contaminated raw water resulting in health related issues; serious disruption to services; financial loss; loss of reputation.	Moderate 6	17/4/15: 1. GM to present report to Council from independent review undertaken of FRW water treatment processes in dealing with high organic/manganese load in raw water supply. 2. FRW to prepare all hazards treatment option report for Council consideration.	0		02/10/15: 80% 17/04/15: 30%	2/10/15: 30/06/2016 30/06/2015	27/5/16:	FRW
329	Failure to plan effectively and establish future requirements for water and sewerage infrastructure resulting in environmental license non-compliances; severely impacted service delivery; additional costs; loss of reputation.	Moderate 6	0	0		19/2/16: 100% 17/7/15: 60% (30/1/15: 30%)		27/5/16: Note sent to Risk Owner - PLEASE CHECK THAT RATINGS FOR: CONTROL EFFECTIVENESS; CONSEQUENCES; LIKELIHOOD; (CURRENT RISK RATING); and RISK EVALUATION are correct now that the Future Controls for this risk have been completed, AND, that you don't want to Treat the Risk further by adding any additional Future Controls.	FRW
332	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	High 5	1. Develop process and workflow to facilitate collection. 2. Review with Council re threshold for collection activity.	Can be done with existing resources.	Constraints - age of some overdue payments may make collection difficult.	(30/1/15: 90%)	19/2/16: 30/06/2016 31/12/2015	27/5/16:	Development and Building
334	Failure to manage hazard conditions and negative impacts on environmental resources will result in increased damage to Council property and loss of environmental functionality and aesthetic amenity which will damage the reputation of Council for management of these services.	Moderate 5	0	0		19/2/16: 100% (30/1/15: 80%)		27/5/16: Note sent to Risk Owner - PLEASE CHECK THAT RATINGS FOR: CONTROL EFFECTIVENESS; CONSEQUENCES; LIKELIHOOD; (CURRENT RISK RATING); and RISK EVALUATION are correct now that the Future Controls for this risk have been completed, AND, that you don't want to Treat the Risk further by adding any additional Future Controls.	Development and Building
336	Failure to undertake long-term planning for the provision of future landfill airspace and or alternative waste technologies beyond the operational life of the existing facilities which would result in the community not having any location to effectively dispose of its waste causing possibly a decrease in public health and a significant potential for large scale environmental harm to be caused.	Moderate 6	1. Education of Councillors and community on need for, and costs associated with, waste management. Dependent on site and or technology identified... 2. Controls to be decided and put in place within 15 years (current site has a 20 year life - 2035) 3. Once site and or technology identified, increased intensity and focus of education of Councillors and community.	TBA		0%	19/2/16: 1. Continuous 2. 2021 3. TBA 26/02/2016	27/5/16:	Rockhampton Regional Waste and Recycling
339	The objectives, targets and actions plans contained in Council's Waste Reduction and Recycling Plan 2015-2024 (WRRP) [Strategic Waste Management Plan] are not realised affecting Council's reputation through broadening negative publicity with loss of customer confidence in the ability to manage a large facility/process on behalf of the community.	Moderate 5	1. Develop plans and budget to fulfil actions listed in the WRRP	\$200,000		0%	21/12/2016	27/5/16: -	Rockhampton Regional Waste and Recycling

11.5 ANNUAL POLICY REVIEW - PURCHASING POLICY - ACQUISITION OF GOODS AND SERVICES**File No:** 5883**Attachments:** 1. Revised Draft Purchasing Policy - Acquisition of Goods and Services - MARK-UP DISPLAYED.**Authorising Officer:** Ross Cheesman - General Manager Corporate Services**Author:** Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

The annual review of the Purchasing Policy – Acquisition of Goods and Services is presented for consideration and adoption.

OFFICER'S RECOMMENDATION

THAT the revised Purchasing Policy – Acquisition of Goods and Services as attached to the report be adopted.

COMMENTARY

Under s198 of the *Local Government Regulation 2012*, Council is required to adopt a policy about procurement that includes the principles regarding its procurement practices and sound contracting principles. Council is also required to review its procurement policy annually.

The attached revised marked-up policy proposes only minor amendments.

LEGISLATIVE CONTEXT

Local Government Regulation 2012:

“198 Procurement policy

- (1) A local government must prepare and adopt a policy about procurement (a **procurement policy**).*
- (2) The procurement policy must include details of the principles, including the sound contracting principles, that the local government will apply in the financial year for purchasing goods and services.*
- (3) A local government must review its procurement policy annually.”*

CONCLUSION

The Purchasing Policy – Acquisition of Goods and Services must be reviewed annually. The attached revised policy is presented for consideration and adoption.

**ANNUAL POLICY REVIEW -
PURCHASING POLICY - ACQUISITION
OF GOODS AND SERVICES**

**Revised Draft Purchasing Policy -
Acquisition of Goods and Services -
MARK-UP DISPLAYED**

Meeting Date: 28 June 2016

Attachment No: 1



PURCHASING POLICY - ACQUISITION OF GOODS AND SERVICES (STATUTORY POLICY)

1 Scope:

This policy applies to Rockhampton Regional Council employees and all procurement activities throughout Council.

2 Purpose:

To outline Council's approach to developing and maintaining procurement practices for the acquisition of goods and services which optimise value for money and promote effective supplier relationships.

3 Related Documents:

Primary

Local Government Regulation 2012

Secondary

Local Government Act 2009

[Fraud and Corruption Control Policy](#)

Information and Communication Technology – Acquisition and Purchase of Equipment, Systems and Services Procedure

Local Preference Policy

Procurement and Logistics - Ethical Behaviour and Disclosure of Information Relating to Procurement Policy

Procurement and Logistics - Materials Management Policy

Procurement and Logistics Guidelines 01 to 08 inclusive

4 Definitions:

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
Employees	<i>Local government employee:</i> (a) the chief executive officer; or (b) a person holding an appointment under section 196 of the <i>Local Government Act 2009</i> .
Life Cycle Costing	A costing system which is concerned with the cost of life cycle ownership. It includes costs associated with acquiring, using, caring for and disposing of physical assets.
Preferred Supplier Arrangement	A form of standing offer where more than one supplier has provided a standing quotation for the goods or services. It is sometimes termed a "panel arrangement".

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Version: [67](#)

Reviewed Date:

Department: Corporate Services

Section: Corporate and Technology Services

Page No.: Page 1 of 3

Purchase Order	The official document, normally generated by Council's finance system, used to authorise and record the purchase of goods or services by Council. It will often be the prime reference confirming the contractual situation between Council and the supplier.
Sound Contracting Principles	As per the <i>Local Government Act 2009</i> , the <i>sound contracting principles</i> are: (a) value for money; and (b) open and effective competition; and (c) the development of competitive local business and industry; and (d) environmental protection; and (e) ethical behaviour and fair dealing.
Standing Offer Arrangement	An agreement subject to specified terms and conditions whereby Council agrees to purchase our requirements of a specified number or range of goods, during a specified time period from the supplier at agreed prices or on an agreed price basis.
Suppliers	Any supplier/contractor/consultant supplying goods and/or services to Council.

5 Policy Statement:

Section 198 of the *Local Government Regulation 2012* stipulates that Council must adopt a procurement policy including the application of the sound contracting principles.

In undertaking any Council procurement activity, the objective is to obtain goods and services of the most suitable quality at the lowest whole of life cost which is consistent with the fitness for purpose of the requirements being procured and at an acceptable level of risk. This does not necessarily mean selecting the lowest price.

Value for money and promotion of effective supplier relationships in the procurement of goods and services is achieved by the following:

- 5.1 Open and effective competition. Requirements should be planned well in advance to enable them to be adequately sourced, competitive bids obtained utilising open and effective competition and delivery achieved on time without the need for stocks to be held in inventory.
- 5.2 Value for money. Demand for goods and/or services which are required on a recurring basis should be forecast and aggregated using standing offer and preferred supplier arrangements to improve negotiating leverage for Council as a whole and to enable suppliers to plan production and offer better prices and delivery times.
- 5.3 Provision of a purchase order to suppliers prior to the receipt of goods and/or services. An authorised purchase order must be provided to suppliers at the time of the request for the goods and/or services. The purchase order should clearly specify the requirements and record an accurately estimated or actual price. Suppliers must reference the purchase order number on the respective tax invoice to ensure timely payment.
- 5.4 Enhancement of the capabilities of local business and industry. As per the Local Preference Policy, the benefits of encouraging and dealing with local suppliers should be taken into account and should form part of the evaluation process for all purchases.

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Adopted/Approved: DRAFT
Version: [67](#)
Reviewed Date:

Department: Corporate Services
Section: Corporate and Technology Services
Page No.: Page 2 of 3

- 5.5 Requirements should not be over-specified. Specifications should be as explicit as possible, non-discriminatory and focus on performance, function, and/or technical and physical characteristics (as opposed to brand and manufacturer).
- 5.6 The terms and conditions governing the acquisition should allocate the risks to the party best able to manage them.
- 5.7 The market place should be continually researched to identify new suppliers/products and enable effective use of competition in seeking offers.
- 5.8 Life cycle costing should be an integral part of the procurement decision for major assets.
- 5.9 Decision analysis and risk assessment techniques should be employed where appropriate.
- 5.10 Negotiations should be conducted with suppliers to reduce cost and improve performance.
- 5.11 Good supplier relations (and where appropriate, partnering arrangements and long term relationships) should be established where considered beneficial.
- 5.12 Disputes with suppliers should be resolved expeditiously and in the best overall interests of Council.
- 5.13 Supplier performance should be a particular focus (using techniques such as value analysis and development of key performance indicators) and the supplier's compliance with their obligations should be regularly monitored and enforced.

6 Review Timelines:

This policy will be reviewed when any of the following occur:

- 6.1. As required by Legislation – June ~~2016~~2017;
- 6.2. The related information is amended or replaced;
- 6.3. Audit reports relating to Council purchasing and the acquisition of goods and services being undertaken by Council indicate that a review from a legislative compliance or governance perspective ~~are~~ is required; or
- 6.4. Other circumstances as determined from time to time by the Council.

7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER

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Adopted/Approved: DRAFT
Version: 67
Reviewed Date:

Department: Corporate Services
Section: Corporate and Technology Services
Page No.: Page 3 of 3

11.6 LEASE TO THE STATE OF QUEENSLAND - PART LOT 10 ON SP246217 (10 PILBEAM DRIVE) - EXISTING RADIO COMMUNICATIONS SITE

File No: 11374

Attachments: 1. Aerial Map - Lease 'E' & 'H' on part of 10 Pilbeam Drive

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Ross Cheesman - General Manager Corporate Services

Author: Kellie Anderson - Coordinator Property and Insurance

SUMMARY

Seeking Council approval to enter into lease with the State of Queensland for an existing radio communications site over part of Lot 10 on SP246217 (10 Pilbeam Drive).

OFFICER'S RECOMMENDATION

THAT Council authorises the Chief Executive Officer to enter into a lease with the State of Queensland (Represented by Public Safety Business Agency) over Lease 'E' and 'H' on Lot 10 on SP246217 (part of 10 Pilbeam Drive), in accordance with section 236 (1)(b)(i) of the *Local Government Regulation 2012*, subject to the following conditions:

1. The term of the lease is 10 years;
2. The rental is \$1000 + GST per annum; and
3. The facilities on the lease area are Queensland Ambulance Services Concrete Shelter with antennas on a 12 metre concrete monopole mast.

COMMENTARY

Council has received a request from the State of Queensland, represented by Public Safety Business Agency (PSBA) on behalf of the Queensland Ambulance Service, to enter into a lease agreement for the use of the Mount Archer Radio Communication Site.

The site is located on part of Lot 10 on SP246217 (10 Pilbeam Drive) and has been identified by survey as Lease 'E' and Lease 'H' on SP271513. Attached to this report is an aerial map showing the two lease areas.

As part of some recent improvements, PSBA brought to Council's attention that there had never been a formal lease agreement in place, which creates a situation that is not ideal for either party.

Council Officers have negotiated a lease agreement and both parties are satisfied with the negotiated terms. Under section 236 (1)(b)(i) of the *Local Government Regulation 2012*, Council can enter into a lease with a government agency, provided that Council has decided, by resolution, that the exception may apply to the lease of a valuable non-current asset other than by tender or auction.

The term of the lease is proposed to be 10 years with an annual rental fee of \$1000 + GST. The lease areas cover the existing Queensland Ambulance Service radio communication facilities.

CONCLUSION

It is recommended that Council enters into the lease with the State of Queensland for the Queensland Ambulance Service radio communications site situated on part of 10 Pilbeam Drive.

**LEASE TO THE STATE OF
QUEENSLAND - PART LOT 10 ON
SP246217 (10 PILBEAM DRIVE) -
EXISTING RADIO COMMUNICATIONS
SITE**

**Aerial Map - Lease 'E' & 'H' on part of
10 Pilbeam Drive**

Meeting Date: 28 June 2016

Attachment No: 1

Lease 'E' and 'H' - Part of 10 Pilbeam Drive



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11.7 DRAFT DEBT RECOVERY POLICY

File No: 11979
Attachments: 1. Draft Debt Recovery Policy
2. Draft Debt Recovery Policy (Track Changes)
Authorising Officer: Ross Cheesman - General Manager Corporate Services
Author: Alicia Cutler - Manager Finance

SUMMARY

Manager Finance proposing alterations to Council's Debt Recovery Policy.

OFFICER'S RECOMMENDATION

THAT the Debt recovery Policy as amended be adopted.

COMMENTARY

On review of the Debt Recovery Policy, there were a number of areas where amendments are recommended to:

1. Expedite the debt recovery process
2. To reflect what has been happening in current practice.

Whilst there are no substantial amendments overall, it is prudent to seek Council's approval as well as provide an awareness of current practice.

Rates Reminder Letters

Currently, there are four reminder notices prepared and it is proposed to reduce this to two reminder letters to expedite collection processes. Two notices from Council and two from our collection agent. It is now proposed to reduce this to two letters overall.

The first letter will be sent 7 days after the rates notice was due indicating that the rates are still outstanding and that they should contact Council within 14 days if they are experiencing difficulties in paying their account. It will also state that interest will commence accruing 30 days after the notice due date.

After 14 days, it is proposed to prepare a Final Demand List to send to Council's Debt Collection agent, who will then, as part of their process, send a final demand letter.

Previous practice saw Council issuing a second reminder prior to referring to Council's collection agent. This meant that debts had been more than 45 days overdue prior to being forwarded to Council's collection agent. It was also designed for Council itself to have maximum collection prior to forwarding onto the collection agent as they then charged a commission upon debts collected. Our current arrangement though is that no commission is paid upon debts collected prior to taking legal action.

For those ratepayers who are experiencing genuine hardship, there is still ample opportunity for them to engage with Council to make a suitable arrangement to pay the outstanding debt before a referral is made to the collection agent, or further action is taken.

Landfill Accounts

Section 8.3 has been amended to reflect that where Landfill accounts remain unpaid they will be refused entry to the Landfill until the account is cleared. There is some discretion to allow entry on a cash basis, however the amount of outstanding landfill charges must not increase at that stage.

CONCLUSION

There are two changes proposed to the policy at this stage, as it is due for review. Having a new appointment to the position of Rates and Revenue Supervisor will no doubt bring further enhancements in the future.

DRAFT DEBT RECOVERY POLICY

Draft Debt Recovery Policy

Meeting Date: 28 June 2016

Attachment No: 1



DEBT RECOVERY POLICY (COMMUNITY POLICY)

1. Scope:

This policy applies to all ratepayers and other debtors of Rockhampton Regional Council.

2. Purpose:

To provide procedural direction to ensure prompt follow-up and timely collection of overdue rate levies and other amounts owed to Council.

3. Related Documents:

Primary

Nil

Secondary

Local Government Act 2009

Local Government Regulation 2012

Magistrates Courts Act 1921

Accounts Receivable (Sundry Debtors) Guideline

Bad Debts Register

Revenue Policy

4. Definitions:

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
---------	------------------------------

5. Policy Statement:

This policy provides scope for recovery procedures to facilitate effective and flexible payment arrangements in order to achieve Council's budgetary objectives, whilst giving all due consideration and assistance to ratepayers/debtors who display genuine commitment to clearing their debt.

6. Overdue Rating and Utility Charges

- 6.1** A period of approximately seven days after the close of the discount period is allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges.

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Adopted/Approved: DRAFT
Version: 6
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 1 of 5

- 6.2 The first reminder notice is sent to ratepayers whose accounts show outstanding amounts greater than \$10.00.
- 6.3 The first notice is a polite reminder with no threat of legal or other action. It encourages ratepayers to contact Council within 14 days if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt. This notice contains Council's proposed action for recovery, states interest will accrue on the debt, commencing 30 days from the payment due date.
- 6.4 Following the expiry of 14 days after the first reminder notice, a Final Demand Notice list is prepared on accounts that have an amount outstanding of \$750.00 or greater for rates or \$500 or greater for water. This list is referred to Council's external debt recovery agent for a final demand letter as described in clause 10 of this policy. This list will take into consideration clause 6.5 and 6.6 respectively.
- 6.5 Pensioners**
- 6.5.1 Pensioners who have an overdue rates balance of \$1,000 or greater are requested to contact Council to make a formal arrangement for payment by regular instalments. Such instalments are to be sufficient to ensure that the arrears situation does not worsen (i.e. at least enough to clear current period's rates each year).
- 6.5.2 No interest is charged on overdue rates whilst the pensioner honours the arrangement.
- 6.5.3 Should the pensioner default under the arrangement, they are allowed seven days to rectify the situation. If the situation is not rectified the arrangement is cancelled and they are subject to Council's normal recovery action for overdue rates in accordance with clause 10 of this policy. Interest will be charged from the date of default in accordance with Council's policies that apply for overdue rates and charges.
- 6.6 Payment Arrangements and Proposals (Rates Only)**
- 6.6.1 In cases of genuine hardship arrangements for payment by regular instalments may be accepted.
- 6.6.2 Council will not pursue further recovery action against a ratepayer who has an agreed periodic payment arrangement, while the arrangement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment arrangement should circumstances change where the debt will not be paid within a reasonable time frame.
- 6.6.3 Should a ratepayer propose an arrangement to pay off the outstanding balance by periodic instalments, they are advised of Council's stance in clause 6.6.2 above and that whilst an acceptable level of regular payments is maintained, therefore demonstrating a genuine attempt to clear the debt, Council may defer recovery action.
- 6.6.4 Where an agreed payment arrangement has lapsed, as it has not been honoured, the ratepayer is deemed to be in default and will become subject to Council's normal recovery action for overdue rates in accordance with clause 10 of this policy.
- 6.6.5 As a general guide further recovery action is not taken where payments are being made as follows:

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Adopted/Approved: DRAFT
Version: 6
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 2 of 5

- debts less than \$2,500 payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six months;
- debts greater than \$2,500 payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than 12 months.

6.6.6 Where these terms cannot be met the account will generally be referred for recovery action as detailed in clause 10 of this policy. Also, payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.

6.6.7 Arrangements with terms greater than those outlined above may be approved in cases of extenuating circumstances (for example, long term illness or unemployment). Approval is to be given by the Rates and Revenue Supervisor or Finance Manager.

6.6.8 In cases where there is only the current levy outstanding or a lump sum payment is promised for amounts exceeding the current levy then a proposal may be accepted by Council providing all outstanding rates and charges are cleared by the end of the current half year. A report is completed prior to the next levy and any proposals where an outstanding balance over \$750.00 remains is forwarded to Council's debt recovery agent without further notice.

Ratepayers are advised that proposals are not deemed to be an ongoing facility and all future levies must be paid when due. Repeated requests for proposals are not accepted but in cases of genuine hardship arrangements may be accepted in accordance with the relevant provisions of this policy

6.7 Sale of Land for Overdue Rates

Periodically a list of ratepayers with rates outstanding in excess of the periods allowed is prepared by the Debt Recovery Officer/Rates and Revenue Supervisor and Finance Manager in accordance with the requirements of Chapter 4, Part 12, Division 3 of the *Local Government Regulation 2012*, and tabled for Council's consideration at the earliest opportunity.

7. Other Debtors

- 7.1** A period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.
- 7.2** The first of two reminders is sent to debtors whose accounts show outstanding balances.
- 7.3** The first notice is a polite reminder with no threat of legal or other action. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment schedule to clear the outstanding debt.
- 7.4** When the debt is past the due date of the first reminder letter and still overdue, a Final Demand Notice is served giving the debtor seven days to complete payment or make appropriate arrangements, followed by a phone call where practical by the Debt Recovery Officer. The notice contains Council's proposed action for recovery and confirms that future services will be cancelled at the expiry of the notice period. The notice also advises that future dealings with Council will be on a cash basis and if unpaid the debt is referred to Council's debt recovery agent for further recovery action.

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Adopted/Approved: DRAFT
Version: 6
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 3 of 5

8. Landfill Accounts

- 8.1** A period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.
- 8.2** The first of two reminders is sent to debtors whose accounts show outstanding balances.
- 8.3** The first letter is a polite suspension with no threat of legal or other action. This letter advises the debtor that due to the arrears their account is now suspended and they are refused entry to the landfill. Council may consider access on a cash basis upon application. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment schedule to clear the outstanding debt.
- 8.4** The final letter advises the debtor that the account is outstanding beyond the 30 days trading terms and that they are refused entry to the landfill until the account has been paid in full or satisfactory arrangements are made with Council to clear the debt and if unpaid, the debt is referred to Council's debt recovery agent for further action.

9. Unrecoverable – Bad Debts

- 9.1** After exercising all steps in this policy it may be considered impractical to pursue a particular debt any further. (i.e. proceeding with legal action is unlikely to recover the debt.)
- 9.2** If a debt is considered unrecoverable (for example bankruptcy) and overdue 180 days or more it is necessary to obtain approval to waive the debt.
- Approval must be obtained in one of the following ways:
- The CEO, General Manager Corporate Services and Finance Manager are delegated with authority to waive debts which are seen to be unrecoverable up to and including a value of \$1,000.00; or
 - Debts in excess of \$1,000.00 are referred to Council for approval to waive.
- 9.3 Bad Debts Register**
- 9.3.1** All waived debts are recorded in the Bad Debts Register which is regularly reviewed and updated by the Revenue Officer – Accounts Receivable.
- 9.3.2** The relevant officer(s) are responsible for advising other Council units of the debtors listed on this register to ensure no further credit is provided.

10. Legal Process

- 10.1** As soon as practicable following the expiration of the seven day final demand notice for debtors or 14 day reminder notice for rates, any ratepayer or debtor who:
- 10.1.1** has not responded by way of payment in full; or
- 10.1.2** has not entered into an acceptable arrangement to pay off the overdue account; or
- 10.1.3** does not have their account under investigation for accuracy or awaiting a decision of the Council; or
- 10.1.4** has defaulted on the agreed payment arrangements;

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Adopted/Approved: DRAFT
Version: 6
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 4 of 5

will have their debt referred to a debt recovery agency for recovery action. This will result in a polite final demand letter detailing the debt and confirming they have been instructed to act on Council's behalf to recover the debt that may result in legal action and costs.

- 10.2 Agents acting for Council will be empowered to take steps necessary to recover outstanding amounts.
- 10.3 Unless an acceptable payment arrangement is made, payment in full including all legal outlays is required prior to the withdrawal of the current recovery action.
- 10.4 Accounts referred to the collection agency may be left under their control and updated from time to time with the balance of accruing rates and interest until the debt is paid in full.

11. Review Timelines:

This policy will be reviewed when any of the following occur:

- 11.1 The related information is amended or replaced; or
- 11.2 Other circumstances as determined from time to time by the Council.

12. Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Finance Manager
Policy Quality Control	Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER

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Adopted/Approved: DRAFT
Version: 6
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 5 of 5

DRAFT DEBT RECOVERY POLICY

Draft Debt Recovery Policy (Track Changes)

Meeting Date: 28 June 2016

Attachment No: 2



DEBT RECOVERY POLICY (COMMUNITY POLICY)

1. Scope:

This policy applies to all ratepayers and other debtors of Rockhampton Regional Council.

2. Purpose:

To provide procedural direction to ensure prompt follow-up and timely collection of overdue rate levies and other amounts owed to Council.

3. Related Documents:

Primary

Nil

Secondary

Local Government Act 2009

Local Government Regulation 2012

Magistrates Courts Act 1921

Accounts Receivable (Sundry Debtors) Guideline

Bad Debts Register

Revenue Policy

4. Definitions:

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
---------	------------------------------

5. Policy Statement:

This policy provides scope for recovery procedures to facilitate effective and flexible payment arrangements in order to achieve Council's budgetary objectives, whilst giving all due consideration and assistance to ratepayers/debtors who display genuine commitment to clearing their debt.

6. Overdue Rating and Utility Charges

- 6.1** A period of approximately seven days after the close of the discount period is allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges.

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Version: 5

Reviewed Date: 9 June 2015

Department: Corporate Services

Section: Finance

Page No.: Page 1 of 5

- 6.2 The first ~~of two~~ reminder ~~s~~ notice is sent to ratepayers whose accounts show outstanding amounts greater than \$10.00.
- 6.3 The first notice is a polite reminder with no threat of legal or other action. It encourages ratepayers to contact Council within ~~seven~~ 14 days if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt. This notice contains Council's proposed action for recovery, states interest will accrue on the debt, commencing 30 days from the payment due date.
- 6.4 Following the expiry of ~~seven~~ 14 days after the first reminder notice, a Final Demand Notice list is ~~served~~ prepared on accounts that have an amount outstanding of ~~\$1,000~~ 750.00 or greater for rates or \$500 or greater for water, ~~giving the ratepayer a further seven days to complete payment or make appropriate arrangements. This notice contains Council's proposed action for recovery, states interest will accrue on the debt, commencing thirty (30) days from the payment due date, and offers a further opportunity to contact Council to arrange an acceptable repayment schedule. This list is referred to Council's external debt recovery agent for a final demand letter as described in clause 10 of this policy. This list will take into consideration clause 6.5 and 6.6 respectively.~~
- 6.5 Pensioners**
- 6.5.1 Pensioners who have an overdue rates balance of \$1,000 or greater are requested to contact Council to make a formal arrangement for payment by regular instalments. Such instalments are to be sufficient to ensure that the arrears situation does not worsen (i.e. at least enough to clear current period's rates each year).
- 6.5.2 No interest is charged on overdue rates whilst the pensioner honours the arrangement.
- 6.5.3 Should the pensioner default under the arrangement, they are allowed seven days to rectify the situation. If the situation is not rectified the arrangement is cancelled and they are subject to Council's normal recovery action for overdue rates in accordance with clause 10 of this policy. Interest will be charged from the date of default in accordance with Council's policies that apply for overdue rates and charges.
- ~~6.5.4 Pensioners who have arrears of \$1,000 or greater at the end of financial year and who fail to contact Council to make a formal arrangement or have an arrangement cancelled are subject to Council's normal recovery action for overdue rates in accordance with clause 10 of this policy.~~
- 6.6 Payment Arrangements and Proposals (Rates Only)**
- 6.6.1 In cases of genuine hardship arrangements for payment by regular instalments may be accepted.
- 6.6.2 Council will not pursue further recovery action against a ratepayer who has an agreed periodic payment arrangement, while the arrangement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment arrangement should circumstances change where the debt will not be paid within a reasonable time frame.
- 6.6.3 Should a ratepayer propose an arrangement to pay off the outstanding balance by periodic instalments, they are advised of Council's stance in clause 6.6.2 above and that whilst an acceptable level of regular payments

Corporate Improvement and Strategy use only

Adopted/Approved: Adopted, 27-May 2014 DRAFT
 Version: 5
 Reviewed Date: 9 June 2015

Department: Corporate Services
 Section: Finance
 Page No.: Page 2 of 5

is maintained, therefore demonstrating a genuine attempt to clear the debt, Council may defer recovery action.

- 6.6.4** Where an agreed payment arrangement has lapsed, as it has not been honoured, the ratepayer is deemed to be in default and will become subject to Council's normal recovery action for overdue rates in accordance with clause 10 of this policy.
- 6.6.5** As a general guide further recovery action is not taken where payments are being made as follows:
- debts less than \$2,500 payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six months;
 - debts greater than \$2,500 payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than 12 months.
- 6.6.6** Where these terms cannot be met the account will generally be referred for recovery action as detailed in clause 10 of this policy. Also, payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.
- 6.6.7** Arrangements with terms greater than those outlined above may be approved in cases of extenuating circumstances (for example, long term illness or unemployment). Approval is to be given by the [Rates and Revenue Supervisor](#), [Revenue and Accounting Coordinator](#) or Finance Manager.
- 6.6.8** In cases where there is only the current levy outstanding or a lump sum payment is promised for amounts exceeding the current levy then a proposal may be accepted by Council providing all outstanding rates and charges are cleared by the end of the current half year. A report is completed prior to the next levy and any proposals where an outstanding balance over ~~\$4,000~~ [\\$750.00](#) remains is forwarded to Council's debt recovery agent without further notice.

Ratepayers are advised that proposals are not deemed to be an ongoing facility and all future levies must be paid when due. Repeated requests for proposals are not accepted but in cases of genuine hardship arrangements may be accepted in accordance with the relevant provisions of this policy

6.7 Sale of Land for Overdue Rates

Periodically a list of ratepayers with rates outstanding in excess of the periods allowed is prepared by the Debt Recovery Officer/[Rates and Revenue Supervisor](#) and ~~Accounting Co-ordinator~~ [Finance Manager](#) in accordance with the requirements of Chapter 4, Part 12, Division 3 of the *Local Government Regulation 2012*, and tabled for Council's consideration at the earliest opportunity.

7. Other Debtors

- 7.1** A period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.
- 7.2** The first of two reminders is sent to debtors whose accounts show outstanding balances.

Corporate Improvement and Strategy use only

Adopted/Approved: [Adopted, 27-May 2014 DRAFT](#)
Version: 5
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 3 of 5

- 7.3 The first notice is a polite reminder with no threat of legal or other action. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment schedule to clear the outstanding debt.
- 7.4 When the debt is ~~forty days (45) days overdue~~past the due date of the first reminder letter and still overdue, a Final Demand Notice is served giving the debtor seven days to complete payment or make appropriate arrangements, followed by a phone call where practical by the Debt Recovery Officer. The notice contains Council's proposed action for recovery and confirms that future services will be cancelled at the expiry of the notice period. The notice also advises that future dealings with Council will be on a cash basis and if unpaid the debt is referred to Council's debt recovery agent for further recovery action.

8. Landfill Accounts

- 8.1 A period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.
- 8.2 The first of two reminders is sent to debtors whose accounts show outstanding balances.
- 8.3 The first ~~notice letter~~ is a polite ~~suspension reminder~~ with no threat of legal or other action. This letter advises the debtor that due to the arrears their account is now suspended and they are refused entry to the Landfill. Council may consider access on a cash basis upon application. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment schedule to clear the outstanding debt.
- 8.4 The final ~~notice letter~~ advises the debtor that the account is outstanding beyond the 30 days trading terms and that they are refused entry to the landfill until the account has been paid in full or satisfactory arrangements are made with Council to clear the debt and if unpaid, the debt is referred to Council's debt recovery agent for further action.

9. Unrecoverable – Bad Debts

- 9.1 After exercising all steps in this policy it may be considered impractical to pursue a particular debt any further. (i.e. proceeding with legal action is unlikely to recover the debt.)
- 9.2 If a debt is considered unrecoverable (for example bankruptcy) and overdue 180 days or more it is necessary to obtain approval to waive the debt.
- Approval must be obtained in one of the following ways:
- The CEO, General Manager Corporate Services and Finance Manager are delegated with authority to waive debts which are seen to be unrecoverable up to and including a value of \$1,000.00; or
 - Debts in excess of \$1,000.00 are referred to Council for approval to waive.
- 9.3 **Bad Debts Register**
- 9.3.1 All waived debts are recorded in the Bad Debts Register which is regularly reviewed and updated by the Revenue Officer – Accounts Receivable.
- 9.3.2 The relevant officer(s) are responsible for advising other Council units of the debtors listed on this register to ensure no further credit is provided.

Corporate Improvement and Strategy use only

Adopted/Approved: Adopted, 27-May 2014 DRAFT
 Version: 5
 Reviewed Date: 9 June 2015

Department: Corporate Services
 Section: Finance
 Page No.: Page 4 of 5

10. Legal Process

- 10.1** As soon as practicable following the expiration of the seven day final demand notice for debtors or 14 day reminder notice for rates, any ratepayer or debtor who:
- 10.1.1** has not responded by way of payment in full; or
 - 10.1.2** has not entered into an acceptable arrangement to pay off the overdue account; or
 - 10.1.3** does not have their account under investigation for accuracy or awaiting a decision of the Council; or
 - 10.1.4** has defaulted on the agreed payment arrangements;
- will have their debt referred to a debt recovery agency for recovery action. This will result in a polite final demand letter detailing the debt and confirming they have been instructed to act on Council's behalf to recover the debt that may result in legal action and costs.
- 10.2** Agents acting for Council will be empowered to take steps necessary to recover outstanding amounts.
- 10.3** Unless an acceptable payment arrangement is made, payment in full including all legal outlays is required prior to the withdrawal of the current recovery action.
- 10.4** Accounts referred to the collection agency may be left under their control and updated from time to time with the balance of accruing rates and interest until the debt is paid in full.

11. Review Timelines:

This policy will be reviewed when any of the following occur:

- 11.1** The related information is amended or replaced; or
- 11.2** Other circumstances as determined from time to time by the Council.

12. Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Finance Manager
Policy Quality Control	Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER

Corporate Improvement and Strategy use only

Adopted/Approved: Adopted, 27-May 2014 DRAFT
Version: 5
Reviewed Date: 9 June 2015

Department: Corporate Services
Section: Finance
Page No.: Page 5 of 5

**11.8 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
MAY 2016****File No:** 1392**Attachments:**

1. Finance Monthly Operations Report - May 2016
2. Workforce & Strategy Monthly Operations Report - May 2016
3. Corporate & Technology Monthly Operations Report - May 2016

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Ross Cheesman - General Manager Corporate Services

SUMMARY

The monthly operations report for the Corporate Services department as at 31 May 2016 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 31 May 2016 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services department as at 31 May 2016 be received.

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT MAY 2016**

**Finance Monthly Operations Report -
May 2016**

Meeting Date: 28 June 2016

Attachment No: 1

MONTHLY OPERATIONS REPORT
FINANCE SECTION
Period Ended May 2016

VARIATIONS, ISSUES AND INNOVATIONS***Section News***

The Finance Section has completed substantial milestones this month with the Draft Budget being distributed on 8 June 2016.

Another key milestone was the reporting to the Audit and Business Committee in regards to the outstanding audit points. In particular the progress that has been made in regards to Asset Valuations.

The focus for the Finance Team will now shift to external financial reporting with the end of June fast approaching.

An addition has been made to the report which provides all Council's live applications for Grants that are in progress.

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for *Finance* are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Rates Enquiry	7	6	34	34	1	0	3	● 1.09	● 1.38	● 1.39	0.93

Comments & Additional Information

Nil.

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for the reporting period are:

	FIRST/SECOND QUARTER		
	March	April	May
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	0	0
Number of Incomplete Hazard Inspections	0	0	0

Risk Management Summary

Example from Section Risk Register (excludes risks accepted/ALARP)

Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims	High 5	Enhanced capital expenditure reporting for monitoring purposes. Improved Asset Management and Financial Planning	30/6/16	75%	10 year Capital list now matched off with the LTFF, AM planning underway. Templates sent for Capital Review during January & February 2016
The use of inaccurate GIS data by external and internal users will lead to litigation and a lack of integrity for internal and external users.	Moderate 5	Continued review of integrity of existing data	30/06/16	91%	Additional consultant efforts employed to tidy footpath data

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Audited Statement completed by end of	31/10/15	100%	Complete

Legislative Compliance Matter	Due Date	% Completed	Comments
October			
Annual Budget adopted by 1 August	01/08/15	100%	Budget adopted in July
Asset Register must record its non-current physical assets	30/06/16	92%	Ongoing
A community financial report must be prepared for the Annual Report	30/10/15	100%	Completed
A Local Government must have a Debt Policy, Investment Policy and a Revenue Policy	01/08/15	100%	Included with the Budget adoption
Trust Fund Management in accordance with the Local Government Regulation	30/06/16	92%	Ongoing
Monthly Financial report prepared for the monthly meeting of Council	30/08/15	92%	Ongoing
A Local Government must set an Asset Recognition threshold	30/06/16	100%	Amount set – changes proposed in respect of Asset Classes only.

3.ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No capital projects are relevant to the Finance Section.

4.ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No Operational Projects to highlight within the Adopted Budget.

5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

Adopted/Operational Service Level Standards & Performance

Service Level	Target	Current Performance
Levy rates within 1 week of predicted dates in revenue statement	100%	100%
Manage the recovery of unpaid rates and charges in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point.	<3%	5.18% achieved in May which is highlighting an increasing trend in debts outstanding

Please note the service levels depicted in the above table are operational standards only and have not been formally adopted by Council.

6. 'LIVE' GRANT APPLICATIONS: AS AT 17 JUNE 2016

Attached is a summary provided by the Grants Officer on Council's current application.

'Live' Grant Applications: As at 17 June 2016

Rockhampton Regional Council has applied for the following grants, for which a decision remains pending:

#	Project Name	Project Inclusions	Supporting Council Strategy	Project Total (\$Million)	Fund	Funding Sought (\$Million)	Final Decision Due
1	Rockhampton CBD Smart Technologies & Working Hub	Smart Poles, Free Wi-Fi, CCTV, Smart Lighting, Digital Signage, Parking Sensors, Smart Working Hub.	Smart Way Forward	\$4.54	(QG) Building our Regions: Regional Capital Fund	\$2.27	October 2016
2	First Turkey Mountain Bike Reserve	Mountain bike trails, toilet, vehicular access causeway, and area for events/education.	Mount Archer Activation Master Plan	\$0.5	(QG) Building our Regions: Regional Capital Fund	\$0.25	October 2016
3	Mafeking Bell Revitalisation Project	Revitalisation of bell, plaque, and stand.	N/A	\$0.01	(Cth) Stronger Communities Programme	\$0.01	June 2016*
4	Rockhampton CBD Destination Intervention Project	Pilbeam Carpark: CCTV & Lighting William St: CCTV, lighting, & taxi rank.	Smart Way Forward	\$0.78	(Cth) Safer Streets Programme	\$0.54	June 2016*
5	Gracemere Liveability and Recreation Redevelopment	Water Play, Carpark, & Sediment Detention Basins.	Cedric Archer Park Master Plan	\$3.5	(Cth) National Stronger Regions Fund	\$1.7	July 2016
6	Gracemere Sewerage Upgrade Boosts Local Community	Augmentation of Gracemere Sewage Plant plus new laboratory.	N/A	\$7.25	(Cth) National Stronger Regions Fund	\$3.0	July 2016

* Estimated date only. No formal decision date has been advised.

FINANCIAL MATTERS

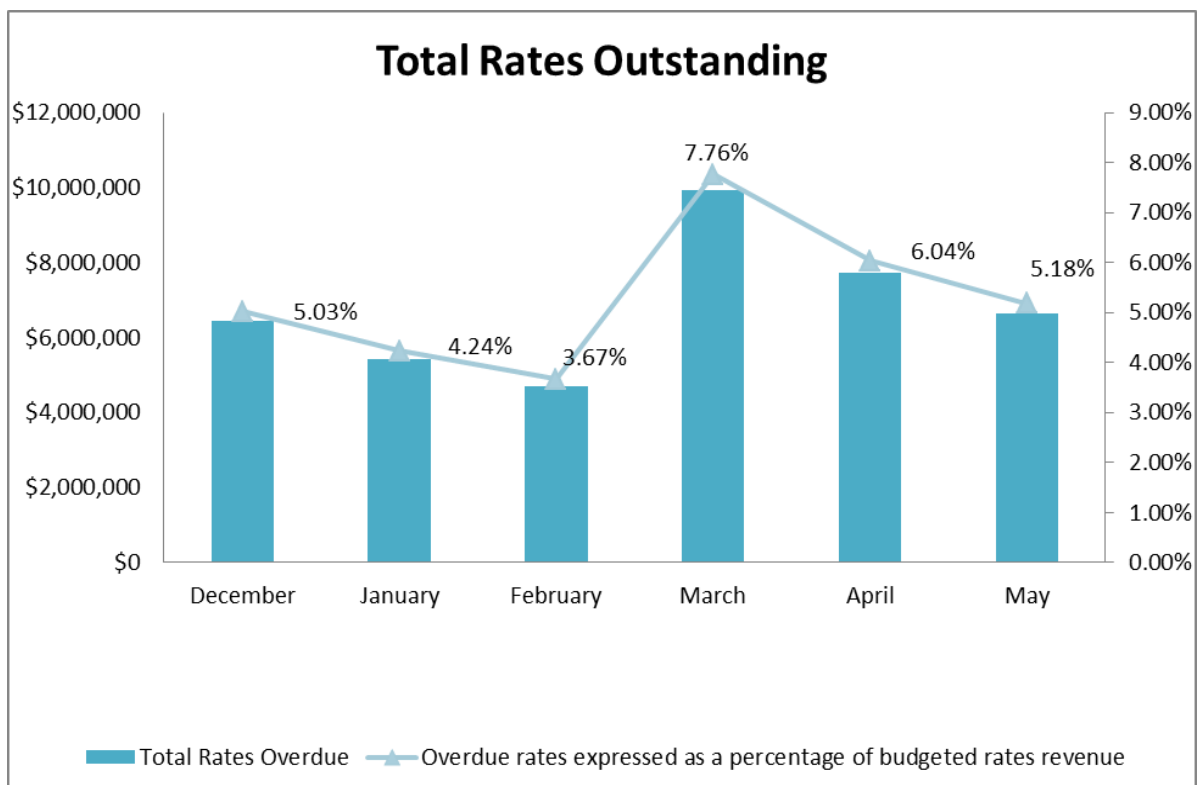
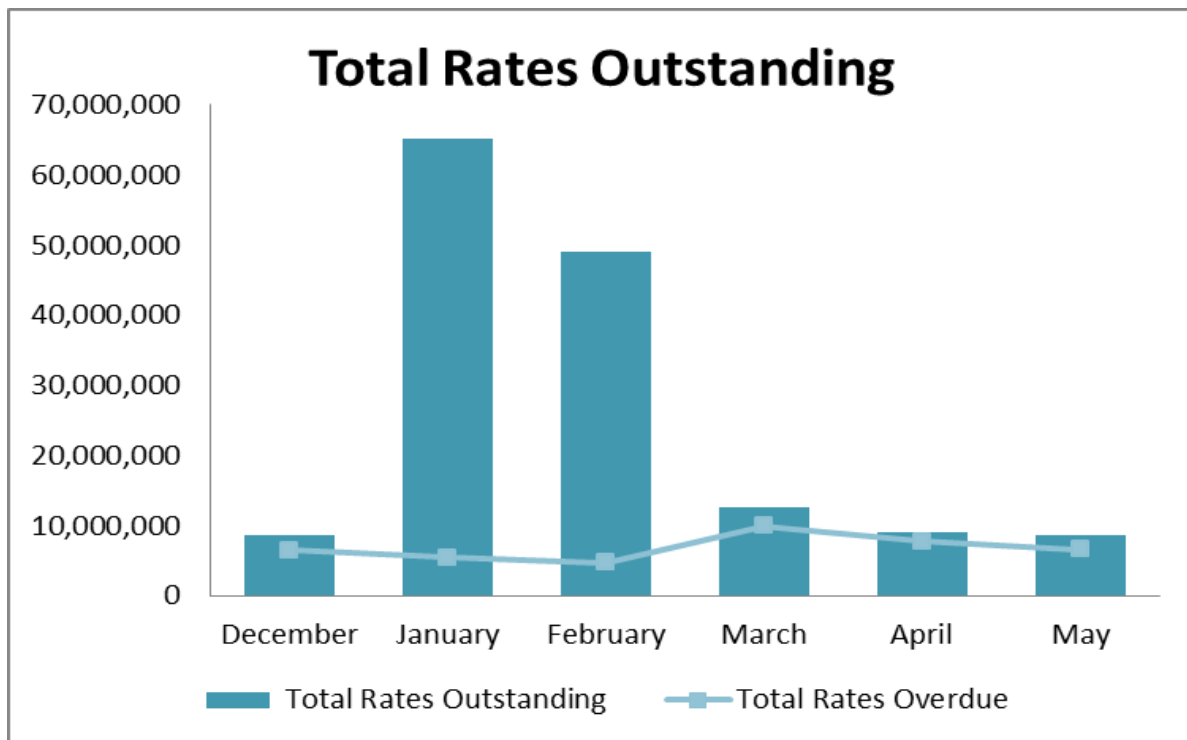
End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS



As At End Of May

Report Run: 06-Jun-2016 15:26:09 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance %	On target 91.7% of Year Gone
	\$	\$	\$	\$	\$		
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Revenues	0	(9)	0	(9)	(9)	101%	✓
Expenses	700,228	739,526	93,590	564,223	657,813	89%	✓
Transfer / Overhead Allocation	0	0	0	45	45	0%	✗
Total Unit: Finance Management	700,228	739,517	93,590	564,259	657,849	89%	✓
<u>Revenue & Accounting</u>							
Revenues	(458,160)	(590,860)	0	(419,179)	(419,179)	71%	✗
Expenses	2,937,430	2,965,500	17,427	2,396,423	2,413,850	81%	✓
Transfer / Overhead Allocation	9,000	4,255	0	11,867	11,867	279%	✗
Total Unit: Revenue & Accounting	2,488,270	2,378,895	17,427	1,989,111	2,006,538	84%	✓
<u>Financial Systems</u>							
Expenses	413,831	413,002	0	338,828	338,828	82%	✓
Transfer / Overhead Allocation	0	830	0	779	779	94%	✗
Total Unit: Financial Systems	413,831	413,831	0	339,606	339,606	82%	✓
<u>Assets & GIS</u>							
Revenues	(5,100)	(4,800)	0	(8,548)	(8,548)	178%	✓
Expenses	1,872,358	1,940,477	136,975	1,461,065	1,598,040	82%	✓
Transfer / Overhead Allocation	35,770	35,770	0	31,371	31,371	88%	✓
Total Unit: Assets & GIS	1,903,028	1,971,447	136,975	1,483,888	1,620,863	82%	✓
Total Section: FINANCE	5,505,358	5,503,691	247,992	4,376,865	4,624,857	84%	✓
Total Department: CORPORATE SERVICES	5,505,358	5,503,691	247,992	4,376,865	4,624,857	84%	✓
Grand Total:	5,505,358	5,503,691	247,992	4,376,865	4,624,857	84%	✓



**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT MAY 2016**

**Workforce & Strategy Monthly
Operations Report - May 2016**

Meeting Date: 28 June 2016

Attachment No: 2

MONTHLY OPERATIONS REPORT
WORKFORCE AND STRATEGY SECTION
Period Ended 31 May 2016

VARIATIONS, ISSUES AND INNOVATIONS

Innovations

The Chief Executive Officer's "Are You on the Bus" campaign was delivered to all supervisory staff. The presentation is also being rolled out to all staff at toolbox meetings. This campaign clearly outlines the Chief Executive Officer's expectations for the organisation and particular supervisory staff in improving service delivery and customer service both internally and externally. Together with this campaign an organisational culture development program is being implemented. First phase of a culture survey closes 15 June. Focus Group sessions will be undertaken with a cross section of approximately 200 employees in groups of 15-20 will be facilitated later in June to further determine the current culture of Council. Sessions will also be held with the Leadership Team and the Peak Strategic Team with a Final Culture Development Plan expected to be finalised by the end of July.

Improvements / Deterioration in Levels of Services or Cost Drivers

Nil to report this month

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for Workforce and Strategy are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth		Avg Completion Time (days) 6 Months		Avg Completion Time (days) 12 Months		Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed										
Administrative Action Complaints	0	0	0	0	0	0	36	●	0.00	●	0.00	●	0.00	0.00
W&S - Complaints Management Process (NOT CSO USE)	3	1	10	3	9	0	30	●	1.67	●	9.23	●	6.77	5.90

COMMENTS

Matters are being addressed within the set timeframes.

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for Workforce & Strategy in the reporting period are:

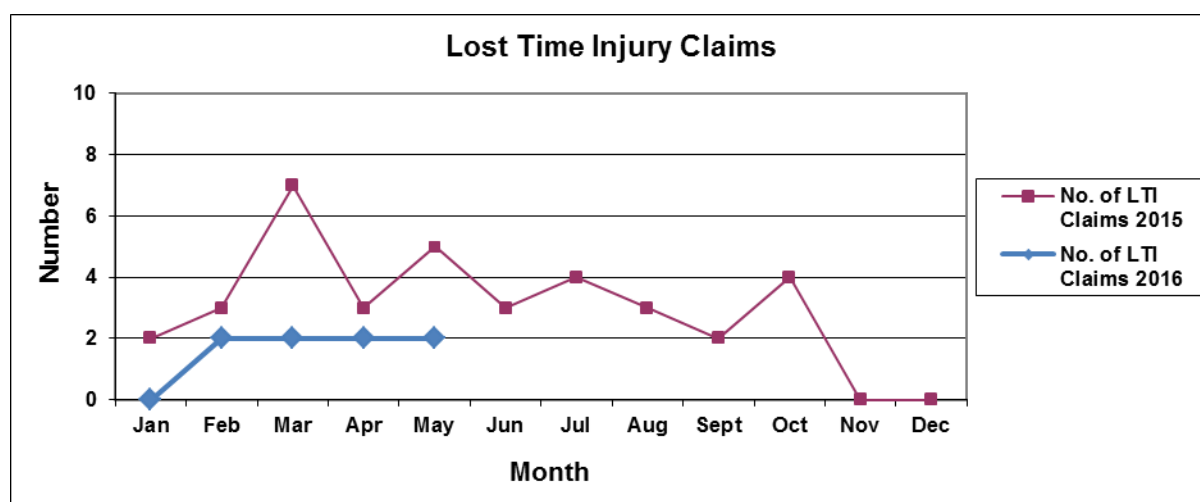
	March 16	April 16	May 16
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	4	0	0
Total Number of Incidents Reported	2	0	0
Total number of Incomplete Hazard Inspections	0		

The safety statistics for All of Council in the reporting period are:

	March 16	April 16	May 16
Number of Lost Time Injuries	3	2	2
Number of Days Lost Due to Injury	2	41	8
Total Number of Incidents Reported	32	19	21
Total number of Incomplete Hazard Inspections	31		

Incomplete hazard inspections are high and have been reported to the appropriate operational areas for action.

The graph below displays the number of lost time injuries (LTI) claims lodged across Council. There was a total of **two** lost time injury claims lodged for May 2016. It is extremely pleasing to note the downward trend when compared to the previous 12 months.



Risk Management Summary

Example from Section Risk Register (excludes risks accepted/ALARP):

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
Corporate Risks					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	<p>Ongoing annual audits will be conducted.</p> <p>Continuing to rectify the actions from the 2014 Workplace Health & Safety System Audit.</p> <p>Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety systems.</p>	15-17 August 2016	95%	<p>Safety Unit continue working to rectify actions identified as part of the 2014 WHA Audit which have now been included in the 2014 Audit Rectification Action Plan.</p> <p>Note: Corporate reviews complete. Currently implementing in the operational areas.</p>
Section Risks					
Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, Industrial disputes, financial impacts and reputation damage.	Moderate	Multiskilling of Administration and HR staff	30 June 2015	100%	Rotation of Payroll staff to learn all duties commenced in July 2015); 3 Admin trained in data entry; all procedures being documented

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Prepare and adopt annual 2016/17 operational plan	24 June 2016	90%	The 2015/16 Plan was adopted by Council at the budget adoption meeting 9 July 2015. The 2016/17 Plan will be adopted at the Special Council meeting together with the budget.
Quarterly written assessment of progress towards implanting the 2016/17 annual operational plan	22 November 2016 – Council Agenda	100%	The first quarter review of the 2016/17 Operational Plan will be presented to the Ordinary Council meeting on 22 November 2016.
Report on the results of the implementation of the annual operational plan	23 August 2016	0%	This 2015/16 report will be combined with the Quarter 4 assessment and presented to Ordinary Council meeting in August 2016.
Update of Workplace Health & Safety documents to meet the new legislative requirements	2016	95%	Documents continue to be updated so that Council remains compliant.
Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes	As soon as practicable	100%	Council has been compliant in this regard for the current reporting period.
Workplace Health and Safety Audit	15-17 August 2016	0%	Preparations commenced
Rectification Action Plan (2014 Audit)	As soon as practicable	95%	Work through the RAP from the 2014 Audit. Corporate reviews complete. Currently implementing in the operational areas
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	No current notices to report.

3. ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

No capital projects are relevant to the Workforce and Strategy Section.

4. ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

As at period ended May 2016 – 91.7% of year elapsed.

Project	Explanation
WHS Data Management System	The claims module is in test mode and the Safety Team is working with IT to configure system forms in the claims module to suit operational needs.
Service Level Review Project (SLR)	A report is being prepared by the General Manager Community Services on the schedules, costs and FTE for parks mowing to be presented to Council. No further action will be taken on this project until that report has been presented.
Aurion Project	The implementation of Aurion is still progressing with some minor system errors still being investigated prior to implementation which has now been extended to 10 August 2016.
Policy Improvement Project	The final phase, Stage 3 has commenced and contains 26 policies for review, 7 policies are now complete with the project due for finalisation by the end July 2016.
Forms Improvement Project	Phase 4; the last phase of the project; is underway which involves the review and updating of 41 forms, with project finalisation set for the end of June 2016.

5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

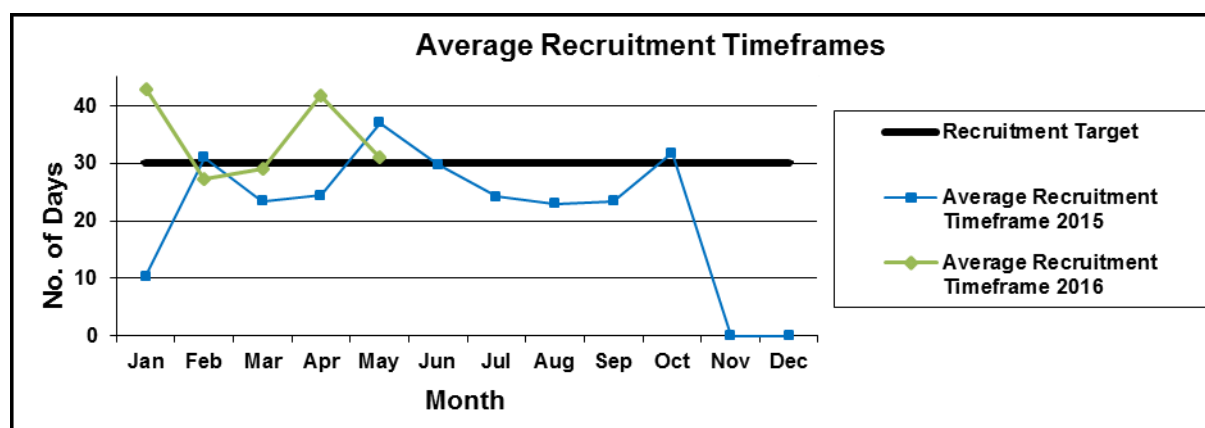
Service Delivery Standard	Target	Current Month's Performance
Recruitment positions finalised within 30 working days (refer graph below)	100%	78%
Policies reviewed within 10 working days	100%	100%
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%
Employee pays processed and paid within 3 working days after the period end date	100%	100%
Payroll accuracy	100%	100%
Hazard Inspections completed as per the adopted Matrix	100%	***53.85%

****This result is not acceptable. 26 hazard inspections were scheduled across the organisation for May with only 14 being completed in the reporting period. The General Manager in the area of responsibility has been advised and asked to follow up as soon as possible.*

Recruitment Timeframes

Some delays in recruitment have occurred during the reporting period. Of the 16 positions recruited in the reporting period, 9 were not finalised within the 30 day timeframes. These delays are due to a range of issues including:

- the length of time by panel members to conduct the shortlisting, reference checks and providing recruitment documentation;
- Pre-Employment screening delays by provider;
- Panel members unavailable for interviews and pre-employment screens.



Establishment

FTE Positions	Period	Workforce & Strategy	Council
Starting Point	1 January 2014	30.05	838.9
Same Time Previous Year	31 May 2015	32.44	851
Previous Month	30 April 2016	37.00	868.49
Current Month	31 May 2016	36.00	873.07

FTE Positions is the total full time equivalent positions approved and recorded in Aurion excluding casual positions and including approved vacancies.

The FTE positions also include the following apprentices and trainees across Council:

Apprentices	Trainees
8	14

Changes to Workforce & Strategy Establishment

There has been a decrease to the establishment by one for Workforce & Strategy in May 2016 with one temporary Safety Advisor position abolished.

Changes to Council Establishment

The following changes have resulted in an increase to the Establishment by 4.58:

- Creation of one established Coordinator Development Assessment due to a structure change adopted by Council on 24 May 2016. The position of Manager Development and Building will be abolished when incumbent no longer occupies position.
- Creation of one established Coordinator Environment and Public Health due to a structure change adopted by Council on 24 May 2016. The position of Manager Community Standards and Compliance will be abolished once incumbent no longer occupies position.
- Creation of one established Coordinator Local Laws due to a structure change adopted by Council on 24 May 2016.
- Creation of one established Manager Planning and Regulatory Services due to a structure change adopted by Council on 24 May 2016.
- Creation of one fixed term Agricultural Industry Development Officer to develop and implement regional economic growth opportunities in the agricultural sector as articulated in Councils Economic Development Strategy.

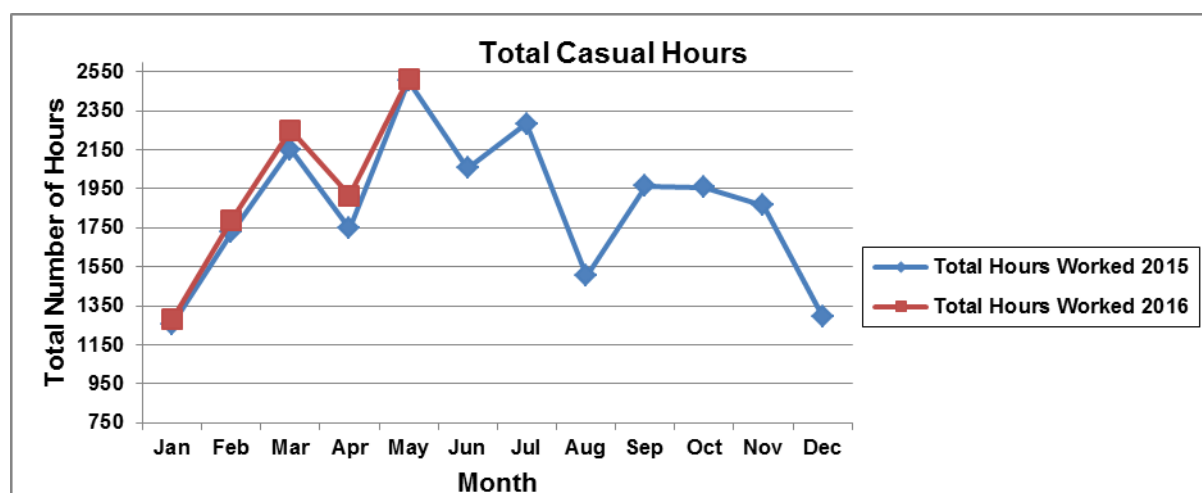
- Creation of one established Technical Officer - Maintenance to provide additional support conducting road inspections. It has been identified that there were limited resources available to address non-compliance easement and road inspection issues.
- One temporary Safety Advisor position abolished.
- A change in hours of one permanent Assistant Systems Administrator Finance position as previous incumbent worked part time hours which was suitable for the duties required of the position. Reducing the position's hours also provided the Section with savings in the budget.

FTE Positions Internal / External Split

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 58% (507.33) internal and 42% (365.74) external.

Casual Hours – May 2016

There are currently a total of 50 casuals actively employed by Council of which 44 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 2514.33 hours during the month of May 2016.



Casual Hours by Section – May 2016

The following list shows the total number of hours worked by casual employees by Section and Unit in the reporting period as provided by the responsible operational area. This reporting period only captures data for Payroll One employees from 1 May 2016 until 22 May 2016 and Payroll Two employees from 1 May 2016 until 29 May 2016 due to the payroll cycle.

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts and Heritage	Art Gallery	Casual staff have been assisting with gallery installations and general operations – also backfilling other staff in the absence of a Gallery Director.	161.25	0%
Arts and Heritage	Heritage Services	100% recovery of Food and Beverage staff in the Shearing Shed	353.91	100%
Arts and Heritage	Venue Operations	Use of casual staff in box office. Cleaning staff working during Eisteddfod and Technical staff backfilling vacant position within team.	903.67	102.5%
Communities and Facilities	City Child Care Centre	To cover leave and RDO's to ensure child to staff ratios are maintained.	256.25	

Communities and Facilities	Client Services	To cover periods of leave.	364.5	
Communities and Facilities	Facilities	To cover periods of leave and cleaning the Library on Saturdays.	69.3	
Corporate and Technology	Customer Service Centre	Customer Service training and call center coverage.	66.5	
Parks	Parks and Visitor Services	Training new staff, rostered to cover periods of leave and minimal staff levels within the Rockhampton Zoo.	151.7	
Community Standards and Compliance	Support Services	To provide support to the team by completing administrative duties.	131.25	
Finance	Assets and GIS	To provide support to the team by completing administrative duties.	56	
TOTAL			2514.33	

The above casual hours for May 2016 by employment type includes the following HERO hours. This reporting period only captures data for Payroll One employees from 1 May 2016 until 22 May 2016 and Payroll Two employees from 1 May 2016 until 29 May 2016 due to the payroll cycle.

Section	Unit	No. of hours
Corporate and Technology Services	Customer Service Centre	66.5
Community Standards and Compliance	Support Services	131.25
Finance	Assets and GIS	56
TOTAL		253.75

It should be noted that labour hire is also utilised in addition to casual labour in some areas of the organisation to support staff shortages and special project requirements or events.

Volunteer Hours by Section – May 2016

The following list shows the total number of hours worked by volunteers by Section and Unit in the reporting period as provided by the responsible operational area.

Section	Unit	No. of hours
Arts & Heritage	Heritage Village	4467.5
Arts & Heritage	Pilbeam Theatre	1139.5
Communities & Facilities	Libraries	190.0
Parks	Rockhampton Zoo	487.0
TOTAL		6284.0

Work Experience Placements – May 2016

Work Experience Applications received during the month of May 2016				10
Placement Type	Section	Placed	Not Placed	Other
Carpentry	Facilities	1		
Electrician	Facilities	1		
Business Administration	Community Services			2 - in progress
Media & Communications	Regional Promotions		1	
Library Assistants	Library	3		
Childcare	City Childcare	2		

FINANCIAL MATTERS

Financial performance as expected for reporting period.



End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS

As At End Of May

Report Run: 07-Jun-2016 14:19:32 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 91.7% of Year Gone
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<u>Human Resources and Payroll</u>							
Revenues	0	0	0	(4,524)	(4,524)	0%	✓
Expenses	1,464,874	1,448,750	631	1,214,756	1,215,387	84%	✓
Transfer / Overhead Allocation	8,700	13,700	0	18,356	18,356	134%	✗
Total Unit: Human Resources and Payroll	1,473,574	1,462,450	631	1,228,588	1,229,219	84%	✓
<u>Safety & Training</u>							
Revenues	(32,000)	(62,000)	0	(110,622)	(110,622)	178%	✓
Expenses	1,286,545	1,263,661	50,290	1,036,832	1,087,122	86%	✓
Transfer / Overhead Allocation	61,500	62,900	0	43,827	43,827	70%	✓
Total Unit: Safety & Training	1,316,045	1,264,561	50,290	970,037	1,020,327	81%	✓
<u>Corporate Improvement & Strategy</u>							
Revenues	0	(1,885)	0	0	0	0%	✗
Expenses	457,843	503,700	2,000	393,100	395,100	78%	✓
Transfer / Overhead Allocation	0	0	0	539	539	0%	✗
Total Unit: Corporate Improvement & Strategy	457,843	501,815	2,000	393,639	395,639	79%	✓
<u>Workforce & Strategy Management</u>							
Expenses	383,545	384,000	2,571	325,046	327,617	85%	✓
Total Unit: Workforce & Strategy Management	383,545	384,000	2,571	325,046	327,617	85%	✓
<u>Investigations and Industrial Relations</u>							
Revenues	0	(4,904)	0	(4,904)	(4,904)	100%	✓
Expenses	346,841	341,000	0	304,170	304,170	89%	✓
Total Unit: Investigations and Industrial Relations	346,841	336,096	0	299,267	299,267	89%	✓
Total Section: WORKFORCE & STRATEGY	3,977,848	3,948,923	55,491	3,216,577	3,272,068	83%	✓
Total Department: CORPORATE SERVICES	3,977,848	3,948,923	55,491	3,216,577	3,272,068	83%	✓
Grand Total:	3,977,848	3,948,923	55,491	3,216,577	3,272,068	83%	✓

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT MAY 2016

Corporate & Technology Monthly Operations Report - May 2016

Meeting Date: 28 June 2016

Attachment No: 3

MONTHLY OPERATIONS REPORT

CORPORATE & TECHNOLOGY SECTION

Period Ended May 2016

VARIATIONS, ISSUES AND INNOVATIONS

Section Update

RTI / IP Application Status

One new application was received under the Right to Information Act/Information Privacy Act this month. One application was completed during the month; none were withdrawn, leaving one application outstanding.

No documents were released administratively, and no external reviews were received for the month.

All current applications are progressing in accordance with legislative timeframes.

Innovations – Smart Way Forward

ePathway / smart mobile implementation currently on track for ‘go-live’ 1 June 2016

The ePathway (RRC eServices) and smart mobile (RRC eServices Mobile) are key initiatives of Council’s ICT Strategic Plan 2015/20, eServices Strategy, which aligns with the Smart Way Forward Strategy to provide alternative options for customer engagement with Council – anywhere and anytime.

Open Data Publishing Portal - <http://localdata.net.au/>

After a detailed review of open data websites, the LocalData.net.au site has been selected as Council’s open data publishing portal. The project team are now finalising the data publishing framework and the selection of the first ten datasets to be published.

Smart Rockhampton Blog - <http://smart.rockhamptonregion.qld.gov.au/>

Council’s smart way forward blog site was launched in May. The site is another channel of engagement to communicate our Smart Way Forward initiatives and messages.

Rockhampton Riverside Precinct Stage 1 Upper Bank – Electrical Services and Smart Technologies Tender

The tender (11875) for the above project was advertised on 9 April 2016 and closed on 11 May 2016. The evaluation panel is currently assessing the tender submissions and expect to have a recommendation for contract award around mid-June 2016.

Improvements / Deterioration in Levels of Services or Cost Drivers

Nil to report

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for May 2016 are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Accounts Payable Enquiry	0	0	1	1	0	0	2	■ 3.00	■ 3.00	● 0.86	0.20
Bookings Enquiry	0	0	6	6	0	0	5	● 1.33	● 1.10	● 1.32	0.83
Insurance: Mower / Slasher / Whipper / Snipper	1	1	2	1	0	0	90	● 7.00	● 11.25	● 23.78	15.30
Insurance: Personal Accident / Injury	33	14	0	0	19	0	120	● 0.00	● 4.00	● 2.43	115.65
Insurance: Public Liability / Property Damage Public Property	13	6	8	3	8	1	90	● 2.00	● 13.27	● 12.98	16.43
Leased Premises - General Enquiry	0	0	0	0	0	0	5	● 0.00	● 2.00	● 1.30	0.89
Rates Searches	2	2	125	120	4	0	4	● 1.25	● 1.31	● 1.68	1.52

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

Safety Statistics

The safety statistics for the reporting period are:

	Third Quarter		
	April	May	June
Number of Lost Time Injuries	1	1	
Number of Days Lost Due to Injury	4	5	
Total Number of Incidents Reported	1	4	
Number of Incomplete Hazard Inspections	0	0	

Risk Management Summary

Section Risk Register (excludes risks accepted/ALARP)

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High	The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording).	TBA	90%	Hardcopy records retention and disposal processes documented and implemented. ECM 4.03 Live, new File Plan (90% complete).
Operational degradation or failure of Council's Two-way radio communications system resulting in failed regional communications for daily operations and emergency disaster management.	High	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan-1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	(1) Jun 16 (2) Oct 16	60%	Contract awarded to a local company – Beaney's Communications Construction work completed; installed communications antennae at repeater sites. Commissioning first batch of 40 radio units (25%) for Rockhampton City area.
Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.	Mod	Research and implement a risk management software application to support ERM functions.	30/06/16	5%	ISSG approved as a project to assess the suitability of either the TechnologyOne or the RiskWare software applications.

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
A local government must review its procurement policy annually.	30/06/16		Revised draft policy to be presented to the 28 June Ordinary Council meeting

3. ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

Project	Start Date	Expected Completion Date	Status	Budget Estimate	YTD actual (incl committals)
CAPITAL WORKS PROGRAM					
FLEET (CP440)					
Fleet Asset Renewal Program	1/07/2015	30/06/2016	Ongoing	\$4,890,000	\$4,277,952
Comment: YTD represents 88% of budget expenditure and includes committals.					
INFORMATION TECHNOLOGY (CP230)					
IT Asset Renewal & Upgrade Program	1/07/2015	30/06/2016	Ongoing	\$1,534,400	\$685,583
Comment: YTD represents 45% of budget expenditure and includes committals.					
BUSINESS SUPPORT & DEVELOPMENT (CP630)					
Property Sales	1/07/2015	30/06/2016	Ongoing	\$250,000	-\$38,229
Comment:					

4. ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME

As at period ended May 92% of year elapsed.

Project	2015/16 Budget	Actual (incl. committals)	% budget expended	Explanation
Customer Service After Hours Operation	\$60,000	\$49,766	83%	Propel after hours call centre service.

Project	Project Start Date	Project Completion Date	% Completed	Comments
Planned implementation of Aurion System Improvement Project recommendations.	Aug 2015	Aug 2016	60%	Aurion v11 rescheduled for 'go-live' Aug 16
Progress the implementation of ePathway and Pathway mobile Apps throughout 2015/16.	Oct 2015	Jun 2016	95%	ePathway 'go-live' set for 01 Jun 16.
Develop and implement a solution for managing and processing tax invoices in digital format.	Aug 2016	Oct 2016	30%	Had a demonstration and pricing has been obtain, Due to workload scheduled to go-live Sep 16

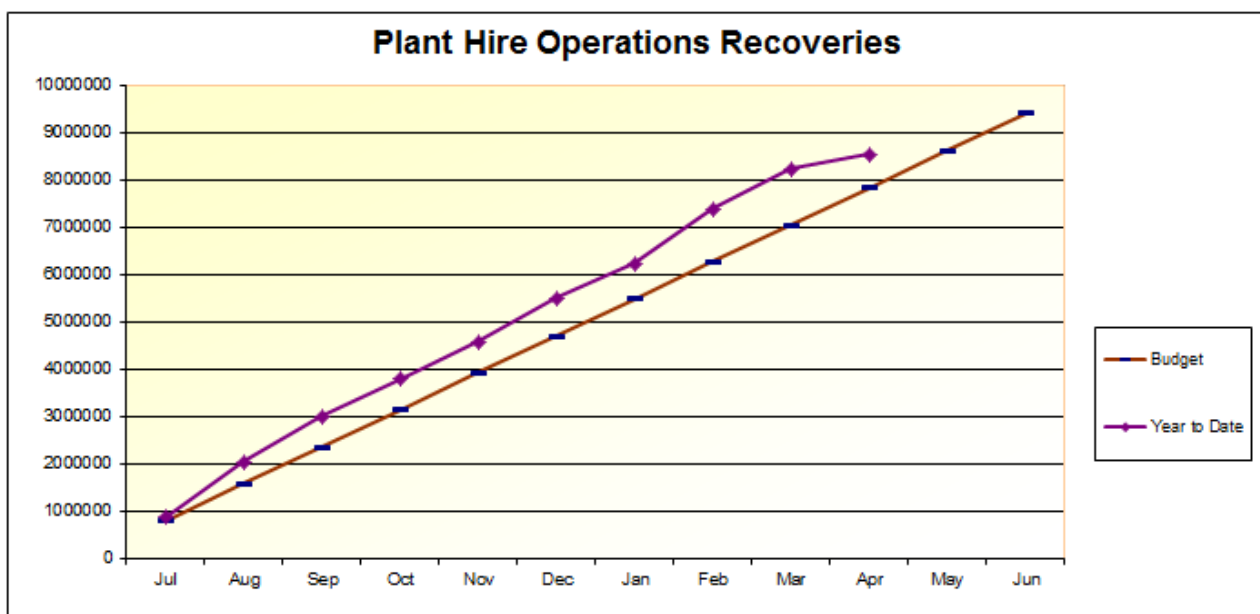
5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

Service Delivery Standard	Target	Current Performance
IT support services provided within service levels outlined in the IT Service Catalogue.	95%	97%
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	100%
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	90%
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	86%
Process records on the day of receipt as per Recordkeeping Charter.	95%	100%
Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes.	100%	100%
Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy.	100%	100%
Ensure supplier payments are made within stated trading terms.	90%	93%
Ensure staff purchasing activity is compliant with legislation and policy.	100%	100%

Service Delivery Standard	Target	Current Performance
Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts).	90%	94%
Maximise Council property occupancy rates.	98%	100%
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	92%
Process insurance claims within procedural timeframes.	100%	100%
Maintenance of the risk monitoring and reporting regime by providing a quarterly risk report to the Council and Leadership Team on all current high and very high risks assessed as not ALARP (unacceptable).	100%	100%

Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



Plant Hire Operations Budget (Surplus)	\$9,389,500
Year to Date (Surplus)	\$8,533,439

Procurement & Logistics

Contracts Awarded for April: Qty 6

11926 - Scavenging Services and Shop Operation at the Lakes Creek Road Waste Facility - Qld Metal Recyclers Pty Ltd - Monthly Rental \$2,000
12033 - D&C Animal Management Facility, Gracemere - Zinded Property Services - \$1,066,855
12121 - ITQ Artificial Floating Wetland for Mt Morgan Sewage Treatment Plant - Ecosure Pty Ltd - \$44,825
12128 – ITQ Supply of Trees for Stage 1E (North side of Fitzroy Bridge) – Pacific Landscaping Pty Ltd - \$15,935
12148 – Demolition of Rain Waters Tanks at Georgeson Oval – JAL Demolition - \$9,400
12026 - Showground Rehabilitation Work - Goody's Earthmoving - \$37,120

Customer Requests Completed Monthly & Top 5 Customer Requests												
	June	July	August	September	October	November	December	January	February	March	April	May
Requests Logged	3354	3732	3883	4056	3294	3173	2791	3243	4062	3935	3171	3335
Same month Completed	2640	3212	3192	3391	2705	2550	2351	2559	3035	3052	2519	2731
% completed same month	78%	86%	82%	84%	82%	80%	84%	78%	86%	75%	79%	81%
Completed Total for Month	3644	3997	3777	4174	3331	3103	2807	2968	3502	4056	3321	3736
Total Pending	2134	1883	1957	1785	1718	1717	1700	1928	2410	2271	2045	1660
Top 5 Requests for Month	Food Enq W/Ani W/Leak D/Plan C/Dec	D/Plan Inf Enq C/Dec T/Trim Food Enq	An/Dogr C/Dec Dev/Dpl Mt/Wlek Infrin/Enq	An/Dogr D/Plan Bin RRC W/Ani M/Leak	An/Dogr D/Plan W/Leak W/Animal Rate Enq	An/Dogr Inf Enq W/Leak D/Plan W/Animal	T/Trim AN/Dogr D/Plan W/Leak P/Gen	W/Leak An/Dogr D/Plan Inf Enq T/Trim	An/Dogr W/Leak P/Gen D/Plan T/Trim	O/Allot P/Gen W/Leak T/Trim D/Plan	P/Gen W/Leak D/Plan An/Dogr Wan/An	W/Leak F/Enq P/Gen An/Dogr P/Trim

Total uncompleted customer requests up to 3 months old:	1080	Conquest Work Order & Investigation Long Term up to 3 months	1135
Total uncompleted customer requests between 3 to 6 months old:	189	Conquest Work Order & Investigation Long Term between 3 to 6 months old:	205
Total uncompleted customer requests greater than 6 months old:	391	Conquest Work Order & Investigation Long Term greater than 6 months old:	454

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

Key:	T/Trim - Tree Trimming	Inf Enq - Infringement Enquiry - Local Laws	An/Dogr - Dog Registration Enquiry
	D/Plan - Duty Planner	W/Animal - Wandering Animal	W/Leak - Water Leak
	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Enq)	P/Gen - Parks General Enquiry

FINANCIAL MATTERS

Operational Budget Status for month ending May 2016

	Adopted Budget	Revised Budget	EOM Commitmen ts	YTD Actual	Commit + Actual	Var	On target
	\$	\$	\$	\$	\$	%	83% of Year Gone
CORPORATE AND TECHNOLOGY							
<u><i>Fleet</i></u>							
Revenues	(266,000)	(263,000)	0	(325,951)	(325,951)	124%	✓
Expenses	12,942,760	12,403,760	521,837	10,143,513	10,665,350	86%	✓
Transfer / Overhead Allocation	(17,053,000)	(16,956,000)	0	(15,187,913)	(15,187,913)	90%	✗
Total Unit: Fleet	(4,376,240)	(4,815,240)	521,837	(5,370,352)	(4,848,514)	101%	✓
<u><i>Property & Insurance</i></u>							
Revenues	(591,200)	(726,166)	0	(710,759)	(710,759)	98%	✓
Expenses	2,944,667	2,935,580	7,247	2,767,544	2,774,791	95%	✗
Transfer / Overhead Allocation	9,740	9,740	0	7,701	7,701	79%	✓
Total Unit: Property & Insurance	2,363,207	2,219,155	7,247	2,064,485	2,071,732	93%	✗
<u><i>Corporate & Technology Management</i></u>							
Revenues	0	(3,950)	0	(3,950)	(3,950)	100%	✓
Expenses	667,268	1,103,268	30,645	950,932	981,577	89%	✓
Transfer / Overhead Allocation	0	509	0	1,812	1,812	356%	✗
Total Unit: Corporate & Technology Management	667,268	1,099,827	30,645	948,794	979,439	89%	✓
<u><i>Information Systems</i></u>							
Revenues	(14,000)	(26,166)	0	(28,149)	(28,149)	108%	✓
Expenses	6,473,867	6,464,786	435,648	5,781,134	6,216,782	96%	✗
Transfer / Overhead Allocation	21,525	26,888	0	22,161	22,161	82%	✓
Total Unit: Information Systems	6,481,392	6,465,507	435,648	5,775,146	6,210,794	96%	✗
<u><i>Procurement & Logistics</i></u>							
Revenues	0	(12,711)	0	(11,473)	(11,473)	90%	✗
Expenses	1,568,900	1,576,091	572	1,384,183	1,384,755	88%	✓
Transfer / Overhead Allocation	35,000	35,015	0	37,608	37,608	107%	✗
Total Unit: Procurement & Logistics	1,603,900	1,598,395	572	1,410,318	1,410,890	88%	✓
<u><i>Customer Service</i></u>							
Revenues	(210,000)	(213,212)	0	(198,444)	(198,444)	93%	✓
Expenses	1,734,409	1,715,455	4,301	1,446,235	1,450,536	85%	✓
Transfer / Overhead Allocation	0	(60)	0	30	30	-50%	✗
Total Unit: Customer Service	1,524,409	1,502,183	4,301	1,247,822	1,252,122	83%	✓
Total Section: CORPORATE AND TECHNOLOGY	8,263,935	8,069,827	1,000,250	6,076,213	7,076,462	88%	✓

11.9 REGIONAL DEVELOPMENT MONTHLY REPORT**File No:** 1830**Attachments:** 1. Regional Development Monthly Report June 2016**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Russell Claus - Executive Manager Regional Development

SUMMARY

This report provides information on the activities of the Regional Development Unit throughout and leading up to the month of June 2016.

OFFICER'S RECOMMENDATION

THAT the Regional Development monthly report for the period up to 21 June 2016 be received.

COMMENTARY

Department activities are described in the attached document.

CONCLUSION

It is recommended that the monthly report for the Regional Development Unit be received.

REGIONAL DEVELOPMENT MONTHLY REPORT

Regional Development Monthly Report June 2016

Meeting Date: 28 June 2016

Attachment No: 1

MONTHLY OPERATIONS REPORT

REGIONAL DEVELOPMENT UNIT

Period Ended June 2016

REGIONAL DEVELOPMENT

REGIONAL/ECONOMIC/BUSINESS DEVELOPMENT

Defence

- Singapore Armed Forces are to spend \$2.1 billion on training facilities, barracks, roads, fencing and other improvements in the Shoal Water Bay Training Area and the Townsville training area. Council's advocacy for an expansion of defence activity in the Rockhampton Region can only have helped bring these developments about. The Mayor has written to the Brigadier General in charge of the Singaporean Air Force asking if they can contribute to a feasibility study of the defence precinct at the Rockhampton Airport.

Rookwood Weir

- The Prime Minister announced the Federal Government, if re-elected, would contribute \$2 million to complete a business case for the construction of the Rookwood Weir. Presuming the business case can be established and development approvals obtained, the Federal Government will contribute \$130 million as its half of the construction cost. The other half will come from the Queensland Government.

Women's National Basketball Team

- The group has been meeting weekly. Manager Governance Support has joined the group which plans to submit an application for the Rockhampton team in the WNBL in August. Things are on track.

Timothy Chua

- Contact with John Keleher (PCD) and Ian Mill (Mercy Health & Aged Care) has been maintained regarding milk processing and health care opportunities which originated with Timothy Chua (International Enterprise Singapore)

2016 International Brahman Congress

- The Congress, which was strongly supported by Council, was held in Rockhampton from 16-21 May 2016. The event went well and all accommodation in Rockhampton was booked out for at least two nights.

FIFO Taskforce

- The taskforce met for the second time and is now progressing forward. Jim Devine joined the group as a consultant.

Mining Expos

- Preparations for the Surat Basin Expo and QME are in hand.

Advance Queensland Innovation and Investment Summit

- Council was represented in the state wide working group (coordinated by ilab) to identify & support startups to attend & participate in the Summit.
- Mayor Strelow, Regional Business Development Officer (RBDO), and Senior Digital Officer attended the Summit from 28-29 April. Established key contacts with Consul

General and Vice Consul of China and Vice Consul of Japan. On behalf of Mayor, Consul General was invited to visit the Rockhampton Region.

- Economic Development and startup hub contacts from Sunshine Coast, Mackay, Bundaberg, Townsville, Brisbane have been established.

Carbine Resources Mount Morgan Mine Project

- Breakfast meeting with new Carbine Resource Board members (Tony James Managing Director, John Fitzgerald Chairman, Terry Moylan Chief Operating Officer), Project Officer Russell Dann, Mayor Strelow, and RBDO conducted on 10 May.
- Discussed progress with Feasibility Study, investment strategy etc. All progressing on track in accordance with planned timelines (i.e. Feasibility Study completed by June / July; if favourable construction to begin around August; production to commence around April 2017)
- Established contact with key Dept. Mines staff (Peter Donaghy, Stephen Smith & Oscar Kadletz) for their perspective on project. Their view is that Carbine's Due Diligence, Feasibility Study, investment strategy is progressing satisfactorily.
- Maintained contact with Carbine reps throughout May, organised follow-up visit by Mayor and RBDO to Mount Morgan mine site with Carbine Resources Board members and project staff for 3 June.
- Maintained contact with Mount Morgan Promotion & Development (MPAD) to ensure they continue to be engaged with potential project commencement and business and economic development opportunities to flow on (e.g. supply chain, employment).

Skilling Queenslanders For Work (SQW) project

- RBDO worked with Stones Throw Consulting & Look Now Training to develop a SQW project (Rockhampton Regional Council Job Showcase) aimed at helping local people into local jobs in the health, aged care and community services sector (identified in our Economic Development Strategy as Council's largest employing industry).
- Project developed in consultation with local stakeholders / industry employers
- Proposal to submit the application approved by Council & submitted to (Qld) Dept. of Education & Training in April with decisions on successful projects expected in June.

Council Seeking Partners For Job Creation & Job Preparation Initiatives

- Arranged advertisement and follow up Media Release by Mayor Strelow seeking proposals from potential local partners to develop job creation and job preparation projects or initiatives in the Rockhampton Region to assist local people into local jobs.
- Followed up with a number of respondents with one particular proposal being developed by Community Solutions to present to the Leadership Team for review.

Dept. Of Employment Visit And Presentation To Council, Stakeholders

- Established contact with Ivan Neville Branch Manager Labour Market Research & Analysis Branch of Dept. Employment to analyse & prepare a report specifically on the Rockhampton & Capricorn Coast labour market challenges & opportunities.
- Ivan and Chris Sainsbury delivered the report and information session to Council & stakeholders (employment service providers, community agencies, govt. reps etc.) in Council Chambers on 10 May. Potential partners again encouraged to make submissions to Council.

Smart Hub

- Worked with Bitplex and Allied Business Group to secure leases for their occupancy of the Smart Hub. Announced as the initial Smart Hub tenants during Small Business Week.
- Worked with Senior Digital Officer & Media Officer to develop appropriate promotion of this initiative.

- Worked with CCIQ to secure a further lease in the Smart Hub for a CCIQ representative (to take effect from mid-June).

Visit by Consul General of China

- Consul General Dr. Zhao Yongchen, Vice Consul Ding Zhao and Consul and Chief of the Economic & Commercial Office Jiang Jiqing visited Rockhampton Region 16-17 May. Council hosted the party during their visit.
- Organised visit to coincide with World Brahman Congress. Schedule included Welcome cocktail party, visit to Fitzroy Vale Station and Teys Australia plant.
- Introduced Consul General and his party to Mayor Strelow & Councillors, key beef industry reps, Bittany Lauga, Senator Matt Canavan and others.
- Consul General followed up the visit with an invitation to the Mayor & RBDO to the One Belt One Road Initiative and North Qld Development Strategies forum to be held in Brisbane 8 June.

Singapore strategies

- RBDO and Manager Economic Development, maintained contact with Timothy Chua from International Enterprise Singapore regarding potential opportunities (e.g. health & aged sector).
- Participated in meeting with Mayor & invited stakeholders (CQU, business leaders etc.) to develop a submission to leverage off our relationship with Singapore and the recently announced Australia-Singapore Comprehensive Strategic Partnership (including defence, infrastructure, trade, education & other elements) to lobby for funds from both parties in lead up to federal election.
- Contributed to submission accordingly.

Bowen Basin Mining Club Meeting

- Councillor Fisher, Councillor Swadling, and RBDO attended the Peabody Energy & QRC Networking luncheon in Mackay on 27 May.
- Established contact with industry representatives to continue to build on our industry engagement.

Rockhampton Region Recreational Fishing Strategy

- Contributions have been made to the strategy, with particular focus on the Business Development & Support Plan (including guides, tourism operators, accommodation, retail, service industries, events etc.).
- Following the Reference Group Meeting on 27 May, RBDO was appointed to lead the Marketing & Business Taskforce Group.

Startup Capricorn

- In accordance with our enabling rather than controlling strategy, strategic information, support and input to initial meetings was provided to encourage the establishment of Startup Capricorn
- Continued attendance at meetups to ensure RRC representation and strategic (enabling) input, as well as link Startup Capricorn key players with relevant emerging information (e.g. HotDesq, Lean Launch).

Mercy Health & Aged Care

- Met with Ian Mill, Chief Executive Officer, to discuss the prominence of this industry in our Economic Development Strategy and the possible range of responses & opportunities Council may influence (e.g. SQW project, Health Precinct, "export" of expertise & supply chain elements to South East Asia).

Small Business support

- Established contact with a range of existing & emerging small to medium enterprises to scope out how Council can best support them to thrive & provide employment opportunities to local people.

Capricornia Business Awards

- Represented RRC on steering group to develop and plan the awards.
- Drafted Report to Council recommending sponsorship of \$10,000 (approved).
- Continue to work with steering group to plan the awards (to be conducted in October).

Economic Gardening

- Council continues to support this small business support initiative.

CBD support / Reference Group

- Engagement made with a wide range of CBD traders, property owners and stakeholders to 'reality check' their current business sentiment, review pre-existing discussions and scope out next steps to better support them in parallel with CBD revitalisation strategies (e.g. formation of a reference group).

DA & pre-lodgement discussions with applicants, Planners & other stakeholders

- Where appropriate (& in a collegiate and informed approach with relevant RRC Planners, Engineers etc.) have been involved in discussion with applicants, participated in pre-lodgement meetings etc. to provide a small business / economic development support perspective to proceedings.

REGIONAL PROMOTIONS**Events**

The Regional Promotions team are currently in the process of coordinating, planning and delivering the following upcoming events within the region:

Event	Anticipated Delivery Date
Rockhampton River Festival 2016 - Planning and funding applications underway	Friday, 15 July to Sunday, 17 July 2016

Marketing

The Regional Promotions team are progressing various marketing and engagement activities to promote the region. Current marketing projects include:

- The 4th edition of 'My Rockhampton' Magazine is being distributed throughout the Region
- 'Why Rockhampton' print prospectus complete and digital version active with content being added. This covers three areas; Live, Advance and GIA
- Promotional videos of region complete
- Living in Rockhampton videos underway
- RACHEL app complete and awaiting approval from Apple
- Design of Fishing Tourism Strategy complete
- Development of FIFO capability statement – design and content development

Additional Projects

- Stage 2 planning and development of Regional Signage project and Way Finding strategy.
- Ongoing content management of the Regional Website.

- The Commonwealth Games Legacy Working Group has been formed and documentation submitted.
- Currently managing the Digital Investment Prospectus Project.
- Selection and purchase of promotional material for the Region including giveaway and souvenirs.

STRATEGIC PLANNING

Major Amendment

- Working with Council to finalise the substance of the first Major Amendment to the Rockhampton Region Planning Scheme. It will contain changes to the extent of character areas and associated provisions(now limited to demolition controls), updated flood mapping and changes to improve legibility.

CBD Redevelopment Framework

- Working with Urbis to finalise preparation for a workshop with Council to confirm strategic issues and potential strategies for the ongoing preparation of the CBD Redevelopment Framework. Forum on 7 June endorsed objectives and methodology going forward.

Rockhampton Recreational Fishing Strategy

In collaboration with other sections finalised a draft Rockhampton Recreational Fishing Strategy and helped facilitate the first meeting of a stakeholder reference group on 27 May. Will seek resolution to complete community engagement during June and July.

CBD Internal Stakeholder Group

The CBD Internal Stakeholder Group continues to develop and implement short to medium term enhancements in the CBD including vinyl wrapping of utility boxes, lighting enhancements, proposals for shop façade enhancements, pop up shops and the removal of regulatory obstacles for business.

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 275 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 275 of the *Local Government Regulation 2012*, for the reasons indicated.

16.1 Development Application in Livingstone Shire Council Planning Area in Conflict with RRC Growth Trajectory

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage .

16.2 Legal Matters as at 31 May 2016

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

16 CONFIDENTIAL REPORTS

16.1 DEVELOPMENT APPLICATION IN LIVINGSTONE SHIRE COUNCIL PLANNING AREA IN CONFLICT WITH RRC GROWTH TRAJECTORY

File No: D/93-2016

Attachments: Nil

Authorising Officer: Russell Claus - Executive Manager Regional Development
Evan Pardon - Chief Executive Officer

Author: Robert Truscott - Coordinator Strategic Planning

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Livingstone Shire Council (LSC) received a development application (the application) seeking a preliminary approval for 750 rural residential allotments and a small centre on land located within LSC's jurisdiction. The subject site is in an area that is strategically important to the future growth of Rockhampton. Because of the potential impacts, LSC has requested comments from RRC. Comments have been provided to LSC outlining RRC's initial concerns in relation to the proposed development. This report discusses the possible impacts, planning considerations and how council might respond should the proponents proceed with the application.

16.2 LEGAL MATTERS AS AT 31 MAY 2016**File No:** 1392**Attachments:** 1. Legal Matters as at 31 May 2016**Authorising Officer:** Tracy Sweeney - Manager Workforce and Strategy
Ross Cheesman - General Manager Corporate Services**Author:** Travis Pegrem - Coordinator Industrial Relations and Investigations

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

SUMMARY

Coordinator Industrial Relations and Investigations presenting an update of current legal matters that Council is involved in as at 31 May 2016.

17 CLOSURE OF MEETING