



ORDINARY MEETING

AGENDA

27 SEPTEMBER 2016

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 27 September 2016 commencing at 9.00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
22 September 2016

Next Meeting Date: 11.10.16

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.

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1 OPENING

2 PRESENT

Members Present:

Acting Mayor, Councillor C R Rutherford (Chairperson)
Councillor C E Smith
Councillor M D Wickerson
Councillor A P Williams
Councillor N K Fisher

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Councillor Margaret Strelow - Leave of Absence from 13 September 2016 to 4 October 2016

Councillor Rose Swadling - Leave of Absence from 29 August 2016 to 3 October 2016

Councillor Stephen Schwarten - Leave of Absence from 13 September 2016 to 14 October 2016

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 13 September 2016

Minutes of the Special Meeting held 21 September 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 - 20 SEPTEMBER 2016

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 20 September 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, 20 September 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, 20 September 2016**9.1.2 PLANNING SECTION - AUGUST OPERATIONS REPORT**

File No: 7028
Attachments: 1. Monthly Report - August 2016
Authorising Officer: Trevor Green - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services
Author: Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

The monthly operations report for the Planning Section (Development Assessment and Building Compliance) as at 31 August 2016 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Planning Section (Development Assessment and Building Compliance) report for August 2016 be received.

Recommendation of the Planning and Regulatory Committee, 20 September 2016**9.1.3 DELIVERY OF CONSISTENT STANDARD BUILDING SERVICES AND FURTHER REPORT FOR PLANNING SERVICES - JULY OPERATIONS REPORT****File No:** 7028**Attachments:**

1. Old Report for Building Approvals Stats
2. New Report for Building Approval Stats
3. Further Monthly Report for July 2016

Authorising Officer: Trevor Green - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

This report is provided on request of the Planning and Regulatory Committee and explains how Council delivers consistent standard building certification services.

An updated monthly operations report for Planning Section (Development Assessment & Building Compliance) as at 31 July 2016 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT this report and the updated Planning Section (Development Assessment and Building Compliance) report for July 2016 be received.

Recommendation of the Planning and Regulatory Committee, 20 September 2016**9.1.4 APPLICATIONS TO BE DECIDED UNDER DELEGATION**

File No: 7028
Attachments: Nil
Authorising Officer: Trevor Green - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services
Author: Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

This report outlines the development applications received in August 2016 and whether they will be decided under delegation or decided by Council.

COMMITTEE RECOMMENDATION

THAT this report be received and the manner in which the applications be determined be endorsed.

Recommendation of the Planning and Regulatory Committee, 20 September 2016
**9.1.5 D/3-2016 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE
A MULTIPLE DWELLING (EIGHT UNITS)**

File No: D/3-2016

Attachments: 1. Locality Plan
2. Site Plan

Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
Trevor Green - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services

Author: Thomas Gardiner - Planning Officer

SUMMARY

Development Application Number: D/3-2016

Applicant: Kascot Design Studios

Real Property Address: Lot 13 on RP603409 and Lot 15 on RP603409, Parish of Archer

Common Property Address: 110 and 112 Clifton Street, Berserker

Area of Site: 2,266 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low Density Residential Zone

Planning Scheme Overlays: Nil

Existing Development: Two (2) Dwelling Houses

Existing Approvals: New Dwelling (3780/RHISTC), and New Dwelling (3781/RHISTC)

Approval Sought: Development Permit for a Material Change of Use for a Multiple Dwelling (eight units)

Level of Assessment: Impact Assessable

Submissions: Nil

Infrastructure Charges Area: Charge Area 1

Application Progress:

<i>Application Lodged:</i>	11 January 2016
<i>Acknowledgment Notice issued:</i>	25 January 2016
<i>Request for Further Information sent:</i>	9 February 2016
<i>Request for Further Information responded to:</i>	22 June 2016
<i>Submission period commenced:</i>	20 July 2016
<i>Submission period end:</i>	17 August 2016
<i>Last receipt of information from applicant:</i>	22 August 2016
<i>Council request for additional time (until 17 October 2016)</i>	1 September 2016
<i>Statutory due determination date:</i>	18 October 2016

COMMITTEE RECOMMENDATION**RECOMMENDATION A**

That in relation to the application for a Development Permit for a Material Change of Use for Multiple Dwelling (eight units), made by Kascol Design Studios, located at 110 Clifton Street and 112 Clifton Street, Berserker, described as Lot 13 on RP603409 and Lot 15 on RP603409, Council resolves to Approve the application despite its conflict with the planning scheme (subject to Recommendations B and C) and provide the following grounds to justify the decision despite the conflict:

- a) A mixture of residential land use types that provide for long-term residency are promoted as a result of the proposal, while also maintaining the existing low rise urban form which is predominant in the surrounding area;
- b) The proposal will result in the formation of low-rise multiple dwellings which are located in proximity to parks and public transport nodes;
- c) The development encourages sustainable in-fill development in an area that has full access to social and medical amenities;
- d) The proposed use does not compromise the strategic framework in the *Rockhampton Region Planning Scheme 2015*;
- e) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and
- f) The proposed development does not compromise the relevant State Planning Policy.

RECOMMENDATION B

That in relation to the application for a Development Permit for a Material Change of Use for Multiple Dwelling (eight units), made by Kascol Design Studios, located at 110 Clifton Street and 112 Clifton Street, Berserker, described as Lot 13 on RP603409 and Lot 15 on RP603409, Council resolves to Approve the application subject to the following conditions:

1.0 ADMINISTRATION

- 1.1 The Developer and his employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions of this approval must be undertaken and completed to the satisfaction of Council, at no cost to Council.
- 1.4 All conditions, works, or requirements of this approval must be undertaken and completed prior to the commencement of the use, unless otherwise stated.
- 1.5 Where applicable, infrastructure requirements of this approval must be contributed to the relevant authorities, at no cost to Council, prior to the commencement of the use, unless otherwise stated.
- 1.6 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
 - 1.6.1 Operational Works:
 - (i) Road Works;
 - (ii) Access and Parking Works;

- (iii) Stormwater Works;
 - (iv) Roof and Allotment Drainage Works; and
 - (v) Site Works
- 1.6.2 Plumbing and Drainage Works; and
- 1.6.3 Building Works.
- 1.7 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.8 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.9 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.10 Lot 13 RP 603409 and Lot 15 RP 603409 must be amalgamated and registered as one title prior to issue of a Development Permit for Building Works.
- 2.0 APPROVED PLANS AND DOCUMENTS
- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Site Plan	DAJC050915, Sheet A101, Revision C	8 March 2016
Landscaping Plan	DAJC050915, Sheet A102, Revision C	8 March 2016
Floor Plan Units 1, 2, 7, 8	DAJC050915, Sheet A103, Revision C	8 March 2016
Floor Plan Units 3 - 6	DAJC050915, Sheet A104, Revision C	8 March 2016
North and South Elevation Unit 2, 7	DAJC050915, Sheet A105, Revision C	8 March 2016
North and South Elevation Unit 9	DAJC050915, Sheet A106, Revision C	8 March 2016
North and South Elevation Unit 4 - 7	DAJC050915, Sheet A107, Revision C	8 March 2016
East and West Elevation Unit 1	DAJC050915, Sheet A108, Revision C	8 March 2016
East and West Elevation Unit 7	DAJC050915, Sheet A109, Revision C	8 March 2016
East and West Elevation Unit 4 - 7	DAJC050915, Sheet A110, Revision C	8 March 2016
Swept Paths Analysis Plan	K3384, Drawing P006, Issue B	15 April 2016
Conceptual Stormwater Management Plan	K3384-0003/A	15 April 2016

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

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

3.0 ROAD WORKS

- 3.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works on the site.
- 3.2 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, relevant *Australian Standards* and the provisions of a Development Permit for Operational Works (road works).
- 3.3 A concrete pathway, with a minimum width of 1.2 metres, must be constructed on the southern side of Clifton Street for the full frontage of the site.

4.0 ACCESS AND PARKING WORKS

- 4.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the site.
- 4.2 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking Facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 4.3 All parking spaces, access driveway(s), and vehicular manoeuvring areas associated with this proposed development must be concrete paved or asphalted.
- 4.4 The existing access to the development at Lot 13 on RP603409 and Lot 15 on RP603409 must be closed.
- 4.5 A new access to the development must be provided at Clifton Street in accordance with the *Capricorn Municipal Development Guidelines* standards.
- 4.6 Any redundant vehicular crossovers must be replaced by Council standard kerb and channel.
- 4.7 All vehicles must ingress and egress the development in a forward gear.
- 4.8 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard 2890.2 "Parking Facilities - Off Street Commercial Facilities"*.
- 4.9 A minimum of twelve (12) parking spaces must be provided on-site. This includes eight (8) covered car parking spaces and four (4) visitor's car parking spaces.
- 4.10 Universal access parking spaces must be provided in accordance with *Australian Standard AS2890.6 "Parking Facilities - Off-Street parking for people with disabilities"*.
- 4.11 Any application for a Development Permit for Operational Works (access and parking works) must be accompanied by detailed and scaled plans which demonstrate the turning movements/swept paths of the largest vehicle to access the site including refuse collection vehicles.
- 4.12 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of Uniform Traffic Control Devices"* and *Australian Standard AS2890.1 "Parking Facilities – Off-street Car Parking"*.
- 4.13 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for Roads and Public Spaces"*.

5.0 SEWERAGE WORKS

- 5.1 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008* and the *Plumbing and Drainage Act 2002*.
- 5.2 The development must be connected to Council's reticulated sewerage network via single service connection point. All other redundant service connection point(s) must be removed.
- 5.3 The existing sewerage connection point(s) must be retained and upgraded, if necessary, to service the development.
- 5.4 The finished sewerage access chamber surface must be at a sufficient level to avoid ponding of stormwater above the top of the chamber. A heavy duty trafficable lid must be provided in the trafficable area.
- 5.5 Sewer connections located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with trafficable lids.

6.0 WATER WORKS

- 6.1 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008* and the *Plumbing and Drainage Act 2002*.
- 6.2 The development must be connected to Council's reticulated water supply network via single service connection point. All other redundant service connection point(s) must be removed.
- 6.3 The existing water service connection point(s) must be retained and upgraded, if necessary, to service the development.
- 6.4 The proposed development must be provided with a master meter at the property boundary and sub meters for each sole occupancy building in accordance with the *Queensland Plumbing and Drainage Code* and Council's Sub-metering Policy.
- 6.5 Water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface level and must be provided with heavy duty trafficable lids.
- 6.6 A new fire hydrant must be installed on 100 millimetre diameter water main at Clifton Street in front of the common property boundary.

7.0 PLUMBING AND DRAINAGE WORKS

- 7.1 All internal plumbing and sanitary drainage works must be in accordance with regulated work under the *Plumbing and Drainage Act 2002* and Council's Plumbing and Drainage Policies.
- 7.2 Disconnection of internal plumbing and sanitary drainage works associated with the existing dwellings must be in accordance with regulated work under the *Plumbing and Drainage Act 2002*.

8.0 STORMWATER WORKS

- 8.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works on the site.
- 8.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual, Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 8.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect adjoining land or infrastructure in comparison to the pre-development condition by way of blocking, altering or diverting existing stormwater runoff patterns or have the potential to cause damage to other infrastructure.

- 8.4 Stormwater pipe works must be constructed to accommodate stormwater from adjacent eastern property. Detailed design must be finalised and approval must be obtained at Operational Works application stage.
- 8.5 Proposed stormwater detention tank must be re-designed or re-located to maintain adequate distance with existing sewerage main. Detail must be finalised at the Operational Works application stage.
- 8.6 The proposed development must achieve no increase in peak stormwater runoff for a selected range of storm events up to and including the one in one hundred year storm event (100 year Average Recurrence Interval) for the post development condition.

9.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 9.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any drainage works on the site.
- 9.2 All roof and allotment drainage must be in accordance with the requirements of the *Queensland Urban Drainage Manual* and the *Capricorn Municipal Development Guidelines*.
- 9.3 All roof and allotment drainage must be discharged such that it does not restrict, impair or change the natural flow of runoff water or cause a nuisance to adjoining properties or infrastructure.

10.0 SITE WORKS

- 10.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works.
- 10.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan which clearly identifies the following:
 - 10.2.1 the location of cut and/or fill;
 - 10.2.2 the type of fill to be used and the manner in which it is to be compacted;
 - 10.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
 - 10.2.4 details of any proposed access routes to the site which are intended to be used to transport fill to or from the site; and
 - 10.2.5 the maintenance of access roads to and from the site so that they are free of all cut and/or fill material and cleaned as necessary.
- 10.3 All earthworks must be undertaken in accordance with *Australian Standards, AS3798 "Guidelines on Earthworks for Commercial and Residential Developments"*.
- 10.4 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to adjoining properties or infrastructure.
- 10.5 Proposed retaining walls must be re-designed to suit with proposed stormwater pipe structures for the eastern property. Detailed design must be finalised and approved at the Operational Works application stage.
- 10.6 The structural design of all retaining walls above one (1) metre in height must be separately and specifically certified by a Registered Professional Engineer of Queensland as part of the Operational Works submission. A Registered Professional Engineer of Queensland must on completion certify that all works are compliant with the approved design.
- 10.7 The approved design and/or the construction of the retaining walls must not be modified or altered without Council's prior written approval.

11.0 BUILDING WORKS

- 11.1 The existing dwellings on the subject land must be demolished and a Development Permit for Building Works (demolition) must be obtained prior to the commencement of demolition works on the development site.
- 11.2 All external elements, such as air conditioners, pool and spa pumps and associated equipment, must be adequately screened from public view, to Council's satisfaction.
- 11.3 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as not to cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 11.4 All building works and proposed car parking roof structures must be undertaken in accordance with *Queensland Development Code, Mandatory Part 1.4* for building over or near relevant infrastructure

12.0 LANDSCAPING WORKS

- 12.1 All landscaping must be constructed and/or established in accordance with the approved plans (refer to condition 2.1), prior to the commencement of the use.
- 12.2 The landscaped areas must be subject to:
 - 12.2.1 a watering and maintenance plan during the establishment moment; and
 - 12.2.2 an ongoing maintenance and replanting programme.
- 12.3 The private open space of each unit must be appropriately screened to Council's satisfaction to prevent viewing of the private open space from a public space and adjoining properties.

13.0 ELECTRICITY

- 13.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.
- 13.2 Evidence that the development is provided with electricity services from the relevant service provider must be provided to Council, prior to the commencement of the use.

14.0 TELECOMMUNICATIONS

- 14.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider. Unless otherwise stipulated by telecommunications legislation at the time of installation, this includes all necessary pits and pipes, and conduits that provide a connection to the telecommunications network.
- 14.2 Evidence that the development is provided with telecommunications services from the relevant service provider must be provided to Council, prior to the commencement of the use.

Note: The *Telecommunications Act 1997* (Cth) specifies where the deployment of optical fibre and the installation of fibre-ready facilities is required.

Note: For telecommunications services, written evidence must be in the form of either a "Telecommunications Infrastructure Provisioning Confirmation" where such services are provided by Telstra or a "Notice of Practical Completion" where such services are provided by the NBN.

15.0 ASSET MANAGEMENT

- 15.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be at full cost to the Developer.
- 15.2 Any damage to existing water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land, pathway,

roads, kerb and channel and stormwater gullies and drainage lines) which may occur during any works carried out in association with the approved development must be repaired. This must include the reinstatement of the existing traffic signs and pavement markings which may have been removed.

- 15.3 'As constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the Manual for Submission of Digital As Constructed Information.

16.0 OPERATING PROCEDURES

- 16.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the site. No storage of materials, parking of construction machinery or contractors' vehicles will be permitted in Clifton Street.

17.0 ENVIRONMENTAL HEALTH

- 17.1 Noise emitted from the activity must not cause an environmental nuisance.
- 17.2 Operations on the site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light, noise or dust.

ADVISORY NOTES

NOTE 1. Aboriginal Cultural Heritage

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

NOTE 2. Asbestos Removal

Any demolition and/or removal works involving asbestos materials must be undertaken in accordance with the requirements of the *Work Health and Safety Act 2011* and *Public Health Act 2005*.

NOTE 3. General Safety Of Public During Construction

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

NOTE 4. General Environmental Duty

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

NOTE 5. Adopted Infrastructure Charges Notice

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

RECOMMENDATION C

That in relation to the application for a Development Permit for a Material Change of Use for a Multiple Dwelling (eight units), made by Kascol Design Studios, located at 110 Clifton Street and 112 Clifton Street, Berserker, described as Lot 13 on RP603409 and Lot 15 on RP603409, Council resolves to issue an Infrastructure Charges Notice for the amount of \$102,000.00.

Recommendation of the Planning and Regulatory Committee, 20 September 2016
9.1.6 D/174-2015 - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT FOR A MATERIAL CHANGE OF USE FOR A RESIDENTIAL CARE FACILITY

File No: D/174-2015

Attachments: 1. Locality Plan
2. Proposed Floor Plan

Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
Trevor Green - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services

Author: Alyce James - Planning Officer

SUMMARY

Development Application Number: D/174-2015

Applicant: Rockhampton Benevolent Homes Society Incorporated C/- ADAMS + SPARKES Town Planning

Real Property Address: Lot 2 on CP890319 and Lot 4 on SP220782

Common Property Address: 60 West Street, The Range

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low Density Residential Zone

Type of Approval: Development Permit for a Material Change of Use for a Residential Care Facility

Date of Decision: 24 May 2016

Application Lodgement Fee: \$3,178.00

Infrastructure Charges: \$229,251.00

Infrastructure charges incentive: Eligible for a 50% discount for infrastructure charges (All other areas)

Incentives sought: Refund of Development Application Fees (100%)
Refund of Service and Connection Fees
Applied for a 75% discount for infrastructure charges
Refund of Development Application Fees (100%)
Refund of Service and Connection Fees

COMMITTEE RECOMMENDATION

THAT in relation to the application under the Development Incentives Policy for a Development Permit for a Material Change of Use for a Residential Care Facility, on Lot 2 on CP890319 and Lot 4 on SP220782, located at 60 West Street, The Range, Council resolves to approve the request as follows:

- a. A seventy-five (75) per cent reduction of infrastructure charges to the amount of \$171,938.25 (therefore the total infrastructure charge would be \$57,312.75);
- b. A refund of the application lodgement fee of \$3,178.00 on completion of the development;
- c. A refund of Council's water meter and service connection fees on completion of the development; and
- d. That Council enter into an agreement with the applicant in relation to (a), (b) and (c).

9.2 INFRASTRUCTURE COMMITTEE MEETING - 20 SEPTEMBER 2016**RECOMMENDATION**

THAT the Minutes of the Infrastructure Committee meeting, held on 20 September 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, 20 September 2016**9.2.1 CROSSOVER COMPLIANCE LOCAL LAW 4 - AMENDMENTS**

File No: 7028, 11698

Attachments:

1. Local Law 4 - Section 11 Amendment
2. King & Company - Legal Opinion
3. King & Company - Compliance Notice
4. King & Company - Local Law 4 Amendments

Authorising Officer: Martin Crow - Acting General Manager Regional Services

Author: David Bremert - Manager Civil Operations

SUMMARY

Approval is sought to amend and or add wording in Section 11 (1) and Section 11 (1) (c) and to delete Paragraph 2 Section 11 Local Law No 4. (Local Government Controlled Areas, Facilities and Roads) 2011 - "Compliance notice about a road or footpath".

COMMITTEE RECOMMENDATION

THAT Council take the necessary actions in accordance with the *Local Government Act 2009* to amend Local Law No 4. (Local Government Controlled Areas, Facilities and Roads) 2011, as per instructed by Council's Legal Advisor, King & Co Solicitors (Attachment 2), to give effect to the following:-

1. Section 11 (1) delete the wording of "*the local government*" and replace with "*An authorised person*" as per Attachment 1.
2. Section 11 (1) (b) delete the wording of "*by the local government*" as per Attachment 1.
3. Section 11 (1) (c) delete the wording "*maintain or repair a vehicle crossing which provides vehicular access between the land and the road to a standard specified by the local government*" and add the wording "*If a vehicle crossing provides vehicular access between the land and the road - maintain, repair or alter the vehicle crossing, or construct a new or modified vehicle crossing, to a standard specified*" as per Attachment 1.
4. Section 11 (1) (d) delete the wording "*by the local government*" as per Attachment 1.
5. Section 11 (2), (1) delete and replace with "*(1) (a) or (b)*", as per Attachment 1.

Recommendation of the Infrastructure Committee, 20 September 2016**9.2.2 BUSINESS OUTSTANDING TABLE**

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, 20 September 2016**9.2.3 ENGINEERING SERVICES MONTHLY OPERATIONS REPORT - SEPTEMBER 2016**

File No: 7028
Attachments: 1. Monthly Operations Report
Authorising Officer: Martin Crow - Acting General Manager Regional Services
Author: Martin Crow - Acting General Manager Regional Services

SUMMARY

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

COMMITTEE RECOMMENDATION

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

Recommendation of the Infrastructure Committee, 20 September 2016**9.2.4 CIVIL OPERATIONS MONTHLY OPERATIONS REPORT - AUGUST 2016**

File No: 7028

Attachments:

1. Monthly Operations Report - Civil Operations 31 August 2016
2. Works Program August - September 2016

Authorising Officer: Martin Crow - Acting General Manager Regional Services

Author: David Bremert - Manager Civil Operations

SUMMARY

This report outlines Civil Operations Monthly Operations Report 31 August 2016 (attachment 1), and also Works Program of planned projects for the months August – September 2016.

COMMITTEE RECOMMENDATION

THAT the Civil Operations Monthly Operations Report for September 2016 be received.

Recommendation of the Infrastructure Committee, 20 September 2016**9.2.5 BEVIS STREET - RECONSTRUCTION OF THE ROAD INCLUDING KERBING****File No:** 216609**Attachments:**

1. Attachment 1 - Location of Bevis Street
2. Attachment 2 - Bevis Street Current Condition

Authorising Officer: Martin Crow - Acting General Manager Regional Services**Author:** David Bremert - Manager Civil Operations

SUMMARY

Bevis Street is an urban street that runs from Cavell Road to Wandal Road. The road is sealed and has existing kerbing and stormwater system.

The road is in poor condition and requires rectification works. This project was included in the 2015/16 Budget but was not completed and for various reasons the project has not been funded in the 2016/17 Capital Budget.

COMMITTEE RECOMMENDATION

1. THAT Council approves the reconstruction of Bevis Street with a spray seal only for \$100,000 budget.
2. THAT Council transfers the funds from 1064932 (N) UCC-FP-Carlton Street – Orr Avenue to McLaughlin St - \$102,000 to fund the Bevis Street reconstruction.
3. THAT the Carlton Street – Orr Avenue to McLaughlin Street footpath for \$102,000 be placed in the 2017/18 Capital program.

Recommendation of the Infrastructure Committee, 20 September 2016**9.2.6 RE-NAMING SECTION OF PANDORA ROAD, ALTON DOWNS****File No:** 8054

Attachments:

1. Road naming submissions (included in Confidential)
2. Assessment criteria and results (included in Confidential)
3. Map location of road to be re-named
4. Survey plan

Authorising Officer: Peter Kofod - General Manager Regional Services
Martin Crow - Manager Engineering Services
Angus Russell - Coordinator Strategic Infrastructure

Author: Stuart Singer - Technical Officer

SUMMARY

This report provides a recommendation for the re-naming of the discontinuous 450m southern section of Pandora Road, Alton Downs and seeks Council's adoption of this name.

COMMITTEE RECOMMENDATION

THAT the existing discontinuous 450m southern section of Pandora Road, Alton Downs be re-named 'Harrett Road'.

9.3 AIRPORT, WATER AND WASTE COMMITTEE MEETING - 20 SEPTEMBER 2016**RECOMMENDATION**

THAT the Minutes of the Airport, Water and Waste Committee meeting, held on 20 September 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, 20 September 2016**9.3.1 FRW MONTHLY OPERATIONS REPORT - AUGUST 2016****File No:** 1466**Attachments:** 1. FRW Monthly Operations Report - August 2016**Authorising Officer:** Peter Kofod - 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 August 2016.

COMMITTEE RECOMMENDATION

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

Recommendation of the Airport, Water and Waste Committee, 20 September 2016**9.3.2 CORPORATE SERVICES DEPARTMENT - ROCKHAMPTON AIRPORT -
MONTHLY OPERATIONS AND ANNUAL PERFORMANCE PLAN REPORT****File No:** 7927**Attachments:** 1. Rockhampton Airport Monthly Operations
Report**Authorising Officer:** Ross Cheesman - Acting Chief Executive Officer**Author:** Scott Waters - Acting Executive Manager Regional
Development

SUMMARY

The monthly operations and annual performance plan report for the Rockhampton Airport as at 31 August 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 August 2016 be "received".

Recommendation of the Airport, Water and Waste Committee, 20 September 2016**9.3.3 ROCKHAMPTON REGIONAL WASTE AND RECYCLING OPERATIONAL REPORT FOR PERIOD 1 TO 31 AUGUST 2016**

File No: 7927
Attachments: 1. RRWR Operational Report August 2016
Authorising Officer: Martin Crow - Acting General Manager Regional Services
Author: Craig Dunglison - Manager RRWR

SUMMARY

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

COMMITTEE RECOMMENDATION

THAT the RRWR Operations report for August 2016 be received.

9.4 PARKS, RECREATION AND SPORT COMMITTEE MEETING - 21 SEPTEMBER 2016**RECOMMENDATION**

THAT the Minutes of the Parks, Recreation and Sport Committee meeting, held on 21 September 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, 21 September 2016**9.4.1 PARKS AND OPEN SPACE OPERATIONS REPORT - AUGUST 2016****File No:** 1464**Attachments:** 1. Parks and Open Space Operations Report - August 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 month of August 2016.

COMMITTEE RECOMMENDATION

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

Recommendation of the Parks, Recreation and Sport Committee, 21 September 2016**9.4.2 MOUNT ARCHER ACTIVATION MASTER PLAN TASKFORCE UPDATE NO.1****File No: 5918****Attachments: 1. Taskforce Meeting No.1 Mount Archer
Activation Master Plan 4 August Meeting****Authorising Officer: Margaret Barrett - Manager Parks
Michael Rowe - General Manager Community Services****Author: Wade Clark - Community Engagement Officer**

SUMMARY

The Mount Archer Activation Master Plan Taskforce group has met for the first time and an update is provided to Council on various projects that are being progressed by this group.

COMMITTEE RECOMMENDATION

THAT the report on the Mount Archer Activation Master Plan Taskforce be received.

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 LOCAL DISASTER MANAGEMENT PLAN

File No: 3086

Attachments: 1. Rockhampton Region Local Disaster Management Plan 2016

Authorising Officer: Evan Pardon - Chief Executive Officer

Author: Peter Kofod - General Manager Regional Services

SUMMARY

A local government may review, or renew, its local disaster management plan when the local government considers it appropriate. The Rockhampton Region Local Disaster Management Plan has recently been reviewed and is submitted for endorsement by the Council.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Region Local Disaster Management Plan 2016 be endorsed.

COMMENTARY

The Rockhampton Local Disaster Management Plan (LDMP) has been reviewed and amended in accordance with legislative guidelines and the Rockhampton LDMP assigned schedule.

The Rockhampton Region Disaster Management Plan has recently been reviewed and circulated to LDMG members for comment. Any feedback from LDMG members has been incorporated where appropriate. The LDMP was also reviewed having regard for the Inspector General Emergency Management's framework. The Plan has also been reviewed by the District Disaster Management Executive and local QFES representatives.

Only the main body of the LDMP is provided as an attachment to this report and should Councillors require a full copy of the Plan including sub-plans this will be made available electronically.

The endorsed Rockhampton Region LDMP will be made available on the Council's website and copies will be available for perusal at the Council's Libraries and Customer Services offices. The LDMG complies with the Information Privacy Act 2009 by allowing only the version which excludes personal details and detailed response and recovery.

Changes from Existing Plan

There have not been significant changes to the LDMP other than those required by legislative changes, State Government structural changes and those resulting from circumstances such as updated studies or previous events. The key changes are:

A number of studies have been completed since this external risk assessment study was undertaken have been included in the document:

- Gracemere Stormwater Catchments Study 2012
- North Rockhampton Local Creek Catchment Flood Study 2014
- RRC Bushfire Management Strategy 2015

The revised plan has extended the number of days to be self-reliant from 24hr to 3 days, where possible.

The consequence of heatwave has been elevated from a minor to moderate consequence in the Natural Hazards Risk Register.

The complete changes in this LDMP from the existing LDMP can be reviewed in the track changes document available upon request.

Conclusion

The Rockhampton LDMP has been revised to not only be legislatively compliant but also effective for functional management through integration of LDMG membership agency activities and resources.

LOCAL DISASTER MANAGEMENT PLAN

Rockhampton Region Local Disaster Management Plan 2016

Meeting Date: 27 September 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)
DMR	Disaster Management Regulations (2014)
DTMR	Department of Transport and Main Roads
EAP	Event Action Plan
FRW	Fitzroy River Water
Guardian	Content Management System used by Rockhampton Regional Council
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 Services
QFES EM	Queensland Fire and Emergency Services - Emergency Management
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 Coordination 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

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Foreword 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
LDMP2015.2	14/06/2016	Sam Williams	14/06/2016
LDMG2016.1	24/08/2016	Sam Williams	24/08/2016

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;
- b) the roles and responsibilities of entities involved in disaster operations and disaster management in the area;
- c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned above;
- d) events that are likely to happen in the area;
- e) strategies and priorities for disaster management for the area;
- f) the matters stated in the disaster management guidelines as matters to be included in the plan; and
- g) 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 enhance 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 Queensland Fire and Emergency Services 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 Queensland Disaster Management Committee.

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 2015 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 <http://www.disaster.qld.gov.au/Disaster-Resources>.

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 before, during and 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 Disaster Management Regulations 2014 (DMR) 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

- a) the chief executive; and
- b) the chairperson for the disaster district in which the local group is situated.

Furthermore section 14 of the DMR 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 DMR section 12 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 DMR. 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 13 of the DMR, 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.

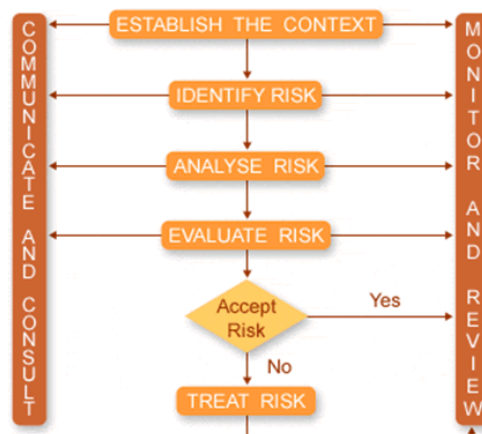


4 DISASTER RISK MANAGEMENT

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 by Aurecon. 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

A number of related studies have been completed since this external risk assessment study was undertaken such as:

- Gracemere Stormwater Catchments Study 2012.
- North Rockhampton Local Creek Catchment Flood Study 2014
- RRC Bushfire Management Strategy 2015

Details on the risk assessment process and the resulting annually reviewed 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 that the responsible agencies incorporate identified risk treatment options and/or 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 Australian Dangerous Goods Code, Australian Code for the Transport of Dangerous Goods by Road & Rail, and Work Health and Safety Regulation 2011, 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, development and land management process. The following provides an overview but not limited to 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, as well as Councils fact sheets. These are available on request to Customer Service or the Disaster Management Officer, and on Council's website.

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 Services (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, testing and exercising 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 identify, prepare and develop operational guidelines for emergency evacuation centres and community recovery centres, with annual reviews.

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

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 three (3) days. They also need to be encouraged to have a personal household emergency disaster plan.

5.2.1 Sub Plan

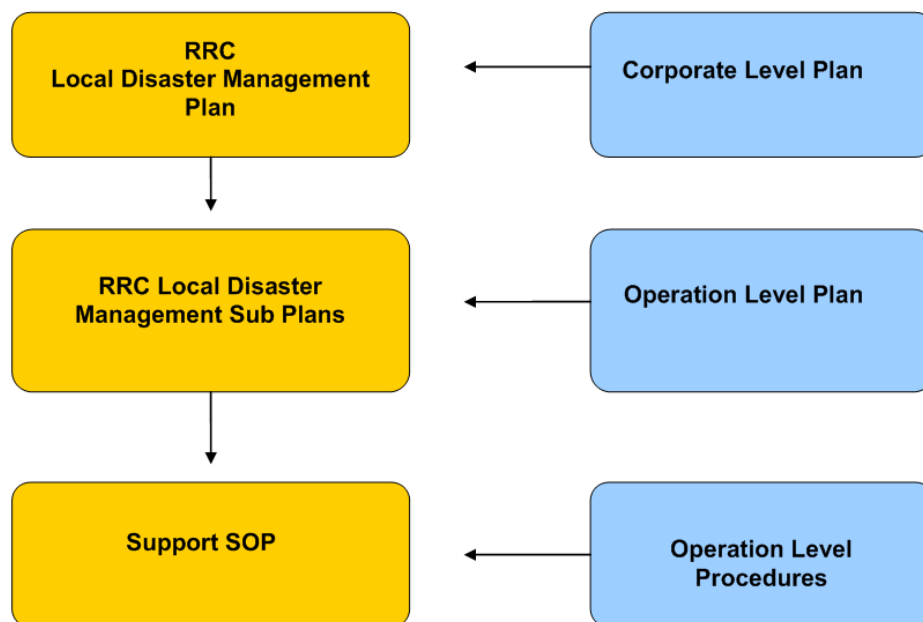
A sub plan is a document describing roles, responsibilities and arrangements for performance of a key response or recovery function.

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 outlines the procedures to be followed when the Sub Plan is activated.

It is critical in the preparedness phase that these plans and SOP's are reviewed at all levels, across all agencies.

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 and reviewed annually as a major component of preparedness.

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.

These have already been outlined in section 3.3 however 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. The operational readiness of this centre is a critical component in preparedness.

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 maintaining a record of associated training for LDMG members including advisors. It is the agencies responsibility to ensure their representatives on the LDMG and LDCC are appropriately trained.

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 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.

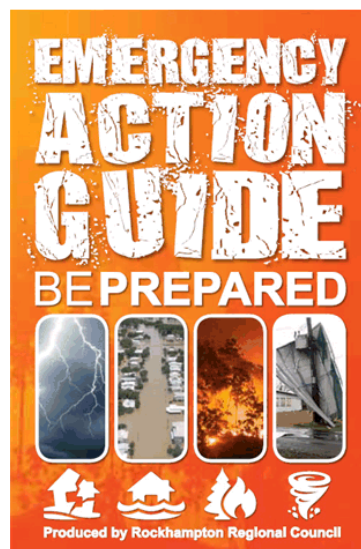
Public education includes programs designed by Council in conjunction with partner agencies and the LDMG, together with material prepared by agencies, that:

- 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 such as 2012's event "Community Resilience and Recovery: Identify, implement and improve. This successful event was the beginning of an annual program holding 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. These have been identified in section 3.6 of reporting, as well as 5.2.4 for exercising however they also for a critical component in understanding the agencies and/or LDMG's current capacity and/or operational limitations.

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.

The above response capability is outlined in this section, being preparedness due to without having this process permanently in place and a part of the preparedness phase then it has been proven to greatly impact on the response.

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;
- 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 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 as defined by the LDMG
- and/or concludes when agencies have the internal capacity and capability to manage all anticipated request, through the LDMG.

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 Emergency Services 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 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 authorised 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 are:

1. Alert

A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat. This could include the Chair of the LDMG and/or Local Disaster Coordinator being 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

An operational state prior to "stand up" characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster Coordination Centres are on standby; prepared but not activated. The triggers for this stage are but not limited to:

- 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 coordinate this process.

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.

Triggers for each activation level are outlined in Sub Plan No.6 Local Disaster Coordination Centre as well as threat specific sub plans.

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) providing regular updates through the LDCC and LDMG and will be allocated tasks of those resources by the LDMG and/or LDCC through their liaison officer or delegate.

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 LDMP (*Annexure 13*).

5.3.12 Sub Plans

As already outlined in section 5.2.1 of this plan, when responding to an event consideration to the relevant sub plan must be given.

To reinforce these sub plans importance we have outlined them again. 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;
- participation in DDMG telephone conferences;
- submission of "requests for assistance" as required/determined by LDMG; and
- establishment of electronic (email) communication where possible between LDMG & DDMG as well as the previous points.

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). These are just some examples.

Following Queensland Disaster Management Arrangements, once a group's resources within the local governments area are exhausted a request is sent upwards to the next level. Should available resources at the local government area 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 endorsement 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 including coordination of resources, information, intelligence, communication and all agencies involved.

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 Emergency Services are the lead agency and will control all agencies that are contributing to wildfire management through the LDMG and LDCC. 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 on the LDMG.

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

Event Action Plan (EAP)

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 EAP 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. This may also include Council to Council requests (C2C).

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, as outlined in *annexure 5*, the Chairperson/Deputy Chairperson of the LDMG shall be involved in making public announcements and providing press releases. In events where local government is not the lead agency, public announcements and communication should be endorsed by the LDMG and/or LDCC prior to release by the agency or the above process.

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 five elements of recovery are:

- Human-social (including psychosocial recovery);
- Building;
- Transport;
- Economic (including financial and political considerations and business continuity); and
- Environmental.

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 impacted communities of emergency or disaster events within the Council area.

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

- coordination 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 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 immediate, short, medium and long 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;
- take over the Evacuation Centre Sub-plan and implement the 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 and any other agencies including insurance;
- 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 human & social 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. The major radio tower situated on Mt Archer near 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 (Building and Asset Services) 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: www.disasterassist.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: www.disasterassist.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 or through grant funding for the home owner; 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 www.disasterassist.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, as well as loss of employment and community services.

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

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 (Stanwell – Storage Dam; Sunwater – Eden Bann)	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 Services (Rural) - Queensland Fire & Emergency Services (Urban)	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 Services	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 Police Service	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 Services	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".

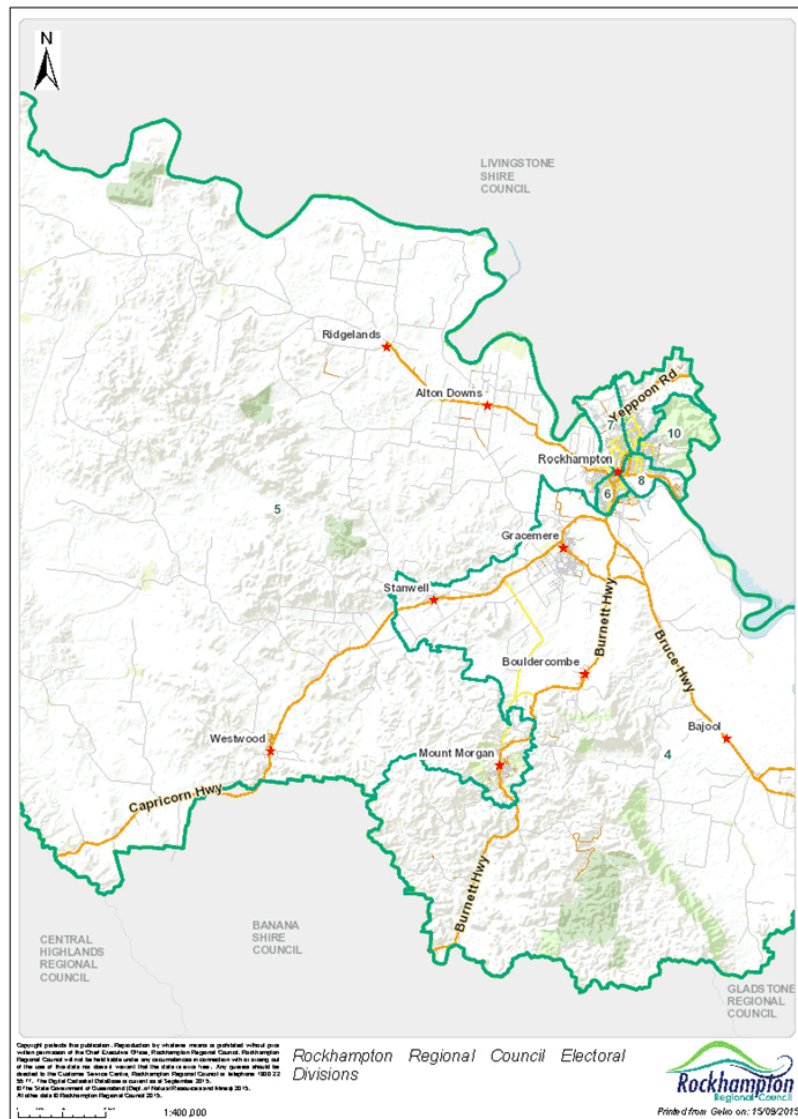
The Rockhampton Regional Council area is a growing residential area, with significant rural and rural residential areas, and some commercial and industrial land uses. The Council area encompasses a total land area of over 6,500 square kilometers, including national parks and state forests. The main urban 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, fruit & crop 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 (Goodeddulla, 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 University TAFE (Rockhampton Campuses), Central Queensland University (Rockhampton Campus) and several state forests.

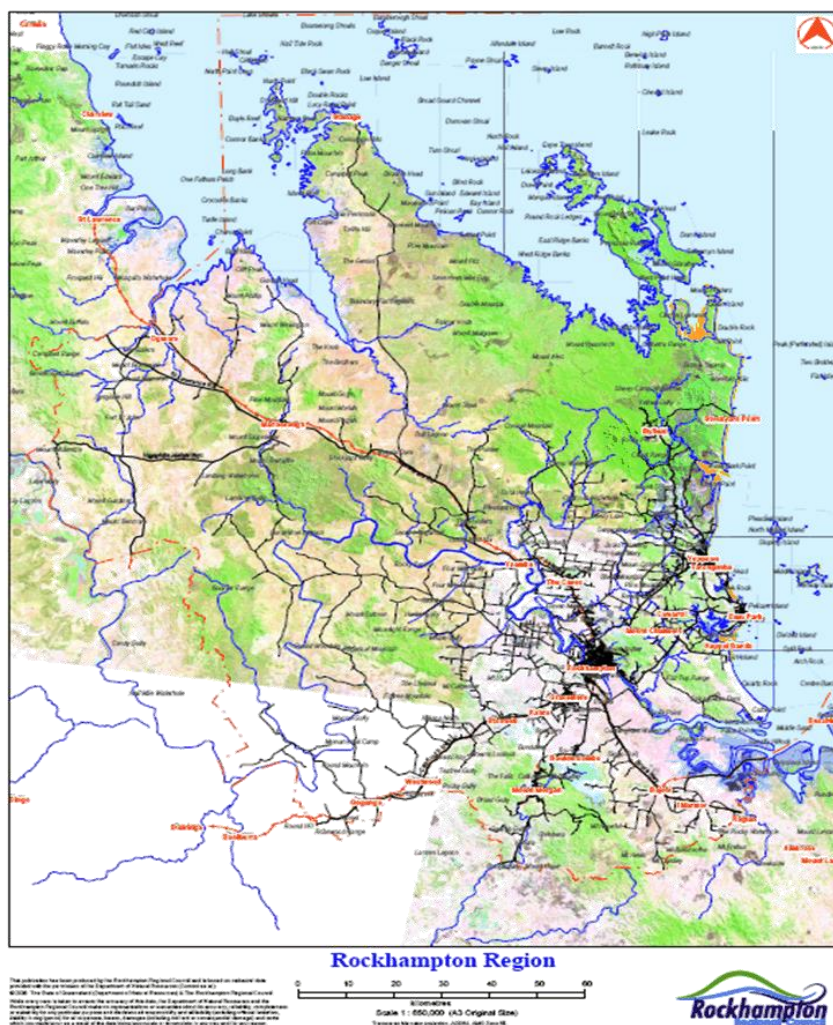
For local government electoral purposes the Region is divided into ten electoral divisions. The following map depicts the relevant electoral divisions of Rockhampton Regional Council.



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 Bialela 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> 190-194 Musgrave Street Rockhampton	Australian Govt	
<i>Australian Broadcasting Corporation</i> ABC Capricornia 236 Quay St Rockhampton Ph: 4924 5111	Australian Govt	
<i>Bureau of Meteorology</i> Regional Office Rockhampton Airport – Ph: 4922 3597	Australian Govt	
<i>Family Court of Australia</i> 16 East Street Rockhampton – Ph 1300 352 000	Australian Govt	
<i>Medicare Australia</i> Shop 20A City Centre Plaza Bolsover Street – Ph: 132011	Australian Govt	
<i>Emergency Services Dept</i> Level 3 Suncorp Metway Building 34 East St Rockhampton – 4938	Qld Govt	
Justice & Attorney General Dept <i>Magistrates Court</i> East Street Rockhampton Ph: 4938 4558	Australian Govt	
TAFE Qld Canning St Rockhampton Bolsover St Rockhampton		
Local Government Rockhampton City Hall Bolsover Street	Local Government	
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. Main arterial road from Rockhampton to the Coastal town of Yeppoon. Important transport corridor for the coastal communities of the region.
Rockhampton Emu Park Road	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
Fitzroy River 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.
Neville Hewitt Bridge	Queensland Department Main Roads	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 Australian Dangerous Goods Code Edition 7.4 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.
Heatwave	Whole of the Region	Whole of the region at risk potentially all year round with varying climatic conditions

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	Moderate	High
	Buildings	Likely	Minor	Medium
	Environment	Likely	Minor	Medium
	Business	Likely	Moderate	High
	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

[illegible]

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	CONFIDENCE LEVEL	VULNERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	RESPONSIBLE AGENCY
2. STORM SURGE	2.1	Storm Surge impacts will be experienced along the lower lying coastal areas of the RRC from Port Alma to Storage and all the offshore islands - no data for Storage, Loss of Wetlands.	Natural Hazards DVD & website information	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LQCC Trained LQCC members Trained LQCC staff	People	Minor	Possible	Low	Moderate Confidence	Usually Acceptable	22. Storm tide maps maintained of Flinders River and Port Alma. 23. If accurate at risk areas as required. 24. Public education/awareness	Moderate	Possible	Medium	22. Place Storm tide maps on Council website 23.24. Include within community awareness programmes	RRC
	2.2	Buildings along coastal frontages specifically at risk of damage	Natural Storm Tide Mapping between Douglas and Capper Sands	Local Disaster Management Plans including Evacuation sub plan	Buildings	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	25. Update mapping to cover entire coastline - including islands 26. If accurate 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 freshwater/coastal vegetation. Possible contamination of damage to sewerage systems	GIS Coastal Plan (CDMP)	CDMP Coastal Management Plans Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Public Health sub plan	Environment	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	28. Erosion shoreline protection measures to be maintained/reviewed	Moderate	Possible	Medium	28. Refer to coastal management plans within LQMP	RRC
	2.4	Business may suffer a prolonged disruption	Business Continuity Plans Public awareness/education	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Trained LQCC members	Business	Minor	Possible	Low	Moderate Confidence	Usually Acceptable	29. Business events develop Business Continuity Plans Public awareness and education.	Minor	Possible	Low	29. Include in ongoing public awareness campaigns, as well as regional whole region business register	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 NDRRA	Lifelines	Minor	Possible	Low	Moderate Confidence	Usually Acceptable	30. GIS based assessment of infrastructure at risk	Minor	Possible	Low	30. Use Council GIS to carry out assessment and annually update	RRC
	2.6	Damage or disruption to coastal facilities - Rockpool Bay Hydrocar Pump stations and electrical substations	Public education - Post Impact Assessment Plan - Pump Systems included within Council GIS	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Critical Facilities	Minor	Possible	Low	Moderate Confidence	Usually Acceptable	31. Workshop operators develop emergency action plans and business continuity plans. 32. Engage in provide infrastructure data for inclusion within Council GIS	Minor	Possible	Low	31. Encourage workshop operators to develop plans 32. Engage in cooperation through provision of relevant information	RRC
3. FLOODING - LOCAL Local flooding of creeks and waterways - including flash flooding	3.1	Flash flooding may occur without warning - people may be trapped in rapidly rising water and potentially lost moving - possible fatalities (eg Broadbeach incident 2005). Other areas include: - Storm Creek/Inland - here have been lost before - Beyond New Mile - Storage Bay Road regularly cut - Areas around Mt Morgan (Cape David) People affected may include tourists visiting for local events - lack of knowledge of local waterways and flooding Potential isolation of people due to rapidly rising waters	A number of flood studies already completed for Tropic area. Two completed in Rockhampton. Public education Qld Govt NDRRA Emergency Response Policy Established LQCC Trained LQCC members Trained LQCC staff	People	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	33. Flood studies of local creeks and flash flood prone areas 34. If accurate at risk areas where possible/required 35. Public Education	Moderate	Possible	Medium	33. Local catchment creek flood study completed and updated as required. Other locations and systems outlined in RRC 34.35. Include in ongoing public education 36. Investigate flash flooding 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 in businesses before, during and after the event as part of LQMS Disaster Plan 40. Consider isolated public awareness campaigns	33. Local catchment creek flood study completed and updated as required. Other locations and systems outlined in RRC 34.35. Include in ongoing public education 36. Investigate flash flooding warning systems 37. GIS Mapping of properties, businesses and infrastructure at risk 38. Consideration of plans to mitigate impacts of flooding 39. Ensure LQMS and relevant Council staff are aware of mapping policy	RRC
	3.2	Damage to properties from rapidly rising water in local creeks - structural and internal damage to dwellings (eg, rotting and undermining of foundations, oil and water damage to internal/floors, carpets and walls)	Public education/awareness	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Public Health sub plan	Buildings	Moderate	Likely	High	Low Confidence	Tolerable subject to ALARP	41. Prepare list of properties at risk available using Council's GIS	Moderate	Likely	High	41. Include in public awareness campaigns 42. Use Council GIS to carry out mapping based on results of flood investigations and/or studies	RRC
	3.3	Damage to vegetation along waterway corridors, potential scour and erosion of banks Potential contamination from sewage overflows	State Government responsibility	Local Disaster Management Plans including Recovery & Public Health sub plan	Environment	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	42. Confirm if any state government plans exist	Minor	Likely	Medium	42. Review situation as required with all agencies	RRC
	3.4	Potential damage to businesses due to rapidly rising water with limited or no warning time	Public Education business continuity plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Business	Minor	Possible	Low	Moderate Confidence	Usually Acceptable	43. Encourage businesses to have contingency plans to mitigate the impact of these events	Minor	Possible	Low	43. Include in public education campaigns	RRC
	3.5	Damage to roadways and bridges of roadways preventing access to emergency services, local accessways included (eg Fluorescence Road, Mt Morgan) Damage to sewerage systems	Post Impact Assessment Plan & Public Works & Engineering Plan	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Lifelines	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	44. GIS based assessment of infrastructure at risk 45. If accurate at risk areas where possible	Moderate	Possible	Medium	44. Carry out GIS based assessment 45. Include in public education mapping	RRC
	3.6	Amulance Station in Rockhampton (Flinders St) affected by flash flooding in 2005			Critical Facilities	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	46. Streamlined Ambulance Service business continuity planning	Moderate	Likely	High	46. SAG 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	MITIGABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
3. FLOODING - FITZROY RIVER	17	Foundation 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 inaction by residents. At particular risk are the elderly, people with limited mobility, the very young, mentally disabled people, people who do not speak English and cannot understand warnings.	Mapping of flood affected areas - depth, hazard and inundation extents - displayed for the public Making of power poles prior to an event Plug sewer lines List of critical infrastructure and level at which it is inundated Safed bags issued to the public	Evacuation sub-plan Local Disaster Management Plans including Operational Sub-Plans Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff Communication sub-plan NORRA	People	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	47. Public awareness campaign – new information to be disseminated (eg 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 GIS of floor levels of all buildings in flood prone areas to ensure the community understands their risk exposure	Minor	Likely	Medium	47. Develop public awareness and strategies 48. Develop communication strategies for inclusion within Communication sub-plan 49. Funded by RRC of GIS building envelope of regional urban areas with attribute captures including floor level data for all North Rockhampton Creek catchments to AEP 0.2% as well as some Downstream not at all.	RRC
	18	Water may enter some buildings and dwellings above floor level or lower car park/basement areas. Piers of floodwater may scour foundations of buildings, bridges and roads within flood zone. Areas particularly at risk - Depot Hill, Post Office, Alton Downs, South Yaamba Riverside, Benarkin, Lakes Creek, Park Avenue, Parkhurst, Edna Creek, Yaamba, Groomsers, Furry Bower, Nine Mile, Midgers, Ridglands, Nambors	Public education Emergency Warning Systems (SEWS and EAS) Established LDCC Local LDMG members Trained LDCC Staff	Local Disaster Management Plans including Operational Sub-Plans Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	Buildings	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	50. Encourage residents in flood prone areas to relocate hot water systems and electrical boards and gas bottles above flood levels – already covered in the code – needs education 51. Consider imposing restrictions on re-development in flood prone areas – existing	Minor	Likely	Medium	50. Application submitted under RGP to undertake consultation with residents to determine appropriate strategies in flood zones to relocate systems 51. Some measures incorporated into RRC Planning Scheme however need to be reviewed regularly to keep up with standards	RRC
	19	Some environmental damage may be experienced. Potential damage to infrastructure – Council reserve car parks, BSO/recreational facilities, gardens, & community facilities i.e. sports grounds, racetracks etc. Sewage pollution due to flooding of Sewage Treatment Works, pump station failure, flooding of sewer lines. Contamination from flooded manufacturing or industrial premises. Deposition of contaminated silt and mud. Middle Severe riverbank erosion	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans NORRA Established LDCC Trained LDMG members Trained LDCC Staff	Environment	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	52. Conditional development of industries with chemical hazards in flood prone areas already in place 53. Landfill areas adjacent to flood prone areas to be monitored for leachate – in place 54. Riverbank erosion issues – long term plan to be addressed 55. In a prolonged flood – plan to deal with mosquito, Sanfly and Black 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 plan and however RRC have incorporated some controls into RRC Planning Scheme 55. No action required	RRC
	1.10	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 risk of damage to excavators due to flooding.	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans NORRA Established LDCC Trained LDMG members Trained LDCC 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
	1.11	Freeway will be cut especially the Bruce and Capricorn Highways to the south, south and west of Rockhampton that will be cut south of Rockhampton at Tappan. Rockhampton Airport might closed due to inundation of runway. Sewage Treatment Works may be inundated. Loss of some Telstra exchanges. Electrical sub-stations in low lying areas flooded.	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LDCC Trained LDMG members Trained LDCC Staff Egryn & Telstra Emergency Plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LDCC Trained LDMG members Trained LDCC Staff Egryn & Telstra 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 bridge and access to the airport 59. Public administration – view into emergency protocols for communications through State Disaster Management Act	Moderate	Possible	Medium	57. No action required 58. Examine airport runway flood mitigation options	RRC
	1.12	Critical facilities are at risk due to their location in flood prone areas. Isolation of communities due to flooded roads may lead to opportunistic crime and looting. Shelters may be overcrowded and unable to deal with the numbers of affected people. Requirement for hospital to get medical supplies via alternate methods. Power Station – loss of coal supply. Food shortages	Identification/Mapping of critical facilities Including isolation sub-plan Identification of safer places as per evacuation guidelines Recovery guidelines	Local Disaster Management Plans including Recovery & Impact Assessment Sub-Plans Established LDCC Trained LDMG members Trained LDCC Staff	Critical Facilities	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP		Moderate	Possible	Medium	59. Undertake review and incorporate into the plan as well as LDMG framework for emergency communication linkages	RRC

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	FEASIBILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	OUTLINES ACTION	FURTHER ACTION RESPONSIBLE AGENCY
A. SEVERE STORM	41	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 not at home (including from vehicles and construction workers). People within inadequate shelters (pubs, tent, mobile home, boat) are at risk to all forms of severe weather due to potential collapse of the shelter. Potential risk of destruction 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 NDRGA Established LDCC Trained LDCG members Trained LDCC Staff	People	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	30. Public awareness campaign – produce Natural Hazards Guide – Preparing for Natural Disasters – state there is usually adequate warning of the storm event. 31. Encourage people to be aware of actions required before, during and after the event. 32. Provide information on what people to do to mitigate their risk exposure eg. vehicle removal, tree topping etc. 33. In public awareness campaign include details of tree types (to identify hazardous tree types) and the risk of damage due to them being in close proximity to houses and commercial parks. Suggest a fee for service basis to have an assessment carried out by a suitably qualified person.	Minor	Possible	Low	30, 31, 32 and 33. Include in community awareness programs	RRC
	42	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 post 1980 homes 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 NDRGA Established LDCC Trained LDCG members Trained LDCC Staff	Buildings	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	Identify the same treatments as identified for cyclones.	Minor	Possible	Low		
	43	Localized damage to vegetation is expected			Environment	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	44	Potential damage to business properties			Business	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	45	Damage to power lines is very likely			Utilities	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	46	Loss of power to critical facilities			Critical Facilities	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	47	Loss of power to critical facilities			Critical Facilities	Minor	Possible	Low	Moderate Confidence	Highly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
B. TORNADO	50	Tornado occurring anywhere within the Council area (eg. near Tornado in Rockhampton in 1994)	Development control (new development only) Insurance	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRGA Established LDCC Trained LDCG members Trained LDCC Staff		Minor	Possible	Low	Moderate Confidence	Highly Acceptable	4. Public Education 5. Evacuation of at risk areas	Minor	Possible	Low	44 and 45. Include in community awareness programs	RRC
	51	Localized impact on affected residents, potential injuries from airborne material	Building codes		People	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	52	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 post 1980 homes will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance		Buildings	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	53	Localized damage to vegetation is expected			Environment	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	54	Potential damage to business properties			Business	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	55	Damage to power lines is very likely	Elgin Emergency Action plans		Utilities	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
	56	Loss of power to critical facilities			Critical Facilities	Minor	Possible	Low	Moderate Confidence	Highly Acceptable		Minor	Possible	Low		
C. TSUNAMI	61	Tsunami affecting coastal areas Multiple loss of life. Anyone within the coastal communities and on nearby islands including Great Inland, North Inland and Pumpkin Islands as well as smaller islands is at risk in the event of a tsunami. People at most risk: the elderly, the very young, people with limited mobility, the mentally disabled, non-English speakers.	Local Disaster Management Plans including Operational sub Plans (Tsunami) Emergency Warning Systems (GENS and EAS) Established LDCC Trained LDCG members Trained LDCC Staff Public Education Tsunami Maps	Local Disaster Management Plans including Operational sub Plans (Tsunami) Emergency Warning Systems (GENS and EAS) Established LDCC Trained LDCG members Trained LDCC Staff	People	Catastrophic	Possible	High	Moderate Confidence	Tolerable subject to ALARP	36. Public Education 37. Evacuation of at risk areas	Catastrophic	Possible	High	34 and 35. Include in community awareness programs	RRC
	62	Vulnerable buildings from Port Area to Storage will sustain damage from tsunami impact. Damage to infrastructure is likely within the coastal zone.	Mapping of Evacuation areas	ALARP	Buildings	Catastrophic	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Catastrophic	Possible	High		
	63	Environmental damage will be caused by a tsunami.	ALARP	ALARP	Environment	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	64	Impact on agriculture industry within tsunami inundation area would be significant. Impact on processing, manufacturing and retailing industry for premises located in path of tsunami. Impact on businesses.	ALARP	ALARP	Business	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	65	Loss of electrical power due to inadequate overhead infrastructure (electricity poles) and ground mounted installations. Damage to Telstra installations. Damage to and inundation of water supply infrastructure. Damage to and inundation of sewage systems. Damage to roads, rail and access routes (bridges, walkways etc.) Sub water supply compromised due to loss of power. Medical services compromised due to loss of power.	Same as Cyclone	ALARP	Utilities	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	66	Loss of electrical power due to inadequate overhead infrastructure (electricity poles) and ground mounted installations. Damage to Telstra installations. Damage to and inundation of water supply infrastructure. Damage to and inundation of sewage systems. Damage to roads, rail and access routes (bridges, walkways etc.) Sub water supply compromised due to loss of power. Medical services compromised due to loss of power.	Same as Cyclone	ALARP	Critical Facilities	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	67	Loss of electrical power due to inadequate overhead infrastructure (electricity poles) and ground mounted installations. Damage to Telstra installations. Damage to and inundation of water supply infrastructure. Damage to and inundation of sewage systems. Damage to roads, rail and access routes (bridges, walkways etc.) Sub water supply compromised due to loss of power. Medical services compromised due to loss of power.	Same as Cyclone	ALARP	Critical Facilities	Major	Possible	High	Moderate 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	FEASIBILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	AVOIDANCE ACTION	FAIRTESTER ACTION RESPONSIBLE AGENCY
7. EARTHQUAKE <i>Based on the scenario of the Bopod event being magnitude 6.5 instead of 5.7. This event has a theoretical return period of 10 years and is based on Tumbira's paper</i>	7.1	All people in Rockhampton Regional Council area are at risk in an earthquake which would be a very rare occurrence. People of particular risk are: elderly, the very young, people with limited mobility, mentally disabled people, non-English speakers. Lack of awareness and preparedness by people may lead to panic and irrational behaviour. Health effects of failure in water supply services and environmental contamination.	Local Disaster Management Plans including Operational risk Plans. Exercises. Emergency Warning Systems (SEWS and EAS). Established LDCC. Trained LDCC members. Trained LDCC Staff. Property Insurance.	Local Disaster Management Plans including Operational risk Plans. Exercises. Emergency Warning Systems (SEWS and EAS). Established LDCC. Trained LDCC members. Trained LDCC Staff. Emergency Response Plan, Reverse Shale Plan. SEDMF program for communications.	People	Moderate	Possible	Medium			68. Public Education. 69. Evacuation of at risk areas as required. 70. Promote awareness in the community through Natural Hazards Guide – Preparing for Natural Disasters – use for new arrivals as well. 71. Provide information to the community on the varying levels of risk exposure due to building construction form.	Moderate	Possible	Medium	68, 69 and 70. Include in Public awareness campaigns.	QFES
	7.2	All buildings in the area are at risk in an earthquake, as they have not been constructed to withstand an earthquake.	Building codes		Buildings	Moderate	Possible	Medium			72. Promote awareness of this risk amongst designers. 73. As part of building regulations ensure that the earthquake loading provisions provided by the relevant authorities & NC Standards are enforced in new buildings.	Moderate	Possible	Medium	72 & 73. Ongoing building compliance activities.	QFES
	7.3	Damage to the environment may occur due to sewage from broken sewage pipes, damaged sewage treatment plants, damaged water tanks etc. Damage to industrial plants and manufacturing facilities may lead to spills of a variety of toxic waste and pollutants. Landfills may be triggered. Secondary earthquakes and aftershocks may occur.		Communication, Recovery plans, impact assessment plans.	Environment	Moderate	Possible	Medium				Moderate	Possible	Medium		QFES
	7.4	All businesses are at risk of being affected by an earthquake either directly or indirectly. The agricultural industry may sustain damage through collapsed buildings and crops. The education industry will sustain short and long term damage.		Communication, Recovery plans, impact assessment plans.	Business	Moderate	Possible	Medium			74. Promote awareness of possible risk within Business Community.	Moderate	Possible	Medium	74. Community awareness & education.	QFES
	7.5	Loss of any or all lifelines could be anticipated in an earthquake – this includes sewers. The loss of service may be short or long term.		Emergency Action Plans for Drinking, 2. Utility, Shale Gas, Sewer – note some under state govt control.	Lifelines	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	75. Status check of dam/reservoirs – starting with Storage. Check whether earthquake code have into account with newer reservoirs.	Moderate	Possible	Medium	75. Review EAP's for Dams.	QFES
	7.6	Any or all critical facilities could be seriously affected: Hospitals and clinics. Fuel and food stores. Aged and nursing homes. Churches. Police and fire fighting.		Evacuation Plans, Recovery Guidelines, Identification of safe places.	Critical Facilities	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	76. Review the vulnerability of essential services under the control of RSC to assess the risk exposure (in need to collect geological data). Services would include water service pipes supplying the Shire from Rockhampton. 77. Work with Tumbira to encourage assessment of the risk exposure of the communication system and related infrastructure.	Moderate	Possible	Medium	76. Undertake risk assessment of RSC services. 77. Seek Tumbira's cooperation through assessment of relevant information.	QFES & LDMS
	7.7	The scenario is based around immediate occurring during a long duration and heavy rainfall event or a severe earthquake (or 100 or 500 or 1000 event). Landslides are very localized and generally where the population density is low.		Local Disaster Management Plans including Operational risk Plans. Exercises. Emergency Warning Systems (SEWS and EAS). Established LDCC. Trained LDCC members. Trained LDCC Staff.												
8. LANDSLIP	8.1	People who live in houses at the base of a slope of 15% or greater, usually where buildings constructed on cut and fill sites. People who are out of doors are at risk of being buried under moving soil, mud or debris. People living on the bluff in Yaggon, Mt Archer, potential isolation from slips on Mt Archer Road, Yaggon Dam, Mt Morgan, Eumundi Highway, Old Highway, Marlborough, Statue Bay Science Highway and in the hillside residences.	Slope Planning Policy	Public management Road stabilisation works	People	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	78. Adoption of performance criteria as detailed in the State Planning Policy (derived from) 79. Bank reinforcement (in problem areas) 80. Site specific geotechnical investigation of proposed developments that are within the hazard area.				81. Compliance with DPP requirements 82. Included as part of DA process no action required.	QFES
	8.2	Buildings on cut and fill building pads are at risk from landslide. Small landslides may occur in road and rail features and in cuts and fills around buildings.			Buildings	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.3	Landslide environmental effects of land slips.			Environment	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.4	All business premises which are located on or down gradient of a slope of 15% or greater are at risk of damage from a landslide or debris flow under extreme rainfall events. Businesses with access or side roads may experience land slumps. Businesses with blocked or land which has been over steepened with buffers, landscaped with RL, and/or support removed from the base of the slope are at risk of a landslide. Corporate impacts due to landslide damage.			Business	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.5	Landslides may damage roads, infrastructure, power lines, waterways and water supply infrastructure. Yaggon Byfield Road and its associated services, would be vulnerable should a landslide occur on the bluff – otherwise across water. Isolation potential cause if road access cut (eg Mt Archer). Eumundi Highway and local roads near verges at risk of landslip.			Lifelines	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	81. Monitor slope stability in prone areas – need a system of monitoring, inspection of slip potential in the bluff area plus ongoing maintenance.				81. Investigate options QFES & EDC	
	8.6	All critical facilities which are located on or down gradient of a slope of 15% or greater are at risk of damage from a landslide or debris flow under extreme rainfall events.			Critical Facilities	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						

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 (Addressing further Actions No)	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. (Further Actions No. 1, 39, 56) (Further Actions No. 2, 6, 7, 9, 10, 11, 12, 15, 16, 17, 18, 19, 23, 24, 26, 27, 29, 34, 35, 40, 43, 45, 47, 50, 60, 61, 62, 63, 64, 65, 66, 70, 74, 88, 90)	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 RRC DM
		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 Local Government, Infrastructure and Planning RRC DM & Strategic
	Enhancement of existing community awareness program and information.	Information pack for new residents (High).	Ongoing with funding as part of the Community Awareness and Education project	<ul style="list-style-type: none"> RRC Communications
		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 DM RRC Communications
		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 DM RRC Communications
		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 DM RRC Communications
		Encourage people to maintain their houses, especially roofs (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> RRC DM RRC Communications
		Consider encouraging property owners to strengthen vulnerable housing elements	Ongoing- refer to Community Awareness and Education	<ul style="list-style-type: none"> RRC DM RRC

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		(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	project o Engineering and building advice to be investigated	Communications o Engineering services/ QBuild/DPH
		Encourage regular property clean-up (High).	Ongoing- refer to Community Awareness and Education project	o RRC DM o RRC Communications
		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).	o Letter to be sent to caravan park operators o Information to be provided to caravan parks for distribution to clients	o RRC DM o 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	o RRC DM o RRC Communications
		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.	o LDMG o RRC DM
		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	o LDMG o RRC DM
		Include in general information that property owners are responsible for assessing the need for tree clearing/lopping near power lines and communication lines (High).	o Ongoing- refer to Community Awareness and Education project o Also include in Ergon and Telstra public information	o RRC DM o Ergon o Telstra
		Evaluate and communicate areas at risk from storm surge inundation (Medium).	o Ongoing- refer to Community Awareness and Education project Storm surge inundation maps on council website	o RRC Engineering o RRC DM o RRC Communications

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		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	<ul style="list-style-type: none"> o RRC DM o RRC Communications
		Consider localised information plans where impact is contained to small area (eg along a creek corridor) (High).	Further investigation required	<ul style="list-style-type: none"> o RRC DM o RRC Communications
		Update existing public awareness campaigns with new and/or more detailed information (eg new mapping) (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> o RRC DM o RRC Communications
		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)	<ul style="list-style-type: none"> o Extension material provided by QFES to be included in Council's Customer Service Centres o Bushfire information sessions have been held o Public information from QFES (RFS) 	<ul style="list-style-type: none"> o QFES (RFS)
2. Reviewing currency of existing sub-plans associated with Council's Local Disaster Management Plan (Further Actions No. 3, 5, 13, 14, 48, 84, 87)	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	<ul style="list-style-type: none"> o RRC DM o RRC Communications
		Carry out identification of safer places and include within Evacuation Plan/strategies (High)	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> o Evacuation Sub-Group
		Review evacuation facilities/options as required and take into account new guidelines, review Evacuation Sub Plan with respect to the Queensland guidelines (High)	Annually reviewed	<ul style="list-style-type: none"> o Evacuation Sub-Group
		<ul style="list-style-type: none"> o Dissemination of Fitzroy River flooding information needs to be event specific – develop communication strategies for inclusion within Communication Sub-plan (High) o Ascertain QFES hazard reduction practices/plans and reference in relevant Sub-plan (High) 	Ongoing	<ul style="list-style-type: none"> o RRC Strategic Infrastructure Services o RRC DM o LDC

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Ascertain QFES 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 QFES Develop a Bushfire Sub Plan 	<ul style="list-style-type: none"> RRC DM LDMG QFES
3. Provision of adequate facilities at primary evacuation centre for use during events (Further Action No. 4)	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 (Further Actions No. 8, 13)	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	RRC DM LDMG
5. Impacts on critical services before, during and after major events (Further Actions No. 20, 21, 31, 32, 46, 77)	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 DM 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 & DM 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
6. Impacts on RRC infrastructure before, during and after major	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 	Strategic Infrastructure RRC DM

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
events (Further Actions No. 75, 76)		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 No. 7 dam, Mundic Gully and Stanwell. Request to be sent to ensure earthquake code is taken into account for recent and future reservoirs 	FRW DNRM Stanwell RRC DM QFES
		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 (Further Actions No. 33, 34, 35, 36, 37, 38, 40, 41, 51)	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 completed, regular reviews.	RRC
		Undertake flood assessments of prioritised list of waterways to review risk to community and infrastructure (High)	NDRP funding application successful, project is completed, regular reviews.	RRC
		Prepare flood inundation and hazard mapping for a range of events up to and including the PMF event (High)	Further investigation- majority 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 & DM
		Review mitigation options including flood warning systems (High)	Further investigation	FRW RRC DM
		Use outcomes and mapping to assist with emergency management planning (High)	Further investigation	RRC DM
		Consider imposing restrictions on re-development in flood prone areas (High)	Completed- new planning scheme	RRC DM & Strategic Planning

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Consider flood commission of inquiry 2011 recommendations (High)	Report to be completed	LDMG RRC DM
8. Impact of Fitzroy flooding upon residents, property, business and critical infrastructure (Further Actions No. 51, 58)	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 RRC Flood Management Strategy	LDMG RRC DM
		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)	Completed- new planning scheme	RRC DM & Strategic Planning
		Consider introducing property notes regarding flooding (High)	Flood markers- consultation with agencies to be done.	RRC DM- 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 (Further Actions No. 28, 42, 54)	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 DM & Strategic Planning
		Creek/River bank erosion issues – long term plan to be addressed. Confirm if any state government plans exist for waterways (Medium)	RRC incorporated components into the Planning Scheme	RRC DM & Strategic Planning
		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 (Further Actions No. 22, 23, 24, 25, 26, 27, 44, 49, 92)	Undertake new and updated mapping	Update storm surge mapping to cover entire coastline – including Stanage (Medium)	Liaise with GIS	RRC GIS & DM
		Update and review existing tsunami mapping – review egress routes and include 30m ground level contours (High)	Liaise with GIS	RRC GIS & DM
		Place storm surge and tsunami maps on Council website (High)	Storm surge maps already online. Consider adding tsunami maps	RRC GIS & DM
		Develop GIS mapping of floor levels of all buildings in flood prone areas to ensure the	RRC completed building envelope data for urban areas	RRC-GIS & DM LDMG

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		community understands their risk exposure(High)	in the region and 7000 floor levels in north rockhampton	
		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 & DM QFES DNRM QPWS
11. Review of communication protocols before, during and after events (Further Actions No. 59)	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 (Further Actions No. 77, 81)	Undertake tasks aimed at minimising risk associated with landslip	Investigate options for bank reinforcement (in problem areas) (Medium)	Further investigation	Engineering Services QFES
		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 QFES
13. Consideration of techniques to reduce wildfire risk in known risk areas (Further Actions No. 82, 83, 84, 85, 89)	Undertake a tasks aimed at minimising risk associated with wildfire	Develop wildfire management strategy for region in consultation with relevant stakeholders (High)	Completed and adopted by Council. Referred to in Bushfire sub plan	RRC- Parks QFES RRC DM
		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 approaches across the region – being addressed as part of new planning scheme (High)	To be included in new plan (RRC adopted a Regional Bushfire Management Strategy as well as a specific Mount Archer, Mount Morgan and Rural "I Zone" Bushfire Management Plan)	RRC Strategic Planning

Risk Statement (Addressing further Actions No)	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Seek confirmation from QFES that hazard reduction strategies are in place (Medium)	Request to be sent to QFES	LDMG QFES
14. Intermediate and long term impacts of climate change pose a risk to the Rockhampton area (Further Actions No. 92, 93)	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):
---------------	--------------	---------------------

Request forwarded to:	LDMG <input type="checkbox"/>	DDMG <input type="checkbox"/>	SDCC <input type="checkbox"/>	Council to Council <input type="checkbox"/>
Task tracking no.:				

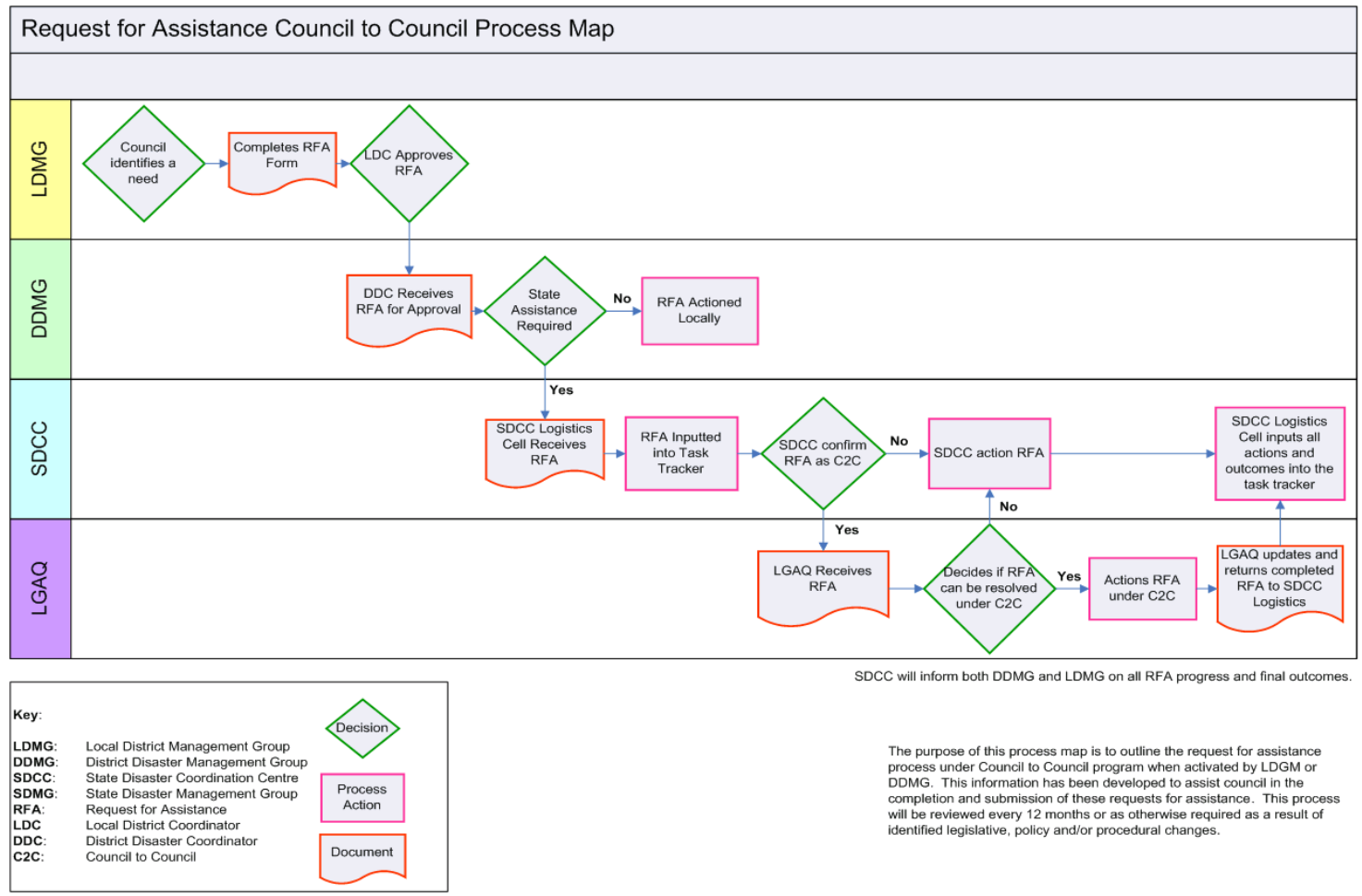
To:			
From:		Ph no.:	Mob:

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.



Queensland State Archives
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>		

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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>		

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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.

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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

- Mount Morgan Community Services Hall

Rockhampton North

- Bauhinia House
- Heritage Village
- Salvation Army Building

Rockhampton South

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

11.2 GREEN PAPER SUBMISSION TO THE DEPARTMENT OF AGRICULTURE AND FISHERIES (FISHERIES REFORM)**File No:** 8026**Attachments:**

1. Green Paper on Fisheries Management Reform in Queensland
2. Draft Council Response to Green Paper

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Wade Clark - Community Engagement Officer

SUMMARY

The State Government is undertaking a fisheries management reform process. A submission has been prepared that is in line with the Council adopted Rockhampton Recreational Fishing Development Strategy.

OFFICER'S RECOMMENDATION

THAT the Council approves the attached submission on fisheries reforms proposals and that this be sent to the State Government through its green paper process.

COMMENTARY

As per the Green paper on fisheries management reform in Queensland (July 2016) overview:

"The common property and open access nature of fisheries resources means the State Government has a responsibility to ensure that fish are protected from over-exploitation so they can be enjoyed in perpetuity and sustain viable industries in the long term. The aim of the State Government is to not only conserve them but to balance their use to ensure fair and managed access.

Queensland's current fisheries management arrangements are based on approaches developed in the late 1970s. They are cumbersome, costly to administer, inflexible and increasingly less effective in ensuring the sustainability of the resources and the economic viability of the existing industry sectors".

To bring the fishing management arrangements in line with community expectations and more advanced practices the State Government is undertaking an extensive fisheries reform process across the following areas:

1. Managing target stocks
2. Managing impacts on the ecosystem, including non-targets species
3. Resource sharing arrangements between sectors
4. Access to the resources
5. Decision making framework
6. Harvest strategies
7. Data and information
8. Consultation and Engagement
9. Fisheries Compliance
10. Resourcing

Council recently adopted the Rockhampton Recreation Fishing Development Strategy (13 September 2016). Within this strategy there is a dedicated Fisheries Management Plan that focuses on fisheries management practices that the Council and the community have been engaged on and wish to see implemented to improve the local fishery.

The drafted green paper submission (please see attachment 2: Draft Council response to the Green paper on Fisheries Management Reform in Queensland) addresses each major reform area listed by the State Government in line with the direction of the Rockhampton Recreation Fishing Development Strategy.

Officers request that this draft green paper submission on fisheries management reform be approved by Council and then sent to the State Government.

BACKGROUND

Fishing across Queensland is shared by a variety of stakeholders including commercial fishing interests, recreational fishing interests, indigenous fishing interests, environmental interests and other business interests such as aquaculture.

These interests and how they access resources are going through a reform process to bring them in line with social, economic, traditional and cultural values.

The Council recently adopted the Rockhampton Recreational Fishing Development Strategy to create a new tourism destination product for Central Queensland through recreational fishing tourism.

CORPORATE/OPERATIONAL PLAN

Economy – Strategic Planning – Manage the strategic planning functions of Council

Promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity.

Economy – Economic Development – Provide strategic development on regional matters

Collaborate with government agencies to identify and foster the development of new industries in the Region.

CONCLUSION

It is important to be proactive in monitoring and maintaining the local fishery so that generations to come can enjoy this natural resource. The drafted submission to the State Government on fisheries management reform in Queensland (July 2016) is in line with the intent and various projects outlined in the Council adopted Rockhampton Recreational Fishing Development Strategy.

GREEN PAPER SUBMISSION TO THE DEPARTMENT OF AGRICULTURE AND FISHERIES (FISHERIES REFORM)

Green Paper on Fisheries Management Reform in Queensland

Meeting Date: 27 September 2016

Attachment No: 1

Department of Agriculture and Fisheries

Green paper on fisheries management reform in Queensland

JULY 2016





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From the Minister

Queensland has the great fortune of being home to some of the world's most unique and diverse aquatic ecosystems.

Fishing has always been important to our way of life. It was first practised here by the Aboriginal and Torres Strait Island peoples of Queensland and coastal Indigenous groups in particular have strong cultural links to the sea and marine animals both as a source of sustenance and for their spiritual significance. Today, commercial fishers operate regional businesses along our coast that provide fresh local seafood to the community, and recreational and charter fishing in marine and fresh waters are treasured pastimes for many Queenslanders.

Our fish resources are also major tourism attractions and an important part of why people visit the Great Barrier Reef. With so much at stake, it is vital that we carefully manage these resources to ensure that they can provide future generations with the benefits we enjoy today.

In recent decades, pressure on our fisheries resources has escalated. We are now facing potential over-exploitation of these resources by all sectors, and this is causing increasing conflict and competition between users of the resources and concern in the wider community.

This, in combination with a growing population, coastal development and climate change, has brought challenges that our current fisheries management framework is ill equipped to deal with.

Managing our fisheries for the future will require change. We cannot continue to exploit our fisheries resources as we have been, or hope to ensure their long-term sustainability using the management tools of the past. Our limited fisheries resources should be shared and allocated in a way that provides the greatest economic value, while ensuring ongoing sustainability and greater resilience.

The Government's Sustainable Fishing election commitments clearly recognise the need for fisheries management reform. This green paper has been developed to start a discussion with Queenslanders on how to best manage access to, and use of, Queensland's fisheries resources into the future. The green paper outlines ten key areas that need reform to bring Queensland's fisheries management system into line with current best practice.

I believe the reform process offers tremendous opportunities for all. It will lead to greater resilience for Queensland's fish stocks and will make ours some of the world's best managed fisheries. Future generations will judge the success of the reforms by being able to enjoy the ongoing benefits of these resources. By maintaining fish stocks at higher levels, Queensland's marine ecosystems, including those in the World Heritage listed Great Barrier Reef, will also be healthier and more resilient, they will be more attractive to tourists visiting from interstate and overseas while also allowing indigenous, recreational and commercial fishers to enjoy better fishing experiences and, for commercial enterprises, more profitable businesses.

I encourage all Queenslanders to take advantage of this opportunity to have their say on the future management of Queensland's fisheries resources.

The Honourable
Leanne Donaldson MP

Minister for Agriculture
and Fisheries



Overview

Queensland's fisheries resources are highly valued across the community for their economic, social, traditional and cultural contributions to the state.

The common property and open access nature of fisheries resources means government has a responsibility to ensure they are protected from over-exploitation so they can be enjoyed in perpetuity and sustain viable industries in the long term. The aim is to not only conserve them but to balance their use to ensure fair and managed access.

Queensland's current fisheries management arrangements are based on approaches developed in the late 1970s. They are cumbersome, costly to administer, inflexible and increasingly less effective in ensuring the sustainability of the resources and the economic viability of the existing industry sectors.

Queensland needs an accountable, responsive, dynamic and transparent system of fisheries management to sustain and share our fisheries resources into the future and protect the broader marine environment. Ensuring that Queensland's fisheries resources are managed in an environmentally and socially responsible manner into the future will require change.

The purpose of this green paper is to outline the Government's vision for the management of wild harvest

fisheries, where we want to be and the proposed reforms that are required. Five goals and ten areas for reform have been identified. The Government acknowledges that specific fisheries management reform is required now and proposes that reforms are guided by the broader direction outlined in the green paper.

The green paper is a major step in developing a strategic policy to guide the management of Queensland's fisheries resources into the future. Feedback received in response to this green paper will be used by the Government to determine which initiatives are supported by the public.

The green paper delivers on the Government's election commitment to review the fisheries regulatory framework. The green paper also represents the Government's response to the independent review of fisheries management in Queensland conducted by MRAG Asia Pacific (the MRAG review).

Providing feedback on this green paper will not be the community's only opportunity to comment on how Queensland's fisheries resources are managed. Each reform proposal outlined will be developed further

through open and transparent stakeholder engagement and public consultation.

To have a say on the future of fisheries management in Queensland, visit www.daf.qld.gov.au.



What is a green paper?

A green paper is a document prepared on a specific policy area for discussion and comment from interested parties. Green papers do not commit the government or minister to the views expressed in the document or to a particular direction or course of action. They are designed to put forward concepts and options and to seek broad views on these proposals. The objective of the green paper is to arrive at a general consensus before developing future policy initiatives and changing legislation.

Fishing in Queensland

– setting the scene

Our fisheries are diverse and extend over 7000 kilometres of coastline, half of which is adjacent to the unique and remarkable Great Barrier Reef World Heritage Area. The Government is responsible for managing these resources on behalf of all Queenslanders. Figure 1 provides a snapshot of Queensland's fisheries.

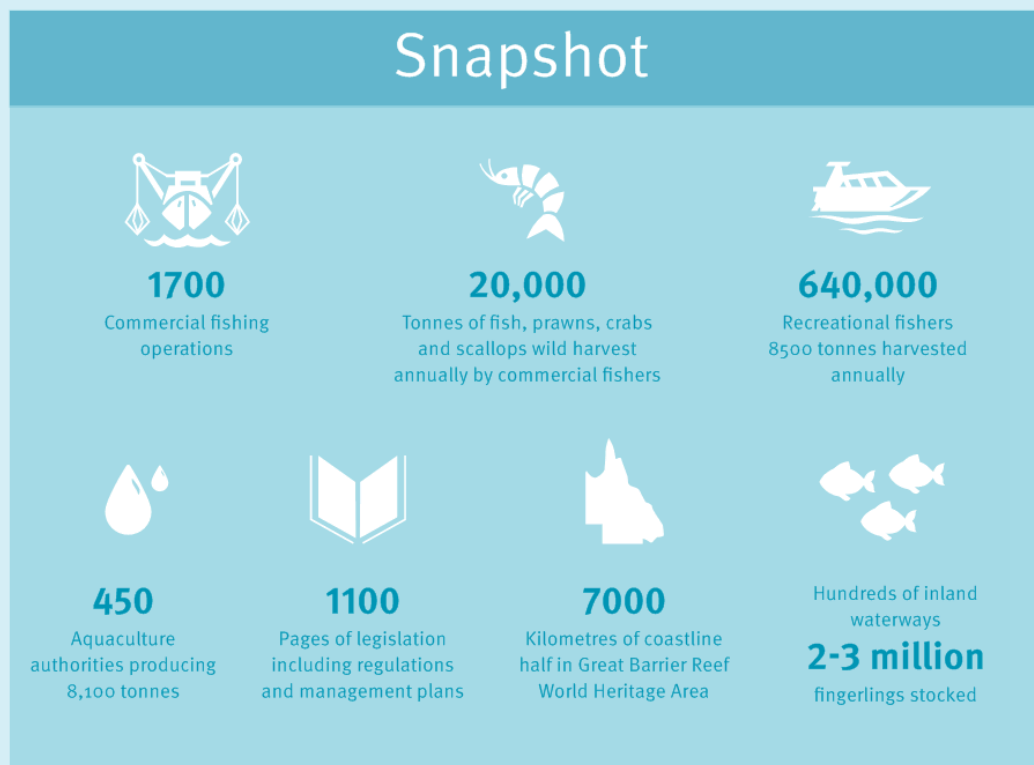


Figure 1 A snapshot of Queensland's fisheries



Indigenous fishing

Fishing is a significant traditional and cultural activity for many Aboriginal and Torres Strait Islander people living in Queensland. Customary fishing rights are recognised under the *Native Title Act 1993* (Cwlth). The strong connection between Aboriginal and Torres Strait Islander people and fishing relates to nutrition, cultural connection to country and waters, ceremonial and social events, exchange, trade and barter, and passing knowledge of cultural and traditional fishing to successive generations. Catches of fish are often shared among the family, extended family and others not able to fish for themselves (such as the elderly). Indigenous fishing can also cross into the commercial and recreational sector, including aquaculture and tourism, but these activities are managed under Queensland legislation such as the *Fisheries Act 1994*, and not the Native Title Act.

Recreational fishing

Queenslanders are keen recreational anglers. Each year, more than 640,000 people fish for recreation, with anglers taking home around 8500 tonnes of fish, crabs and prawns. Recreational fishing continues to be a very popular outdoor activity. Queenslanders have a wide number of recreational fishing options ranging from freshwater fishing on stocked impoundments to offshore game fishing. Recreational and charter fishing are also important for tourism, attracting anglers from around Australia and the world. Recreational fishers make a substantial contribution to regional economies from products and services such as bait and tackle, accommodation and food. It is estimated that recreational fishing is worth around \$400 million dollars each year to the Queensland economy.

Commercial fishing

Commercial fishing in its various forms is one of the state's oldest and most regionally diverse primary industries. Queensland's commercial wild harvest fisheries generate around \$190 million in seafood production each year (beach price/at the wharf), which is around 10% of Australia's total seafood production. There are around 1700 licensed commercial fishing operations and 2300 licensed commercial fishers taking around 20,000 tonnes of fish, prawns, crabs and scallops annually. The prawn sector is the largest by volume and value (at around \$85 million), followed by reef fish and crabs.

Aquaculture

More than 450 aquaculture authorities produce 8100 tonnes of prawns, oysters and fish annually. In 2014–15, this generated in excess of \$120 million, bringing the total value of seafood production for Queensland to about \$311 million. The Queensland Competition Authority recently reviewed this sector and made a number of recommendations. To view the full report visit www.qca.org.au. The Government's response to the report recommendations is available at www.daf.qld.gov.au.



National and international context

While Australian fisheries are largely considered well managed in the global context, the international significance of the Great Barrier Reef means that we have a responsibility to meet higher standards of management. The cumulative impacts of coastal development, climate change, land-based run-off, fishing and tourism are significant and ongoing. The Great Barrier Reef Marine Park Authority's Outlook Report 2014 considered certain fishing activities as 'high to very high risk' to parts of the marine park's ecosystems if not managed to mitigate that risk.

In 2015 the Queensland and Australian governments released the *Reef 2050 long-term sustainability plan* to address the risks facing the Reef and to ensure its long-term conservation and ecological resilience. Reviewing the regulatory structure of fishing with a view to making changes that will demonstrate and ensure sustainability of Queensland's fisheries is an action in this plan.

Commercial fisheries also require accreditation from the Australian Government under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) to legally interact with species of conservation interest in Commonwealth areas, and to

export fish to overseas markets. The environmental performance of each fishery is assessed against sustainability guidelines to ensure direct and indirect impacts of the fishery on target species and the broader environment are being managed appropriately. Conditions and recommendations are applied to approvals to address outstanding issues and these need to be met for accreditation to be maintained. Recent accreditations have highlighted the need for reforms to mitigate the risks of fishing to target species and the broader ecosystem. In addition, they have shown the need to demonstrate that management arrangements are effective and being complied with.



6 Green paper on fisheries management reform in Queensland



Where we want to be —a vision for Queensland’s wild harvest fisheries

The Government is seeking to redefine the strategic direction for how wild harvest fisheries will be managed into the future. Our vision for Queensland’s wild harvest fisheries is:

Fishing is a low risk to Queensland’s aquatic resources and these are shared to optimise benefits to the community.

All fishers, as well as non-fishers and the Government, have roles and responsibilities in achieving this vision. A key part of achieving this vision will be an understanding in the fishing community that entitlement to access fisheries resources is a privilege. It is coupled with the responsibility to use the resources sustainably and efficiently, protecting the aquatic environment and taking only their share.

The community needs to have confidence that the vision is being achieved. For that to happen, all

participants must step up and be accountable for improved outcomes, including maintaining social acceptability.

This vision for wild harvest fisheries management sets where we want to be. The proposed reforms required to get there will necessarily mean change. Figure 2 shows the current status of the key parts of the fisheries and what they are expected to look like during and after the reform process.

Once this reform process has been completed and the vision starts being achieved Queensland will

have some of world’s best managed fisheries resources. Our stocks will increase in size, providing greater resilience into the future but also supporting and providing better experiences for all fishers.

The reforms will address community concerns about the health of our fisheries, the impact of fishing on the environment and improve our reputation as a marine tourism and recreational fishing destination, while underpinning a profitable commercial fishing sector capable of supplying high quality seafood to the market.

Figure 2 What will the reform change?





Why reform fisheries?

The current management systems are not sufficient to achieve the vision for Queensland's fisheries.

There are a number of challenges with the current management system which need to be addressed in order to meet the vision:

- ▶ **Gaps in data and information** needed to support decision-making and equitable resource sharing arrangements.
- ▶ **No formal and transparent process** to identify or manage: fish stocks, resource allocation between sectors, issues and risks.
- ▶ **Inflexible management systems** that are unable to be adjusted as required to manage fishing, and an unclear decision-making process.
- ▶ **No structured engagement** between stakeholders and decision-makers.
- ▶ **A focus on preventing overfishing** as opposed to maximising benefits for both the community and the ecosystem.

Why is change needed now?

Without broad reforms it will be increasingly difficult for government to ensure and demonstrate sustainability. The profitability and social acceptability of fishing will continue to decline and competition for shared resources between sectors will increase with no clear process to resolve issues.

As well as the need for a modernised and responsive management system to effectively manage fisheries resources into the future, there are a number of specific drivers of change.

- ▶ The Government's Sustainable Fishing election commitments included a review of the regulatory structure of commercial fishing to ensure the sustainability of Queensland's fisheries, improved consultative arrangements with all stakeholders and adopting a fisheries resource allocation policy based on maximising the economic value Queenslanders receive from sustainable use of their fisheries resources.

- ▶ These commitments are also actions within the *Reef 2050 long-term sustainability plan*, which reflects the Queensland and Australian governments international commitment to UNESCO to manage and improve World Heritage values in the Great Barrier Reef.
- ▶ Fishery accreditations under the EPBC Act are at risk of being revoked if the commercial industry and the Government are unable to adequately address concerns about some of the undesirable impacts from commercial fishing activities, such as interactions with species protected under the EPBC Act. Without accreditation, fisheries will be unable to export product, could be illegally interacting with protected species and would be unlikely to continue to operate in the Great Barrier Reef area.

The Government has developed this green paper based on these commitments and consideration of the recommendations of the MRAG review and the community feedback to that review.



How we will get there

The Government is seeking to engage the community and industry to introduce practical and cost-effective reform of fisheries management in Queensland. The goals of fisheries management reform – “what we are seeking to achieve” are set out in Figure 3. Ten areas for reform have been identified to deliver across the five goals.

Figure 3 The 10 areas and 5 goals of fisheries management reform.

Vision Fishing is a low risk to Queensland' aquatic resources and these are shared to optimise benefits to the community					
Reform Goals What we are seeking to achieve	Long-term sustainability and resilient stocks	Economic returns to the community and access for all users	Clear and unambiguous regulatory framework	Enhance systems to support fisheries management	Investment in fisheries management
10 areas for reform How we will get there	1. Managing target stocks to maximise overall benefits to the community, optimise catch rates, and secure community support for fishing				
	2. Managing impacts on ecosystem and non-target species, to maximise benefits to the community				
		3. Clarify resource-sharing arrangements between sectors, to provide certainty about resource use			
		4. Review authorities for access to the resources, to ensure equity and value for current and future generations.			
	5. Optimise decision-making framework, to ensure responsive, fit-for-purpose management arrangements				
	6. Adopt harvest strategies that have the flexibility to maximise benefits, for both the community and the ecosystem				
	7. Improved data and information to underpin best-practice management arrangements.				
	8. Improved consultation and engagement, to include stakeholders in the development and implementation of management arrangements.				
	9. Fisheries compliance upgrades to underpin all management objectives.				
	10. As the fisheries reform program develops, consideration will be given to how the costs of improved management will be met.				

10 Green paper on fisheries management reform in Queensland



Question: Do you support the vision, goals and areas of reform proposed? If no, what is your proposed vision for the reform of Queensland's fisheries? What are the challenges in achieving this vision?

The process for reform

This green paper is a major step in developing a strategic policy that will guide the management of the state's fisheries resources towards achieving the vision and the reform goals. It seeks to promote discussion with industry and the community about the proposed reforms.

The Government is proposing a staged approach to introducing reforms (Figure 4). This will allow the Government to manage risks and expenses over time and ensure greater stakeholder participation as reforms are developed and implemented.

Reform is a long-term process and change will be difficult for some. However, continuing with the current management arrangements is not a viable option for something as important as our wild harvest fisheries.

Figure 4 The timeline for reform

Step 1—now	Step 2—2017	Step 3—2018	Step 4—2020
<ul style="list-style-type: none"> ▶ Release the green paper proposing strategic direction and approach to management. ▶ Consult with stakeholders on the proposed reforms. ▶ Improve data collection and verification, education and compliance. 	<ul style="list-style-type: none"> ▶ Determine final strategic direction and approaches to management. ▶ Commence consultation required to amend or create new legislation and regulations. ▶ Implement reform programs for specific fisheries. ▶ Develop, rollout and invest in enhanced programs related to data, education and compliance. ▶ Establish consultation mechanisms with stakeholders. 	<ul style="list-style-type: none"> ▶ Complete consultation required to amend or create new legislation and regulations. ▶ Continue to implement reform programs for specific fisheries. ▶ Continue development, rollout and investment in enhanced programs related to data, education and compliance. 	<ul style="list-style-type: none"> ▶ New management framework in place with clear direction, and decision-making processes. ▶ Day-to-day fisheries management undertaken by the management agency based on the Government's strategic direction. ▶ Ongoing review and refinement of management arrangements based on data and pre-agreed decision rules.

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Major areas for reform



The following sections outline for each reform area:

- ▶ the nature of the issue
- ▶ the proposed reforms
- ▶ the questions we are seeking feedback on.

The proposed reforms are not in order of importance or action; they are interconnected and together create the full suite of reforms required to effectively manage our fisheries in the future.

Why 60%?

A review of scientific literature and discussions with scientists and fishery managers suggests managing stocks to achieve a 60% unfished population size is most likely to optimise benefits to the community. Rather than use targets such as greater than maximum sustainable yield or equivalent to maximum economic yield, the Government has proposed consultation on a specific target of 60% of the unfished population size for key fishery species. The intention is to be clear about the ideal size of fish stocks, as this will guide how these fish stocks are managed.

1. Managing target stocks

Ensuring that fisheries resources remain sustainable is the fundamental objective of Queensland's fisheries management system. In general, a stock is classified as 'sustainable' when 30–40% of the unfished population remains. Under this criterion, the vast majority of Queensland's fish stocks are considered to be sustainably fished.

However, maintaining a stock at 30–40% of the unfished population may not allow the greatest possible benefits to the community to be realised. For example, fish stocks at levels greater than that required to simply ensure sustainability would yield higher recreational catch rates, improve profitability in the commercial sector and provide greater resilience to adverse environmental conditions such as the effects of climate change.

The Government is proposing that targets for Queensland's fisheries resources move towards a higher

benchmark, a level equivalent to 60% of the unfished population for shared stocks or maximum economic yield for predominately commercial stocks. Stock-specific targets will be set in harvest strategies (see reform area 6—Harvest strategies). For some stocks it may not be feasible to set a stock target at this level in the first instance. Such cases will require management action that allows the stock to rebuild over time while still balancing social and economic objectives.

The scale of management will be set at the biological stock level where appropriate. The level of management activity that would apply to each fish stock will be based on risk and level of economic and social importance. This approach would mean greater controls and resourcing will be directed to iconic or important commercial and recreational species and to stocks that are considered to be at risk. Other stocks will continue to be managed in a precautionary manner.



Reform proposals:

- ▶ Set targets for key fish stocks in harvest strategies which move towards a level equivalent to 60% of the unfished population for shared stocks, or maximum economic yield for predominately commercial stocks, unless otherwise required to best meet objectives.
- ▶ Ensure the management that is applied to a particular stock is proportional to the level of risk to the stock, or the social and/or economic importance of the stock.

Questions:

- ▶ Do you agree that there is a need to rebuild fish stocks to higher levels?
- ▶ If yes, do you agree that 60% of the unfished population is a suitable target?
- ▶ If no, do you think current stock levels are suitable, or do you have an alternative proposal?



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2. Managing impacts on the ecosystem, including non-target species

Managing the impacts of fishing activities on the marine ecosystem is a critical part of sustainable fisheries management and is necessary to maintain the social acceptance of fishing practices. Fisheries management agencies use ecological risk assessments (ERAs) to identify the broader ecosystem impacts of fishing activities. An ERA is an analysis of the best available information of fishery impacts on target and non-target species (e.g. dugong, turtles, dolphins and protected fish) and the broader ecosystem to determine the level of risk posed by the fishery. Species considered to be at 'high risk' will be prioritised for management action.

The Government has undertaken ERAs in several fisheries in recent years. However, ERAs are currently undertaken on an ad hoc basis, largely driven by a condition of a fishery accreditation under the EPBC Act. To ensure that the broader ecosystem impacts of fishing activities in Queensland are given adequate consideration and, where appropriate, remedial action is taken, the Government proposes that an ecological risk assessment policy be developed. This policy when implemented would aim to identify and minimise risks to the broader ecosystem from fishing. ERAs would be conducted for each fishery with those considered to be a high risk fishery undertaken first.



Reform proposals:

- ▶ Develop an ecological risk assessment policy outlining how the broader ecosystem impacts of fishing will be identified and managed.
- ▶ Ecological risk assessments will be prioritised according to those fisheries that are considered to present the highest risk to target and non-target species.

Question:

- ▶ Do you agree that a structured risk based approach should be used to guide management of the broader ecosystem impacts of fishing?
- ▶ If no, do you have an alternative suggestion for the management of the broader ecosystem impacts of fishing?

3. Resource sharing arrangements between sectors

The Government is committed to maximising the economic and social value that Queenslanders receive from the sustainable use of their fisheries resources. However, there is currently no clear process for considering allocation of access to fisheries resources between sectors. This has led to conflict between resource users with no obvious means for resolution. There is little doubt that commercial fishers want greater certainty to plan their operations and long-term investments. Likewise, recreational and charter fishers want greater recognition for the value angling brings to regional communities. Also, traditional fishers have little engagement in the current management system.

Allocation of an explicit access share to each sector within a fishery would provide clarity to resource users; however, there are challenges to this approach. They include how to set the allocation, what form it should take (e.g. a tonnage or proportion of a total allowable catch) and the data and information requirements necessary to appropriately set and manage to the shares (e.g. setting a total allowable catch and ensuring each sector only catches to their allocated share). Therefore, the Government needs to carefully consider if and when explicit allocation is appropriate and have the ability to better quantify the community benefits through alternative access-sharing arrangements.

It is proposed a fisheries resource-sharing policy be developed in consultation with stakeholders to provide clarity about how resources are accessed and shared between the different users. The decision-making

process must be fair, transparent and subject to clear rules and procedures. Sectoral allocation would ultimately be a decision of the Minister in order to reflect community interests in the use of resources for commercial and recreational purposes.

While it would be unreasonable to expect to eliminate all conflicts over the distribution of fisheries resources, adopting a stable and predictable access and allocation approach will help reduce the frequency of conflicts and provide guidance to help resolve them.



Reform proposals:

- ▶ Work with stakeholders to develop a fisheries resource-sharing policy based on maximising the economic and social value that Queenslanders receive from the sustainable use of their fisheries resources. It will consider as a minimum:
 - a transparent and repeatable process where reasons for decisions are clear
 - opportunities for stakeholder input
 - guidance on when and how to explicitly allocate fisheries resource access shares to sectors (recreational, commercial, Indigenous and non-extractive users)
 - the cost of the process takes into account the value (economic or social) of the fishery or resource
 - provision of a method to adequately quantify the benefits to the community of alternative resource-sharing arrangements
 - regional considerations will be taken into account but solutions must be cost-effective and capable of being implemented.

Questions:

- ▶ Do you support where appropriate the allocation of a specific share of the available annual catch to the major catching sectors (Indigenous, recreational and commercial)?
- ▶ If yes, do you agree that the allocation of such shares should be guided by the considerations outlined in this green paper?
- ▶ If no, what are some alternative options the Government should consider to address competition between sectors for the available annual catch?



4. Access to the resources

The Government does not manage fisheries resources directly, but controls access to the resources. Access is currently managed by a range of input controls (managing effort through gear restrictions and area and seasonal closures) and output controls (managing catch through catch quotas and bag limits). There is a widely held view that the number of commercial fishing authorities that provide access to some of Queensland's commercial fisheries is excessive, given the available resources. Similarly, the recreational bag limits that apply to some species are considered to be greater than what is reasonably required. Excess participation can cause low profitability in many fisheries, lead to conflict between resource users, result in pressure to compromise over conservation objectives and lead to recurring demands for increased access at the expense of other resource users.

The Government is committed to ensuring that the level of commercial and recreational fishing pressure directed at Queensland's fisheries resources is set at a level that meets agreed targets, is socially acceptable and is capable of supporting a profitable industry. For some fisheries this will require total fishing effort and/or participation to be reduced.

Across all sectors, future access arrangements will need to:

- ▶ adequately constrain catch to meet biological targets

- ▶ be appropriate for the species life history
- ▶ align with the biological, environmental, social and economic goals and objectives for the fishery
- ▶ be cost effective
- ▶ operate in a way that minimises the need for government intervention (e.g. by programs such as licence buybacks)
- ▶ determine that the duration of the access entitlement (e.g. fixed-term or permanent entitlements) meets changing community expectations and environmental goals
- ▶ provide incentives for investment, stewardship and innovation
- ▶ provide sufficient certainty for industry to make long-term investment decisions.

Indigenous fishing

Indigenous fishing rights are recognised under the *Native Title Act 1993* (Cwlth), and the *Fisheries Act 1994* contains some restrictions on the use of commercial fishing apparatus for customary fishing. Currently there is limited engagement between fisheries management and Indigenous communities due to a lack of engagement mechanisms and resourcing. It is proposed that a Queensland Indigenous Fishing Strategy be developed in consultation with key Indigenous groups. The purpose of the strategy

will be to explicitly recognise that Aboriginal and Torres Strait Islander communities have distinct and unique fisheries interests, to improve options and opportunities for the involvement of Indigenous people in fisheries management and to enhance the participation of Indigenous people in commercial fishing enterprises under the *Fisheries Act 1994*.

Recreational fishing

While an increasing number of recreational fishers practice catch and release, recreational fishing activity can still affect the health of fish stocks, particularly for popular recreational species. Currently recreational fishing in Queensland is managed through a system of size and bag limits; however, over time this system has become increasingly complex with different size and bag limits applying to hundreds of species. The sheer number of species involved has made the current system confusing for recreational fishers.

The Government is committed to working with stakeholders to develop a simpler system of size and bag limits. This system will need to ensure that the level of recreational fishing pressure in Queensland is sustainable and allow recreational fishers to retain an appropriate number of fish. It must not facilitate the black-marketing of recreationally caught fish.



Commercial fishing

The Queensland Government is committed to maintaining a commercial fishing industry that is sustainable, socially responsible and profitable. Commercial access is currently permitted by an 'authority' under the *Fisheries Act 1994*. Individual Transferable Quota (ITQ) give fishers secure access entitlements that reduce the race to fish and provide incentives to promote more sustainable practices. Under this system a total allowable catch (or effort) is allocated to fishers and trading of ITQ entitlements can occur. While a quota system is the Government's preferred management tool for high value species, it is not suitable for all fisheries or species, given the associated costs and complexity of quota management. The Government is therefore proposing a measured approach that assesses the best management model for each fishery, with a clear preference where feasible to use quota to constrain catch and improve economic viability.



Reform proposals:

- ▶ On a fishery-by-fishery basis, review and, if required, put measures in place to reduce total fishing catch and/or effort to meet agreed targets. For example, to move towards a target of 60% unfished population.
- ▶ Develop a Queensland Indigenous Fishing Strategy in consultation with key Indigenous groups.
- ▶ Work with stakeholders to develop a simpler and more responsible system of size and bag limits for recreational fishers.
- ▶ Develop a policy to guide any future allocation of commercial fishing access entitlements which considers all allocation options, including types of controls (e.g. quotas), the duration of the entitlement, as well as the use of market-based mechanisms in addition to catch and effort data.

Questions:

- ▶ Do you agree that fisheries management should be reviewed on a fishery-by-fishery basis to determine what management arrangements are required for each fishery?
- ▶ If yes, do you agree that a policy is required to ensure consistency in the management arrangements that are developed for each fishery, including the future allocation of commercial fishing access entitlements? If no, what alternative strategies do you propose to manage future access to Queensland's fisheries resources?



5. Decision-making framework

Queensland's fisheries resources are currently managed in accordance with the provisions of the *Fisheries Act 1994*. Under this Act, the majority of both strategic and technical decisions are made under subordinate legislation that is issued by the Governor-in-Council. Changing legislation is a necessarily complex process and consequently, amendments are not always achieved promptly in response to emerging issues. Also, there is no clear process providing for when and how fisheries management arrangements are reviewed.

To address this it is proposed to separate strategic from technical decision-making. Parliament and Government of the day (the Minister and Cabinet) should set the strategic direction for fisheries management on behalf of the community while the management agency should make the day to day decisions required to achieve the strategic direction (see Figure 5).

Figure 5 The proposed decision-making framework



To achieve this, the existing suite of legislation and regulation needs to be changed. Once implemented this would allow decision-making that responds in a timely way to relevant information, ensure decisions are taken at the appropriate levels and facilitate involvement from those who the decisions will affect. For example under the proposed model,

the Minister could decide sectoral catch-sharing allocations and approve harvest strategies while the management agency would make the technical decisions for the fishery (e.g. make decisions to increase or decrease total catch in line with the approved harvest strategy).



Reform proposals:

- ▶ Clarify the roles of the Parliament, the Government and the management agency in respect to decision-making.
- ▶ Provide capacity to respond to emerging fisheries issues in a timely manner.

Questions:

Do you agree that management arrangements for fisheries should be responsive to changing conditions (environment and fish populations) but within defined strategic parameters?

- ▶ If yes, do you agree with the proposal set out in the green paper?
- ▶ If no, do you have an alternative proposal?



6. Harvest strategies

A harvest strategy is a fisheries management tool used to integrate the biological, ecological, social and economic dimensions of fisheries management into a single framework. Harvest strategies will form a key element of Queensland's overall approach to promote the ecologically sustainable development of its fisheries resources. Some fish stocks (e.g. spanner crabs and coral trout) are already managed under a form of harvest strategy and have decision rules used to help set commercial quotas which are declared as required by the management agency.

It is proposed a harvest strategy policy be developed for Queensland fisheries. A harvest strategy would will generally apply at a fishery level and have the following components:

- ▶ *operational management objectives*—the outcome being sought (e.g. maintain fish stock X at 60% unfished population, maintain high catch rates for fish stock X to maximise profitability)
- ▶ *performance indicators*—what will be measured and tracked over time (e.g. stock size estimates from the stock assessment)
- ▶ *target and limit reference points*—the desired and minimum acceptable level of a performance indicator
- ▶ *decision rules*—the agreed management responses when a target or limit reference point is reached.

The aim is for all fishers to understand the conditions that will initiate a review or change the management arrangements in a fishery. The process needs to be as 'automatic' as possible both in terms of certainty for fishery participants and any administrative and legislative processes needed to implement the change. The policy would also provide guidance on the range of management tools that could be used to constrain catch to the desired level.

Many stakeholders have expressed their desire for a regional approach to managing fisheries resources. Attempts at regional management to date have been ad hoc and not very successful, as stakeholders have remained polarised. The need for regional management and its role in meeting management objectives could be considered in the development of a fishery harvest strategy.



Reform proposals:

- ▶ Develop and implement a harvest strategy policy that would include:
 - the required components of a harvest strategy such as operational objectives, performance indicators, target and limit reference points and decision rules
 - the process by which a harvest strategy will be created, including how stakeholders will be engaged
 - a monitoring strategy to collect relevant data to assess the fishery
 - the process for assessing fishery performance against objectives.

Questions:

- ▶ Do you support the proposal to manage Queensland's fisheries resources in accordance with harvest strategies which will provide biological, social, cultural and economic targets for each of Queensland's fisheries?
- ▶ Are there any key issues the Government would need to consider in the development of a harvest strategy that have not been outlined in the green paper?



7. Data and information

Accurate and timely information is the foundation of sustainable fisheries management. The Department of Agriculture and Fisheries collects a range of information from various sources including commercial fishing logbooks, quota reporting, recreational surveys and biological monitoring of priority species. Data collection is costly and the Government must ensure that any future programs are cost effective, practical and clearly linked to management needs such as informing a harvest strategy or understanding the risk posed by a fishing activity. While it is vital to have the right information, it is also essential for the public to have confidence in this information and trust that fisheries resources are being managed sustainably and in a way that is socially acceptable. The proposed reforms reflect a program of ongoing improvement. It is proposed to have a particular focus to improve catch and effort data collection from recreational and commercial fishers and collect economic information about both these sectors. A data collection strategy for Indigenous fishing will also need to be developed as part of the proposed Indigenous Fishing Strategy.

Recreational fishing

Programs for the collection of recreational fishing data currently include periodic statewide surveys and boat ramp surveys for regional catch and effort data. Reliable information on recreational catch and effort is needed for resource-sharing processes. It is also needed for input into stock assessments for recreationally important species to support harvest strategies and to understand the value of recreational fishing to the community. Future recreational data-collection programs will need to be designed to support these management needs.

Commercial fishing

Compulsory commercial catch and effort reporting has been in place since 1988. This logbook program has evolved over time to address fishery-specific requirements. It remains central to how fisheries are managed and is used in stock assessments. However, there are currently limited mechanisms available to validate commercial catch and effort reporting. Fishers are also required to record interactions with species of conservation interest, but there is no way to independently validate this data. Consequently, there is distrust in the accuracy of some commercial data.

To address these issues, the Government will work with industry to implement ways to improve the accuracy and timeliness of catch reporting, including programs to independently validate catch and effort data and records of interactions with species of conservation interest. The application of electronic monitoring technologies to perform these functions will be explored.

Economic data

Economic information has become increasingly important in fisheries management. It will be needed if Queensland's commercial fisheries are to be managed with a view to improving the economics of the industry. It is also needed to develop an understanding of the economic contribution of recreational fisheries.



Reform proposals:

- ▶ Progressively improve the accuracy and timeliness of catch reporting, including introducing programs to independently validate commercial catch and effort information and interactions with species of conservation interest.
- ▶ Introduce a robust and comprehensive system for checking, analysing and controlling the quality of incoming data.
- ▶ Future recreational data collection programs are designed to meet management needs.
- ▶ Develop a practical and cost-effective program to address gaps in economic data to better assess the impacts of management decisions.
- ▶ Develop a data collection strategy for Indigenous fishing as part of the proposed Indigenous Fishing Strategy.

Questions:

- ▶ Do you agree with the need for enhanced data collection and independent validation programs to improve the basis for fisheries management decisions in Queensland?
- ▶ Can you suggest some low cost mechanisms for enhancing data availability and collection, from recreational fishers, commercial fishers and for regional fisheries as a whole?





8. Consultation and engagement

The Government is committed to engaging with Queenslanders on issues relevant to the management of the community's fisheries resources by reinstating formal consultative arrangements with all stakeholders. Without a formal avenue to have a say in the future of their fisheries, stakeholders feel disconnected from the management system. Often there is no clear understanding of how new regulations have come to be or what they are trying to achieve and so there is little 'ownership' from stakeholders over management arrangements and therefore less incentive to comply with them. Equally, without a system for direct, formal communication with fishers, the fisheries management agency has no regular, structured process to canvass stakeholder views on priorities for management, monitoring, research and compliance. Strengthening the involvement of key stakeholders and the wider community must be a central element of the Government's approach to fisheries reform.

Careful consideration needs to be given to implementing a consultation and engagement model that will work for Queensland. With regards to co-management there also needs to be clarity around how stakeholders can participate in future decision-making processes, such as discussions on sectoral resource allocations and the development of harvest strategies. Stakeholder participation will need to be built into the relevant policies.

Before a decision is made for the long-term formal consultation framework (in terms of committees and membership), the government will undertake an interim consultation program to re-engage with stakeholders. This first step will be critical to the development of the fisheries reform program and to the rebuilding of relationships with and trust of stakeholders. This program will help determine the content of the more permanent consultation framework (expected in 2–3 years). In the interim, representative working groups and/or advisory committees will be established as required to provide advice to the management agency and the Government during the reform process.

Important elements in setting up such groups will be transparency in appointments and the use of independent experts where appropriate.

A more participatory model of fisheries management will require a comprehensive and dedicated effort by all involved. Greater industry and sectoral leadership in the recreational, commercial and Indigenous sectors will be necessary for improved participation, representation and accountability. The management agency will also need to provide greater guidance, clearer direction and better information, based on the proposed reforms, to support the adopted model.



Reform proposals:

- ▶ Design and establish a formal ongoing fisheries stakeholder engagement and consultation process.

Questions:

- ▶ Do you think it is important to establish an ongoing stakeholder engagement process to provide advice to Government and/or the management agency?
- ▶ If yes, what are the most important elements of such a stakeholder engagement process?
- ▶ If no, what is your alternative for the Government and/or the management agency to obtain advice from stakeholders?



9. Fisheries compliance

An effective compliance regime is essential in maintaining the integrity of the fisheries management system. While control and enforcement is critical to responsible fisheries management, good compliance is typically a balance between encouraging voluntary compliance and appropriate deterrence. This requires clear and simple rules, strong powers, effective sanctions and adequate compliance tools and resources.

Queensland's fisheries compliance program is undertaken by the Queensland Boating and Fisheries Patrol (QBFP), an organisational unit within the Department of Agriculture and Fisheries. There are significant challenges in relation to the scale of QBFP activities—7000 kilometres of coastline, hundreds of inland fishing areas, 250,000 recreational vessels, 640,000 recreational fishers and more than 1700 commercial fishing operations.

Government agencies are continually seeking ways to deliver services with increased efficiency and effectiveness. In future years it is proposed that Queensland's fisheries compliance activities will be partly refocused to deliver an information-driven fisheries compliance program in which compliance resources are directed at areas of highest known risk. Compliance activities will be underpinned by sophisticated risk assessments. There will be greater use of surveillance, gathering of intelligence, forensic accounting and information management to ensure the limited resources available to QBFP are directed at the areas of highest risk. There needs to be an appropriate balance between an information-driven approach and an on-ground presence of QBFP officers.

It is also proposed that stronger inspection and entry powers and more significant penalties be introduced to combat illegal fishing activity, and in particular black-marketing of seafood. Black-marketing can affect sustainability because it is unquantified catch that undermines legitimate investment in the industry and poses potential health risks. Stronger powers will bring Queensland up to the recognised best practice arrangements of other Australian jurisdictions. The use of electronic technology will be maximised to detect possible non-compliant behaviour and to aid QBFP in achieving better outcomes with existing resources and funding.

To increase compliance with area closures, particularly within the Great Barrier Reef, it is proposed that the Government will progressively introduce vessel tracking across all commercial fisheries with tracking first being installed on those fisheries posing the highest risk.

Encouraging voluntary compliance remains a focus and it is proposed that this will be achieved through ongoing education and extension programs that discourage non-compliant behaviour. This approach will be greatly aided by the re-establishment of formal fisheries stakeholder engagement processes and the ongoing investment in electronic technology such as apps.



Reform proposals:

- ▶ Roll out a fisheries compliance program that is driven by information and in which resources are directed at areas of highest known risk.
- ▶ Introduce stronger compliance powers and more significant penalties for fisheries offences.
- ▶ Progressively adopt new technologies including electronic vessel tracking in Queensland commercial fisheries with roll out based on risk.

Questions:

- ▶ Do you support the introduction of stronger powers and more significant penalties for fisheries offences, particularly for combatting black marketing?
- ▶ Do you agree that education and extension programs improve compliance with fisheries regulations?



10. Resourcing

Effective fisheries management requires adequate resourcing. Approximately 60% of the current costs of fisheries management are funded by the community through general government revenue. Recreational and commercial fishers each contribute 20% (or approximately \$4.5 million per annum).

Recreational fishers contribute directly to the costs of fisheries management in two ways—the recreational use fee (RUF) and the Stocked Impoundment Permit (SIP) Scheme in freshwater systems.

The RUF is a \$20 fee charged to Queensland recreational vessel owners as part of their vessel registration fee and has been in place since 1994. However those recreational fishers who do not own a boat do not contribute directly to the costs of managing the state's fisheries resources, while those boat owners who do not fish recreationally are required to pay.

The SIP Scheme was introduced in 2000 and generates around \$1 million per year. Of these funds, 75% is distributed to stocking groups for the purchase of fingerlings or other activities aimed at enhancing the fishery in the Scheme's impoundments. Remaining funds are used for administration of the Scheme.

Commercial fishers and authority holders contribute to the costs of management through annual fees that are payable on the commercial fishing authorities they hold. These fees remain the lowest across all Australian jurisdictions at 2% of the industry's gross value of production.

Future funding arrangements

How fisheries management is to be funded in the long term is yet to be resolved. Moving to a fisheries management system that provides for sustainable, economically viable and resilient fisheries, as proposed by the reforms, will provide benefits for all sectors. As the fisheries reform program develops consideration will need to be given as to how the costs of improved management and reform will be met.



Reform proposals:

- ▶ As the policy develops consideration will need to be given as to how the costs of improved management and reform will be met.

Questions:

- ▶ Do you have any views on the best way to resource fisheries management?



Priorities for fisheries management reform

This green paper outlines the proposed strategic direction of fisheries management reform in Queensland but the proposed reforms will not in themselves result in immediate changes to fisheries management arrangements. It may take a number of years before the strategic reform process has been completed and any new legislative powers put in place. In the meantime however fishery-specific reforms must continue to occur to address existing sustainability issues and the declining economic viability of some commercial sectors. The Government is proposing that in lieu of finalising the strategic reform process, these fishery specific reforms will be guided by the direction proposed in this green paper. Learnings from these processes will be used to refine the strategic reform proposals, ensuring that future management arrangements are effective in the real world and supported by the community.

Indigenous

It is proposed to develop an Indigenous Fishing Strategy with a focus to raise awareness and respect for Indigenous fishing and identify opportunities for increased involvement in fishing related businesses.

Recreational

For recreational fishers to contribute to the proposed rebuilding of stocks to higher levels it is proposed to review current bag limits with a view to simplify current arrangements and reduce limits where required. Further, the type and number of apparatus that can be used by recreational fishers will be reviewed in addition to the size limits that apply to recreational and commercial fishers. In addition, the following Sustainable Fishing election commitments will be progressed –

- ▶ Develop a charter fishing action plan that recognises charter fishing as a distinct fishing activity with an economic benefit for the state, identifies tourism-related potential at a regional level and provides access to the resource with minimal regulation.
- ▶ Sit down with both recreational and commercial fishing organisations to investigate how a commercial net-free fishing area can be best instituted in Moreton Bay for the benefit of the region.
- ▶ Examine further net-free zones after an open application process.

Commercial

For commercial fishers to contribute to the proposed building of stocks to higher levels it is proposed to review fishery management arrangements with a view to further limiting total catch and effort. This may necessitate a restructure within many commercial fisheries that will likely lead to fewer operators fishing with more business certainty and higher profitability.

There are a number of fisheries that are priorities for significant reform, including the East Coast Otter Trawl Fishery, the Mud Crab and Blue Swimmer Crab Fisheries and the East Coast Inshore Fin Fish Fishery. The management arrangements currently in place for these fisheries do not have sufficient capacity to control total catch. While reviews for these fisheries have been ongoing for a long time, no substantial reforms have been put in place. Without reform, these fisheries will continue to decline in economic viability and ability to demonstrate environmental sustainability.



Reform proposals:

- ▶ Proceed with reforms to Indigenous, recreational and commercial fisheries that are required to achieve the proposed rebuilding of stocks to higher levels.
- ▶ Specifically commence reform of the commercial Crab, Trawl and East Coast Inshore Fin Fish fisheries using the direction set by this green paper.

Questions:

- ▶ Do you agree with the proposal to continue progressing required recreational, commercial and Indigenous fisheries reforms?
- ▶ If not, what are your priorities for fisheries management reform?



26 Green paper on fisheries management reform in Queensland

Have your say

The Government is seeking your feedback on the proposals outlined in this green paper on fisheries management reform in Queensland. You can provide your views on some or all of the reform proposals either online or through a written submission (by email or post).



Online – Complete the online survey at www.getinvolved.qld.gov.au



Email – Send your submission to fisheriesreview@daf.qld.gov.au.



Post – Send your submission to:
Fisheries Management Reform Green Paper
GPO Box 46
BRISBANE QLD 4001

The questions in each section relate to specific issues the Government would like feedback on. However, responses do not need to be limited to the questions posed.

The public comment period is open until midnight on 30 September 2016.

If you would like a hard copy of the green paper, please call 13 25 23.

Additional information is available – see www.daf.qld.gov.au

When making your submission, please keep in mind that information may be provided to persons making an application under laws providing for freedom of information. Personal details will not be included or published in any report.



Next steps

All feedback provided will be considered and taken into account in the development of a strategic policy that will guide the management of Queensland's fisheries resources into the future.

Note: The reforms in this green paper are designed to develop the strategic direction for how fisheries are managed in the future. Feedback on specific management arrangements related to a species or area are not being sought at this time.

Glossary

maximum sustainable yield: the maximum average annual catch that can be removed from a stock over an indefinite period under prevailing environmental conditions

maximum economic yield: the sustainable catch level for a commercial fishery that allows net economic returns to be maximised; generally more conservative (i.e. less harvest) than maximum sustainable yield

shared stocks: fish stocks harvested by more than one sector (e.g. the recreational and commercial sectors)

sustainable stock: generally a stock that is at, or greater in size than, 30-40% of the unfished population. The stock is at a size where it can breed successfully and sustain fishing pressure

unfished population: the size a fish stock would be if it had not been fished



GREEN PAPER SUBMISSION TO THE DEPARTMENT OF AGRICULTURE AND FISHERIES (FISHERIES REFORM)

Draft Council Response to Green Paper

Meeting Date: 27 September 2016

Attachment No: 2

DRAFT ROCKHAMPTON REGIONAL COUNCIL RESPONSE GREEN PAPER FISHERIES MANAGEMENT REFORM SUBMISSION

The Rockhampton Regional Council (the Council) appreciates the opportunity to provide a submission on fisheries management reform in Queensland.

It is important to the Council and our community to be proactive in monitoring and maintaining the local fishery so that generations to come can enjoy this natural resource.

Recently the Council engaged our community in the development of the Council adopted *Rockhampton Recreational Fishing Development Strategy (the strategy)* (please see attached).

Over a nine month community engagement period it was clear that the main messages from a fisheries management point of view were:

- Lowering sports fish bag limits, improving compliance and adjusting sports fish size limits were the three main methods fishers indicated to ensuring a sustainable fishery.
- Cleaning up the riverbank/river, keeping pollutants out of the river and increase policing were the three main methods fishers indicated to improve the catchment environment.

The Council's Fisheries Management Plan (the plan) within *the strategy* articulated specific projects to achieve local fisheries outcomes, these include:

- Actively promoting a responsible respect for the fishery resource.
- Encouraging the Department of Agriculture and Fisheries to consider a change to regulations allowing catch and release for Barramundi in the Rockhampton Net Free Zone (NFZ) during the closed season (subject to scientific investigation).
- Increasing local compliance related activities.
- Encouraging independent monitoring of fish stocks.
- Eradicating/Managing/Controlling fish pest species such as Tilapia.
- Encouraging a regional Fisheries Management Plan specific for the Capricornia Catchment NFZ.

The following is the Council's response to the Green paper on fisheries management reform in Queensland relating to major areas for reform:

1. Managing target stocks

1a. Do you agree that there is a need to rebuild fish stocks to higher levels

1b. If yes, do you agree that 60% of the unfished population is a suitable target?

Council agrees that there is a need to rebuild fish stocks to higher levels. The target of 60% of the unfished population is also agreed upon on the basis that the State Government applies further research into monitoring fish stocks and the ecosystems in which they live. A review period of whether this measure (60% of the unfished population) has been successful from a social, environmental and economic perspective should also be completed in four year intervals. Council encourages the use of independent monitoring of fish stocks and ecosystems by accredited scientists / professionals that have the necessary skills and experience. An independent approach will also support a public view that the information is open, transparent and un-biased.

2. Managing impacts on the ecosystem, including non-targets species

2a. Do you agree that a structured risk based approach should be used to guide management to the broader ecosystem impacts of fishing?

Council agrees that a structured risk based approach should be used to guide management to the broader ecosystem impacts of fishing. This reform needs to go further, including:

- Developing Regional Catchment Management Plan's that have action plans and stakeholders that will be involved in managing the broader ecosystem.
- Supporting regular local ecosystem health reports.
- Seeking to understand carrying capacities of vessels / fishers in an ecosystem.

Understanding and ensuring suitable fish habitats for native non-target species is critical to the overall health of the ecosystem and the success of building the stock of target species. The State Government needs to build into its budgeting program an appropriate allocation for funding research projects and fish habitat improvement program projects.

3. Resource sharing arrangements between sectors

3a. Do you support where appropriate the allocation of a specific share of the available annual catch to the major catching sectors (Indigenous, recreational and commercial) If yes, do you agree that the allocation of such shares should be guided by the consideration outlined in this green paper?

As a general policy principle Council agrees that a fisheries resource sharing policy should be developed in consultation with all stakeholders and that this be guided by considerations outlined in the green paper. The management of the designated NFZ should have specific management arrangements consistent with their purpose.

4. Access to the resources

4a. Do you agree that fisheries management should be reviewed on a fishery by fishery basis to determine what management arrangements are required for each fishery?

Council agrees that fisheries management should be reviewed on a fishery by fishery basis and that ecologically responsible bag limit targets and sizes particularly for target species such as Barramundi and King Threadfin are implemented. Council supports the notion of being able to "take a feed, not a fridge full" approach to bag limits and also to keep significant breeding females from the bag. In terms of maximum length for a Barramundi or a King Threadfin, Council supports a scientific review for both of these iconic species taking into consideration the ecological merit of trying to retain breeding stock. Subject to scientific investigation Council requests that the Department of Agriculture and Fisheries also considers a change to regulations allowing catch and release for Barramundi in the Rockhampton Net Free Zone (NFZ) during the closed season in areas outside of spawning grounds. While Council supports this general objective it will of course be directed by any credible scientific investigation on whether this would have a detrimental impact on the fish stock as research is very limited in this area.

The reason for this request is on the basis that a key tourism product (Barramundi fishing) is not on offer to tourists for three months of the year, hampering business continuity for those operating/seeking to operate in this market space.

5. Decision making framework

5a. Do you agree that management arrangements for fisheries should be responsive to changing conditions (environment and fish populations) but within defined strategic parameters?

Council does not entirely agree with the proposed decision making framework suggested. It has the first two layers correct however the framework is missing Regional/Local involvement. The "Management Agency" outlined cannot succeed in achieving the direction set by "Parliament and Government" as it does not have sufficient local knowledge, skills and experience locally. Local stakeholders are the main contributing influence to the success of strategic direction and need to be included in the framework.

Council puts forward that a "Regional Catchment Advisory Group" provide information into the decision making process and that key projects / actions are contained within a "Regional Fisheries Catchment Management Plan".

6. Harvest strategies

6a. Do you support the proposal to manage Queensland's fisheries resources in accordance with harvest strategies which will provide biological, social, cultural and economic targets for each of Queensland's fisheries?

Away from designated NFZ's Council agrees with the proposal to manage Queensland's wild fisheries resources in accordance with harvest strategies which will provide biological, social, cultural and economic targets however this needs to be on a regional basis with the targets having input from a "Regional Catchment Advisory Group" and have an appropriate and periodic measurement system in place.

7. Data and information

7a. Do you agree with the need for enhanced data collection and independent validation programs to improve the basis for fisheries management decisions in Queensland?

Council agrees with the need for enhanced data collection. This needs to be more robust, and also include more comprehensive economic data. For recreational fishing, Council believes having an independent approach with a predictive analysis component is imperative for planning purposes. Supporting an independent approach also supports local business and innovation.

8. Consultation and Engagement

Do you think it is important to establish an ongoing stakeholder engagement process to provide advice to Government and/or the management agency? If yes, what are the most important elements of such a stakeholder engagement process?

Council believes it is absolutely vital to establish an ongoing stakeholder engagement process to provide real time advice to Government and/or the management agency. Council proposes that a "Regional Catchment Advisory Group" with a "Regional Fisheries Catchment Management Plan" would provide information into the decision making process and that key projects / actions are within the "Regional Fisheries Catchment Management Plan". Also there needs to be an ability to engage with the broader fishing community on a regular basis to measure social impact, their views on fishing regulations/practices, provide education and to ensure that they feel they are part of the journey.

9. Fisheries Compliance

Do you support the introduction of stronger powers and more significant penalties for fisheries offences, particularly for combatting black marketing?

Council supports the introduction of stronger powers and more significant penalties for fisheries offences however the reforms are indicating that a reduction of staff on the ground is required to review data and implement intelligent forms of compliance. This is counterproductive as black marketing is more about what cannot be seen through normal financial channels. Rockhampton is home to largest NFZ in Queensland and the largest river catchment on the Eastern Seaboard of Australia, however anecdotally monitoring by fisheries compliance officers in our area appears sporadic and not a significant deterrent. The economic benefits that will be generated by the introduction of the NFZs will be diminished if this remains the case. One solution that Council proposes is to implement an Indigenous Sea Rangers Program through the State Government. To be successful these Rangers would require:

- The powers of investigation and issuing fines from a fisheries perspective.
- Work with various stakeholders to implement fish habitat enhancement projects.
- The ability to undertake works to keep the river system clean.

10. Resourcing**Do you have any views on the best way to resource fisheries management?**

The best way to resource fisheries management is by calculating the GST payments on products and services attributed to recreational fishing on a yearly basis and then once the Federal Government provides the State with its share of this revenue a dedicated percentage of this should go into funding fisheries management. Funding on this basis is fair, equitable and will either increase or decrease based on the level of activity within the Queensland fisheries industry.

11.3 CBD FACADE IMPROVEMENT SCHEME**File No:** 11359

Attachments:

1. Facade Improvement Scheme Information Package
2. Facade Improvement Scheme Consultation Strategy
3. Facade Improvement Scheme Fact Sheet
4. Facade Improvement Scheme Trial Area Map
5. Facade Improvement Scheme Application Form
6. Facade Improvement Scheme Letter

Authorising Officer: Peter Kofod - General Manager Regional Services**Author:** Robert Truscott - Coordinator Strategic Planning

SUMMARY

Façade improvement schemes are used by Councils to encourage property and business owners to invest in revitalising their storefront facades. An allocation of \$40,000 has been approved in the 2016/2017 budget towards trialling the scheme. Grants will be either \$3,000 or \$5,000 dependent on the size of the shop frontage. Council's contribution is to be matched by the applicant. There has been a strong level of business interest in participating. It is proposed that the Rockhampton Regional Council CBD Façade Improvement Scheme commence on 27 September 2016.

OFFICER'S RECOMMENDATION

THAT Council undertakes a trial 12 months CBD Façade Improvement Scheme for the trial area proposed to commence on 27 September 2016.

COMMENTARY

As part of our continued commitment to supporting the success of the CBD it is proposed to introduce a new grant to help business owners and operators undertake façade renovations and storefront improvements. Improving facades creates a more interesting and appealing streetscape to attract people and businesses to the area, while also increasing dollars spent on improvement works. An allocation of \$40,000 has been approved in the 2016/2017 budget towards trialling the scheme. Grants will be either \$3,000 or \$5,000 dependent on the size of the shop frontage. Council's contribution is to be matched by the applicant. The proposed trial area of the Façade Improvement Scheme is attached.

Property owners and businesses in the trial area were asked to submit an expression of interest in the scheme on 9 September 2016. Response has been positive with a prominent Quay Street heritage building owner interested in participating to coincide as close as possible to the finalisation of Stage 1A Riverbank Revitalisation. A number of East Street businesses have also expressed interest. The appetite for future stages of the Scheme will be determined from the outcomes/success of the trial area.

An information package, consultation strategy, application form, factsheet, trial area map and letter to business owners/operators is attached.

CONCLUSION

The allocation of \$40,000 has been approved for this programme in the 2016/2017 budget. Façade improvement schemes have been demonstrated elsewhere to create investment in the CBD and encourage partnerships between Council and building owners and business operators in enhancing the appearance of the CBD. It is requested that the Rockhampton Regional Council Façade Improvement Scheme commence on 27 September 2016.

CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Information Package

Meeting Date: 27 September 2016

Attachment No: 1

Strategic Planning
REGIONAL SERVICES

ROCKHAMPTON CBD FAÇADE IMPROVEMENT SCHEME

Information Package

September 2016





Strategic Planning
REGIONAL SERVICES



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PURPOSE

3

The Rockhampton CBD Façade Improvement Scheme is aimed at encouraging building owners and business operators to invest in façade renovations and storefront improvements for their building using grants to cover a portion of renovation costs. A grant can match up to 50% of eligible costs to a maximum of \$5,000 per façade. These projects create a more interesting, appealing streetscape to attract people and business to the area.

Program Goals

Improving façades has been found to positively influence the perception of a place and encourage overall improvement in a CBD's economy, social and cultural environment, and safety. The goals of the scheme are:

- to promote an improved partnership between Council and private building owners and business operators in enhancing the appearance of the CBD.
- to provide financial assistance to encourage building owners and business operators to undertake works to upgrade the facades of buildings in the CBD

The scheme works with other revitalisation initiatives to:

- promote the viability of retail and commercial businesses;
- help building owners to attract and retain tenants;
- contribute to the quality of life of residents, workers and visitors to the city;
- make the city shopping streets more inviting and interesting places to work and shop; and
- build local community and civic pride among the business community and people of Rockhampton.



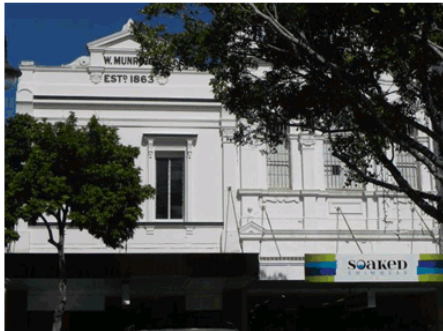
GRANT ALLOCATIONS

4

Funding will be allocated on a case-by-case basis subject to Council approval until the allocated budget (2016/2017) of \$40,000 has been spent or the scheme year has ended. Submitting an application does not guarantee a grant or a specific grant amount. All project proposals are subject to a comprehensive review of the building storefront and façade and must meet high quality standards and be eligible works. Only one grant is eligible per property.

Allocations by Shop Frontage

The Scheme provides funding to a maximum of:



Shop frontage < 12 m

Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$3 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.



Shop frontage > 12 m

Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$5 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.

TARGETED AREAS

5

The map below outlines the trial area of the CBD Façade Improvement Scheme. An allocation of \$40,000 has been made in the 2016/17 budget and grants will be available until 30 September 2017, or until the grant allocation has been spent.

The appetite for future stages of the Scheme will be determined from the outcomes of the trial; with possible focus areas include Denham and William Street extensions through to Bolsover Street and East Street between William and Derby Street. Council has not yet allocated funds to future stages of the Scheme.



Trial area for Façade Improvement Scheme

ELIGIBLE WORKS

6

The work must improve the building and street face by doing more than maintenance. Façade storefront restoration works eligible for grant assessment includes the following:

- Lighting
- Exterior walls
- Windows
- Doors
- Storefronts
- Entranceways
- Awnings/canopies
- Exterior architectural and/or artistic features
- Architectural/designer fees (to a maximum of \$500)
- Landscaping (to a maximum of \$500)
- Façade painting
- Removal of cladding from presently concealed historic character buildings
- Reinstatement of lost elements, or fabric to the façade of the building
- Signage (only the permanent, installation components of the signage included and graphic elements are excluded)
- Limited permanent interior improvements (the reconfiguration of the interior walls, display spaces and interior window finishes to enhance the function and displays of the storefronts)



Rockhampton CBD Façade Improvement Scheme | Information Package

Strategic Planning, Regional Services



DESIGN GUIDELINES

7

Renovations improve natural surveillance

People should be able to clearly see inside the storefront and business operators should be able to clearly see outside to monitor who is around buildings. Improvements include:

Adding and/or increasing the size of existing windows and storefronts;

- using glass doors;
- using clear glass rather than frosted or tinted glass;
- decluttering the windows of posters and signs; and
- adding downcast lighting that washes the perimeter of buildings in light.

Buildings are accessible to pedestrians

The entrances of the building should:

- be wide enough to be comfortable;
- be located directly onto the footpath and not along the side of the building;
- be inviting, eye-catching and complement the façade design using interesting materials;
- be accompanied by clear business signage; and
- be well lit to provide a sense of security and safety for visitors.

Renovations fit to a human scale

Façade improvements should make the buildings friendly to pedestrians. The works will focus on the lower two stories of the building. The front of the building will be partitioned into sections that are more interesting to walk past than long stretches of homogenous walls. Design elements and materials such as signage should be people-sized rather than super-sized (that cater to people driving past quickly in their cars).

Projects should contribute to the safety of the street

Buildings should be well lit at all times of the day. Customers and pedestrians want to feel safe as they walk down the streets. Building facades can be lit with lighting that has different colours and patterns to create dramatic effects.

Projects should contribute to the character of the street

Rockhampton contains main streets that have developed from the early 1860s onwards. Many of the historic character buildings have been modified over time, including the facades being covered with unsightly aluminium cladding or unattractive signage. Preference will be given to façade restoration works that include:

- removal of cladding (aluminum etc) from presently concealed historic character buildings
- reinstatement of lost elements or fabric to the façade of the building (where there is physical or archival evidence, such as historical photos or drawings, or remnant on-site evidence).

Projects exemplify innovative, artistic design

The improvements should make the building look inviting to shoppers, comfortable for pedestrians and interesting for the whole streetscape. Unique artistic elements can give a shopping area character and identity. Texture, pattern, colour and interesting shapes should be incorporated into the façade design in an innovative arrangement and through the use of a variety of materials.



ELIGIBILITY & ASSESSMENT CRITERIA

8

Applications for funding will be assessed against the following criteria and will be awarded until the financial allocation for the scheme has been exhausted.

The following matters will be assessed in determining if a grant application is successful:

1. The application is for façade improvement works to a building in the trial area.
2. The applicant must be a small business operator or property owner that leases to a small business. If the applicant is a small business operator the building owners consent must also be obtained. A small business is defined as a business employing less than 20 people;
3. The proposed works are consistent with the design guidelines and heritage streetscape of the centre.
4. The application is for eligible works and the applicant has submitted all relevant information with the completed application form.

Council reserves the right to approve or refuse a grant application in terms of colour, material or method of execution as it considers appropriate.

Prior to commencement of works applicants must enter into an agreement with Council detailing the agreed schedule of works and grant sum. The applicant must have read and agrees to comply with the terms and conditions applying to the program.

It is the responsibility of the applicant to investigate the requirement of any necessary planning/building permits through Councils planning/building department. Council offers a free duty planner service if advice is required (phone (07 4932 9000 or 1300 22 55 77). Cost associated with obtaining building/planning permits, may not be included in the total amount of the grant application.

Eligible works that are successful and require a planning/building permit will need to submit planning/building approval prior to receiving funds for works.



TERMS AND CONDITIONS

9

1. The applicant is to submit a completed application form including all supporting information:
 - a clear description and schedule of the proposed works;
 - a digital image of the building's current façade, each elevation and close ups of the area affected by the project (successful applicants are required to take a before and final completed works photos)
 - two quotes from licensed contractors are to be submitted with the application.
 - owner's consent
2. Only one grant application is lodged per property; however a number of business owners may jointly make a combined application.
3. The applicant must obtain all necessary planning approvals before commencement of the works.
4. Works are to be undertaken by a licensed contractor.
5. Works are to be carried out in accordance with all Council requirements; for example obtaining a permit to work within the road reserve if required.
6. Works are to be carried in accordance with the QLD Workplace Health and Safety Act 1995, the QLD Workplace Health and Safety Regulations 2008, the QLD Electrical Safety Act 2002, the QLD Electrical Safety Regulations 2002 and any other legislation as required.
7. The applicant must agree to provide a minimum of 50% of the cost of the project or higher if 50% of the costs of works exceed Council's maximum grant contribution of \$3,000 (inclusive of GST) or \$5,000 (inclusive of GST).
8. The applicant is to enter into an agreement with Council listing the agreed schedule of works and grant sum (inclusive of GST).
9. Works should not commence until the applicant has signed the agreement with Council. Council will not grant funds retrospectively to works completed prior to the approval of the application.
10. Applicants must be able to fund the costs of the works upfront as Council will provide its share of funding at the completion of works.
11. Council will not provide funds for:
 - Operation or administrative costs;
 - Business marketing or promotion; and
 - Capital expenses (ladders, gurneys, scaffolding and safety barriers).
12. Hiring of equipment is permitted when directly related to the project.
13. Applicants will be required to remove any illegal signage as part of the façade improvements.
14. Works approved for grant funding are to be completed within 6 months from the date the agreement with Council is signed or grant funds will be reallocated.
15. Any overrun in costs is not the responsibility of Council and extra funds will not be granted.

TERMS AND CONDITIONS (cont.)

10

Assessment of applications

Applications for grants will be assessed by the Strategic Planning unit against the guidelines contained in the Rockhampton CBD Façade Improvement Scheme Information Package (design guidelines, eligible works and eligibility and assessment criteria). The assessment panel reserves the right to seek further information or clarification of a proposal to facilitate an improved outcome. The applications will be ranked against the guidelines and grants will be provided to eligible applicants until the allocation of grant funding is exhausted. Grants are awarded based on merit and not all applications that meet the assessment guidelines may be funded.

How do I apply?

Property owners or business operators considering making an application are encouraged to discuss their potential project with the Strategic Planning unit prior to submitting an application. The applicant is encouraged to seek professional advice from suitably qualified architects or designers to assist with the development of the proposed improvements.

Please download and complete the application form online www.rockhamptonregion.qld.gov.au and submit it along with the supporting documentation to strategic planning enquiries@rrc.qld.gov.au.



Rockhampton CBD Façade Improvement Scheme | Information Package

Strategic Planning, Regional Services

CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Consultation Strategy

Meeting Date: 27 September 2016

Attachment No: 2

Community Engagement Plan

Strategic Planning – Façade Improvement Scheme

Table of contents

1. Trigger for Engagement	2
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3. Background	2
4. Target Audience/s	2
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Façade Improvement Scheme - Community Engagement Plan

1. Trigger for Community Engagement

The Rockhampton CBD Façade Improvement Scheme is an incentive program which has been developed as part of the overarching CBD Revitalisation project. Council has endorsed to trial the scheme within a targeted area of the Rockhampton CBD using grants to cover a portion of renovation costs.

2. Reason for Engagement

The Façade Improvement Scheme is aimed at encouraging building owners and business operators to invest in façade renovations and storefront improvements for their building. Façade improvement projects create a more interesting, appealing streetscape to attract people and business to the area and are based on a mutually beneficial outcome both to property and business owners and local government.

In order for the scheme to be successful, those eligible business and property owners must be kept informed of the details of the scheme and be fully aware of the ways to access and optimize grant allocations.

3. Background

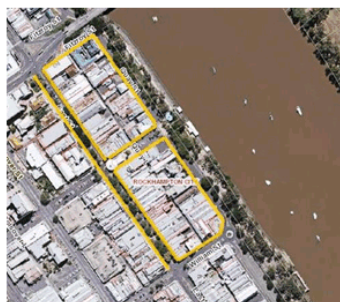
Improving façades has been found to positively influence the perception of a place and encourage overall improvement in a CBD's economy, social and cultural environment, and safety. The goals of the Rockhampton CBD Façade Improvement Scheme are:

- to promote an improved partnership between Council and private building owners and business operators in enhancing the appearance of the CBD; and
- to provide financial assistance to encourage building owners and business operators to undertake works to upgrade the facades of buildings in the CBD.

The scheme works with other CBD revitalisation initiatives to:

- promote the viability of retail and commercial businesses;
- help building owners to attract and retain tenants;
- contribute to the quality of life of residents, workers and visitors to the city;
- make the city shopping streets more inviting and interesting places to work and shop; and
- build local community and civic pride among the business community and people of Rockhampton.

4. Target audiences



The target audience for engagement regarding the Façade Improvement Scheme will be eligible business and property owners in the CBD trial area, as outlined in the map included.

The appetite for future stages of the Scheme will be determined from the outcomes of the trial; with possible focus areas include Denham and William Street extensions through to Bolsover Street and East Street between William and Derby Street.

Trial area for Façade Improvement Scheme

Façade Improvement Scheme - Community Engagement Plan

As Council has not yet allocated funds to future stages of the Scheme, additional target audiences will not be engaged until after the successful roll out of the Scheme within the trial area.

5. Objectives

The following objectives will be used to guide the engagement and communication activities specific to the targeted stakeholder group identified:

- Identify business and property stakeholders (and representative contacts) to be informed of the Façade Improvement Scheme.
- Connect with these stakeholders early and proactively with sufficient information and guidance to inform them of the grant allocations available and how these can best be utilized.
- Keep stakeholders engaged throughout the trial period of the Scheme by establishing clear communication channels to the Strategic Planning team and ensuring that relevant updates are provided, e.g. successful applications and grant uses.

6. Key messages

Eligible business and property owners will receive detailed information regarding the Façade Improvement Scheme (see attached documentation; Information Package and Fact Sheet). The key messages included in this information will cover:

- Program goals and purpose of the Façade Improvement Scheme
- Grant allocations by shop frontage; <12m and >12m
- Location details of the pilot Stage 1
- Eligible works
- Design guidelines
- Eligibility and assessment criteria
- Terms and conditions

7. Level of Engagement

The Public Participation Spectrum identifies a number of different public participation levels ranging from inform, consult, involve, collaborate & empower. With this in mind, eligible business and property owners within the East Street pilot area for the Façade Improvement Scheme will be kept **informed** throughout all stages of the Scheme through the provision of relevant, balanced and objective information to assist understanding and effective use of the grants available to them.

8. Methods of Engagement

To support the objectives of Façade Improvement Scheme, an engagement and communication strategy has been developed to ensure clear messages and information regarding the program is delivered to the relevant stakeholders.

A suite of communications materials has been developed, which includes:

- Information Package
- Fact Sheet
- Application Form, available in hard copy and via the RRC website
- Letter and email to eligible business and property owners

Strategic Planning

Page 3

Façade Improvement Scheme - Community Engagement Plan

9. Implementation Schedule

The schedule of communication and engagement activities will be delivered as follows:

Activity	Timing	Responsible / Involved
Confirm Communication Plan	Week 1	Council, Strategic Planning Coordinator
Finalise information materials to be sent to stakeholders	Week 1	Strategic Planning team, Marketing and Engagement
Upload information and application form to RRC website	Week 2	Marketing and Engagement
Send letter to eligible business and property owners	Week 2	Strategic Planning team, Marketing and Engagement
Liaise with business and property owners throughout Scheme	Ongoing	Strategic Planning team, Marketing and Engagement
Update to Council, media opportunity following first successful grant application and use	TBC	Strategic Planning team, Council, Strategic Planning Coordinator, Marketing and Engagement

CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Fact Sheet

Meeting Date: 27 September 2016

Attachment No: 3

ROCKHAMPTON CBD

FAÇADE IMPROVEMENT SCHEME

Fact Sheet



Rockhampton Regional Council is developing a Façade Improvement Scheme to work in partnership with property and small business owners to facilitate and support the revitalisation of façades within the CBD.

Council will work with property and small business owners to help fund improvements to building facades to create an appealing streetscape to attract more people and businesses to the area.



WHAT ARE THE BENEFITS TO THE CBD?

- Promote the viability of retail and commercial businesses;
- Help building owners to attract and retain tenants;
- Contribute to the quality of life of residents, workers and visitors to the city;
- Make the city shopping streets more inviting and interesting places to work and shop; and
- Build local community and civic pride among the business community and people of Rockhampton.

HOW WOULD THE FUNDING WORK?

Shop frontage < 12 m

Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$3 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.

Shop frontage > 12 m

Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$5 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.

Funding will be allocated on a case-by-case basis subject to Council approval until the allocated budget has been spent or the scheme year has ended. Only one grant is eligible per property.



ROCKHAMPTON CBD FAÇADE IMPROVEMENT SCHEME
Fact Sheet | September 2016



WHO IS ELIGIBLE?

The scheme will be trialled in East and Quay as outlined in the following map. Property and small business owners located within this area are eligible to apply.

WHAT ARE THE REQUIREMENTS OF THE SCHEME?

- Only one grant is eligible per business, or individual shop front and property owner consent is required
- Improvements proposed must be to the façade of the building and visible from the street.
- The proposed works must be consistent with design guidelines and the heritage streetscape of the CBD.
- The application is for eligible works and requires two formal quotes from licensed contractors for the works
- Applicant must provide matched contribution in cash.



FAÇADE IMPROVEMENT ELIGIBLE WORKS

- | | |
|--------------------|---|
| • Lighting | • Exterior architectural and/or artistic features |
| • Exterior walls | • Architectural/designer fees (to a maximum of \$500) |
| • Windows | • Landscaping (to a maximum of \$500) |
| • Doors | • Façade painting |
| • Storefronts | • Removal of cladding from presently concealed historic character buildings |
| • Entranceways | • Reinstatement of lost elements, or fabric to the façade of the building |
| • Awnings/canopies | • Limited permanent interior improvements |
| • Signage | |



Want to find out more?

Go to <http://www.rockhamptonregion.qld.gov.au/> to download an information package and application form or email Sonia Barber at sonia.barber@rrc.qld.gov.au.



ROCKHAMPTON CBD FAÇADE IMPROVEMENT SCHEME
Fact Sheet | September 2016

CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Trial Area Map

Meeting Date: 27 September 2016

Attachment No: 4

Rockhampton CBD Façade Improvement Scheme Trial Area



CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Application Form

Meeting Date: 27 September 2016

Attachment No: 5



Rockhampton Regional Council Façade Improvement Scheme Application Form

Applicants Details

Name: _____

Address: _____

Email: _____

Contact No: _____ Mobile: _____

Proposed Building

Property Owner
Name: _____

Building Address: _____

Email: _____

Contact No: _____ Mobile: _____

**Are you the
property owner?** Yes No

If not, what is your
company status? _____

If you are tenant
what is your
business name? _____

If you are not the building owner please have the owner complete the following section.

Property Owner Consent

As the owner of the property to which this application relates. I consent to this application being made. I also consent to an authorised Council Officer(s) to enter the property to carry out inspections relating to this application.

Without property owner's consent, we cannot accept the application. If you are signing on the owner's behalf as the owner's legal representative, you must state the nature of your legal authority and attach documentary evidence of your status (e.g. power of attorney, executor, trustee, company director etc).

The following section must be completed by the owner (s) and/or authorised representative
I, _____

Consent to the making of this application for funds under the Façade Improvement Scheme, if awarded I give permission for the proposed work to be undertaken as outlined in this application.

Address: _____

Contact No: _____

Email: _____

Sign: _____ Sign: _____

Date: _____

Privacy Notice: Rockhampton Regional Council is collecting the personal information you are supply on this form for the purpose of processing you application. Your personal details will not be disclosed to any other person or agency external to Council without your consent unless required or authorised by law.

Proposal

Are the works
visible from the
street?

Yes

No

Please describe your proposed improvement works and attach a detailed plan of works and confirm how the works will be visible from the street:

What is the current use of the building (name of tenant and business)?

Have you spoken to the neighbouring business operators/owners about your proposed property improvement? Will your neighbours participate in the Façade Improvement Scheme?

What is the estimated timeframe to complete the works? Note: the works have to be completed within six months of the signed agreement. (Schedule of works)

Quote/s
Please attach two quotes from licensed contractors
Quote 1
From:
Total (Cost inc GST)
Quote 2
From:
Total (Cost inc GST)
Which quote do you prefer?:
Date:

Requirements of the application:

The applicant agrees that improvements comply with the criteria detailed in the Façade Improvement Scheme Information Package being:

- Grant allocations
- Improvements must be to the facades of shops located within the designated area;
- Improvements must be eligible works;
- Improvements must meet the requirements of the design guidelines;
- Improvements must meet the eligibility and assessment criteria; and
- Applicants agree to the terms and conditions.

Approval of grant application

Council will advise the applicant in writing if the grant application is successful or unsuccessful

How to claim grant funding

To claim the grant funds, the applicant must provide Council with:

1. Written advice that the works have been completed; and
2. A receipt from the contractor, including the ABN of the contractor; and
3. A tax invoice (including ABN) to Council for the agreed grant sum (inclusive of GST)

Email to enquiries@rrc.qld.gov.au or forward to

Strategic Planning

Rockhampton Regional Council

PO Box 1860

Rockhampton QLD 4700

Application submission checklist

- I have read and understood the grant criteria as detailed in the Rockhampton Regional Council Façade
- I have completed all parts of the Application Form
- I have the building owner's consent in writing
- I have included improvement plans
- Two formal quotes from licensed contractors
- Planning approvals and permits for all works being carried out
- Before photos (to be submitted with application) and after photos (to be submitted with acquittal of invoice) of the building

CBD FACADE IMPROVEMENT SCHEME

Facade Improvement Scheme Letter

Meeting Date: 27 September 2016

Attachment No: 6

27 September 2016

«Business_Name»

«Business_Postal_Address_1»

«Business_Postal_Address_2»

«Business_Postal_Address_3»

Dear Property / Business Owner,

Rockhampton Regional Council, as part of our continued commitment to optimising the success of the Rockhampton CBD, has introduced a grant to help building owners and business operators undertake façade renovations and storefront improvements. Improving facades creates a more interesting and appealing streetscape to attract people and businesses to the area.

The Rockhampton CBD Façade Improvement Scheme will provide financial assistance to a building owner or business operator by matching up to 50% of eligible costs spent on improvements. The scheme provides funding to a maximum of:

Shop frontage < 12 metres

- Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$3 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.

Shop frontage > 12 metres

- Grants limited to not greater than 50% of the total cost to a maximum dollar value of \$5 000 (inclusive of GST). Council's contribution is to be at least matched by the applicant.

The area outlined in yellow below is the trial area proposed for the Façade Improvement Scheme.

Grants will be allocated based on merit until a set funding allocation is spent within a certain time period. The appetite for future stages of the Scheme will be determined from the outcomes of the trial.

A factsheet regarding the proposed scheme is enclosed. If you are interested in participating in the scheme go to <http://www.rockhamptonregion.qld.gov.au/> to download an information package and application form or contact Sonia Barber on 4936 8534 or email at sonia.barber@rrc.qld.gov.au.

Yours faithfully

Cherie Rutherford
Acting Mayor
Rockhampton Region



11.4 FEES ASSOCIATED WITH REGISTRATION OF LEASES, LICENCE AND PERMITS FOR PARKS

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

Organisations hold tenure over park land and a number of these agreements require registration with the Department of Natural Resources and Mines for which there are associated fees. This report identifies the fees and which entity is responsible for payment.

OFFICER'S RECOMMENDATION

THAT Council accede to the fee reimbursement structure identified in the report.

COMMENTARY

A number of organisations hold tenure over land owned or controlled by Council for the purposes of sport, recreation and/or community activities. This report addresses only those agreements where Parks is identified as the custodian of the relevant asset.

BACKGROUND

The preparation of tenure agreements is subject to a number of fees that are charged by the Department of Natural Resources and Mines (DNRM); this includes fees associated with survey plans, sketch plans and lodgement fees. Council also incurs the cost associated with the preparation of survey plans by a qualified cadastral surveyor.

Council covers the costs associated with the preparation of the agreements and seeks reimbursement from tenants for some of the fees associated with registration with the Land Titles Office. The following table identifies the potential fees that may be incurred and who is recommended to be responsible for the cost. Instances that are outside or exceptions to the circumstances described will be dealt with as part of a report and recommendation to Council to amend a tenure arrangement.

Approximate Frequency of Charge	Charge	Financially Responsible	Current DNRM Fee (as at 13 September 2016)
Once off	Preparation of survey plans when the tenant is eligible to the Council Rates Remission on the subject land in accordance with Council's Rates Concession Policy	Council	\$2,000 - \$4,000 dependent on size and complexity of plan
Once off	Preparation of survey plans when the tenant is <u>not</u> eligible to the Council Rates Remission on the subject land in accordance with Council's Rates Concession Policy	Tenant	\$2,000 - \$4,000 dependent on size and complexity of plan
Once off	Amendments of survey plans where the tenant has requested the amendment	Tenant	\$2,000 - \$4,000 dependent on size and complexity of plan

Approximate Frequency of Charge	Charge	Financially Responsible	Current DNRM Fee (as at 13 September 2016)
Once every five (5) years, or on renewal	Registration of the agreement on the title	Tenant	\$175
As requested	Registration fees for surrender of the agreement on the title	Tenant	\$175
Once off	Lodgement of a survey plan over part of the land for registration on the title	Council	\$350
Once off	Lodgement of an interest over part of the land for registration on the title	Tenant	\$26 (per leased area)
Once every 3 – 5 years, dependent on the agreement	Lodgement of a sketch plan, over part of the land, with the agreement	Tenant	\$33 (per agreement)

BUDGET IMPLICATIONS

Parks operational budget includes an annual amount of \$5,000 to cover the costs for preparation of survey plans and it's expected that this amount will need to be increased due to updates issued by DNRM (28 April 2016). The Registrar of Titles Directions for the Preparation of Plans identified that in accordance with sections 5.7 and 5.8, sketch plans must be certified and prepared by a registered cadastral surveyor.

Sketch plans for Trustee Leases were previously completed in-house; however in order to comply with this requirement Council will be outsourcing the preparation of the required plans to a cadastral surveyor. It is estimated that plans will cost \$2,000 - \$4,000 each; the need for additional budget will be submitted within a future revised budget.

CONCLUSION

Acceptance of this report will assist in the administration of fees associated with tenure on parkland.

11.5 COMMUNITY ASSISTANCE PROGRAM

File No: 7822
Attachments: Nil
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Naomi Brownless - Acting Manager Communities and Facilities

SUMMARY

An application from the Citizens Radio Emergency Service Teams Queensland has been received for funding from the Community Assistance Program to assist with the installation and commissioning of citizens band channel 5 emergency repeater at Mount Archer.

OFFICER'S RECOMMENDATION

THAT Council grants the funding requested and approves the allocation of \$2,627.50 from the Community Assistance Program to the Citizens Radio Emergency Service Teams Queensland.

COMMENTARY

An application was received to 2016/17 funding round 1 of the Community Assistance Program from the Citizens Radio Emergency Service Teams Queensland to assist with the installation and commissioning of CBR5 Channel 5 Emergency Repeater at Mount Archer. To enable a thorough and proper assessment, the panel requested more information from the applicant. Further information has been received and the recommendation to fund the application is presented to Council for consideration.

The Citizens Radio Emergency Service Teams Queensland require assistance for the installation and commissioning of a Citizens Band Channel 5 Emergency Repeater to be located at Mount Archer to assist in emergency readiness and response to emergency calls to be relayed to relevant organisations.

The Rockhampton Channel 5 Repeater was originally located at Mount Archer and previously allowed members of the general public and emergency services to communicate in times of need and when all other lines of communication had failed. The aim of the project is to bring this service back to the community and ensure that it meets the current and future licencing and technology needs.

Citizens Radio Emergency Service Teams Queensland would remain responsible for the installation, maintenance, licencing and any other items required for the upkeep of the Repeater including all legal aspects and complaints if any arise.

The application states that no responsibility will lie with any Emergency Service, Council Local Disaster Management Group or any other organisation other than that of its normal day to day requirements in response to calls for assistance from any other person via normal means. The applicant is not proposing that any Emergency Services monitor this channel however the channel is there for use by them if required and if all other modes of communication fails.

Citizens Radio Emergency Service Teams Queensland states that it has been monitoring Channels 5 and 35 for approximately 5 years with several members who currently work in the Communications Industry. With the ability to both monitor and maintain the infrastructure Citizens Radio Emergency Service Teams Queensland are able to provide a full service to the community.

11.6 RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016**File No:** 8780

Attachments:

1. Potential and Current Risk Exposure Profile as at 26 August 2016
2. Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 26 August 2016
3. Assorted New and Amended Risks as at 26 August 2016
4. Corporate Risk Register - Quarterly Update as at 26 August 2016
5. Office of the CEO Risk Register - Quarterly Update as at 26 August 2016
6. Community Services Risk Register - Quarterly Update as at 26 August 2016
7. Corporate Services Risk Register - Update as at 26 August 2016
8. Regional Services Risk Register - Quarterly Update as at 26 August 2016

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

Author: Kisane Ramm - Risk Management Officer

SUMMARY

Presenting the quarterly risk register updates as at 26 August 2016.

OFFICER'S RECOMMENDATION

THAT the quarterly risk register updates as at 26 August 2016, as presented in the attachments to this report, be adopted.

BACKGROUND

In keeping with the Standard *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines*, Council has in place an overarching Enterprise Risk Management Framework, Policy, and Procedure to guide its risk management efforts.

To assist and comply with the requirements of both the Standard and the Legislation the quarterly updates, attached, are presented for the consideration of the Council.

Council's *Enterprise Risk Management Framework*, section 8.5 *Monitor and Review*, requires the Risk Management Officer to present to Council quarterly:

- all risks with high and very high current risk ratings; as well as
- any risk, 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 controls and further treatments to be applied, ensures 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.

COMMENTARY

Along with the usual enterprise risk management quarterly summary reports consisting of risks with Very High and High risk ratings and those risks undergoing treatment, some newly identified risks and one that has been updated but falls outside of the aforementioned categories are also being presented for the consideration of the Council. The presentation of these risks assist the Council with their responsibility of providing direction and oversight, through informed decision making, of risk management across the organisation in support of achieving Council's objectives.

This quarterly report sees the beginning of the inclusion of some of Council's projects that meet the criteria of having a reportable level of risk. Council's Enterprise Risk Management Process Procedure requires all Capital Projects that meet the following criteria to be listed in the Risk Registers:

A capital asset project, including Information Technology projects that:

- will last more than three months; and
- is greater than \$1million; or
- if less than \$1million, when assessed using the Risk Calculator, the potential exposure risk level is (equal to, or greater than) 3. Moderate – taking into account the complexity and political sensitivity of the project.

Through the inclusion of these projects it is hoped to more fully develop Council's risk profile and an awareness of the accumulated potential risks Council faces, as well as being able to demonstrate that any risks to the project objective/s are being adequately managed.

Owing to this requirement, two new risks are being presented in the registers for the first time. However, rather than presenting the risks in their individual department's registers where they reside, a register of assorted new risks and an amended risk that falls outside of the quarterly reporting parameters has been prepared for this report (Attachment 3).

For the purpose of identifying proposed changes in the registers, updates have been dated and made in red text in the attachments.

The following table highlights some of the changes in this quarter's updates.

Risk Number	Change
<i>Assorted Risks</i>	
447	This is a new risk generated from the Pound facility's Capital Project showing for Community Services.
237	This is a new risk generated from the Smart Way Forward Strategy showing for Corporate Services.
236	This is an expansion of a risk in the Fraud Checklist showing for Corporate Services.
113	This risk is from the Office of the CEO's register. An error was made when entering the "link to planning" which has now been rectified. Additionally the controls have been reviewed and amended resulting in the Control Effectiveness being altered from 4. Substantially Effective to 3. Partially Effective. As this risk falls outside of the quarterly reporting parameters owing to the changes made it is presented with the other assorted risks.
115	This is a newly identified risk showing for the Office of the CEO.
<i>Community Services</i>	
331; 332; 333; 334	Owing to an organisational restructure these risks have moved from the Regional Services Risk Register to Community Services'. As there haven't been any changes other than Control and Risk Owner titles for 331 and 333 they have not been presented in this report.
334	Has now been re-assessed from a 2 D (Moderate 5) to a lower rating of 2 C (Moderate 6) having had its future treatments completed last quarter and is no longer appearing in the Further Treatment Summary Table.
332	Completion date extended from 30/6/16 to 30/6/17.
	Also owing to the organisational restructure numerous risks in this register have had their Control and Risk Owner position titles altered. As these were the only changes to those risks they have not been presented in this report.
407	Completion date extended from 30/6/16 to 31/12/16.
427	Completion date extended from 30/6/16 to 30/6/17 owing to the restructure and review of processes and procedures.
431	Completion date extended from 30/6/16 to 30/11/16.
443	Completion date extended from 30/6/16 to 30/6/17.
444	Completion date extended from 31/12/16 to 30/4/17 owing to the scope and program delivery currently being prepared.

Risk Number	Change
<i>Corporate Services</i>	
223	Completion date extended from 30/6/16 to 31/12/16.
235	Completion date extended from 30/6/16 to 30/6/17.
244	Completion date extended from 31/7/16 to 30/11/16.
253	Future control listed as completed. This has been re-assessed from a 4 B (High 5) to a lower rating of 3 B (Moderate 6) and is now considered ALARP (as low as reasonably practicable). As such this will be removed from the Further Treatment Summary Table and the High and Very High Summary Table unless it falls within the reporting parameters at a later date.
<i>Office of the CEO</i>	
111	Risk has been re-evaluated as ALARP. Council is now implementing economic development strategies and actions and is only waiting on Capricorn Enterprise to execute a MOU for tourism.
112	Completion date extended from 30/5/16 to 30/10/16 to ensure the most appropriate coverage and value for money for Council is obtained.
330	Owing to a restructure this risk has been moved back to the Regional Services' register.
<i>Regional Services</i>	
312	Future control listed as completed. This risk has been re-assessed from a 4 C (High 4) to a lower rating of 4 B (High 5) and is now considered ALARP. As such this will be removed from the Further Treatment Summary Table unless it later falls within the reporting parameters.
319	Future control listed as completed. This risk has been re-assessed from a 4 B (High 5) to a lower level of 3 B (Moderate 6) and is now considered ALARP. As such this will be removed from the Future Treatment Summary Table unless it later falls within the reporting parameters.
320	Future controls listed as completed. This risk has been re-assessed from a 4 B (High 5) to a lower level of 3 B (Moderate 6) and is now considered ALARP. As such this will be removed from the Future Treatment Summary Table unless it later falls within the reporting parameters.
330	This risk has been moved back to the Regional Services' register from the Officer of the CEO's owing to a restructure, but as there aren't any changes other than Control and Risk Owner titles it has not been presented in this report.
331; 332; 333; 334	These risks have been moved to the Community Services' register owing to a restructure. 331 and 332 will no longer appear in the Regional Service's Summary Report Tables.

CORPORATE/OPERATIONAL PLAN

Risk management is a continuous, future-focused process with the aim being to assist with objectives achievement. The purpose of risk management is to identify potential problems before they occur providing an opportunity through informed decision making to plan and implement responses to mitigate adverse impacts, or take up opportunities, to assist in achieving the objectives.

As the Corporate and Operational Plans outline Council's objectives, they are used as the starting point in identifying the risks to those objectives.

The 2012-2017 Corporate Plan lists the following Activity:

- *Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.*

Risk management framework, policy and procedures have been developed and implemented to assist with achieving the above by having coordinated and standardised processes. This provides Risk Owners the opportunity to develop controls to secure achievement of the objectives.

CONCLUSION

The risk registers, having undergone their quarterly review conducted by the respective managers and the Leadership Team, are now presented for Council's consideration.

RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Potential and Current Risk Exposure Profile as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 1

POTENTIAL EXPOSURE RISK RATINGS as at 26 AUGUST 2016

(Management's rating considering the maximum plausible level of consequence for a risk, assuming controls fail or there are no controls in place)

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Corporate Risks	0	0	2	6	3
Community Services	0	6	21	23	1
Corporate Services	0	6	12	38	2
Office of the CEO	0	1	5	6	0
Regional Services	0	0	12	17	3
	0	13	52	90	9

COUNCIL'S POTENTIAL EXPOSURE RISK RATING PROFILE			
Risk Rating	Number of Risks This Period	Number of Risks Last Period	%
Catastrophic	9	9	5.49
Major	90	86	54.88
Moderate	52	52	31.71
Minor	13	13	7.93
Insignificant	0	0	0.00
Total number of risks	164	160	

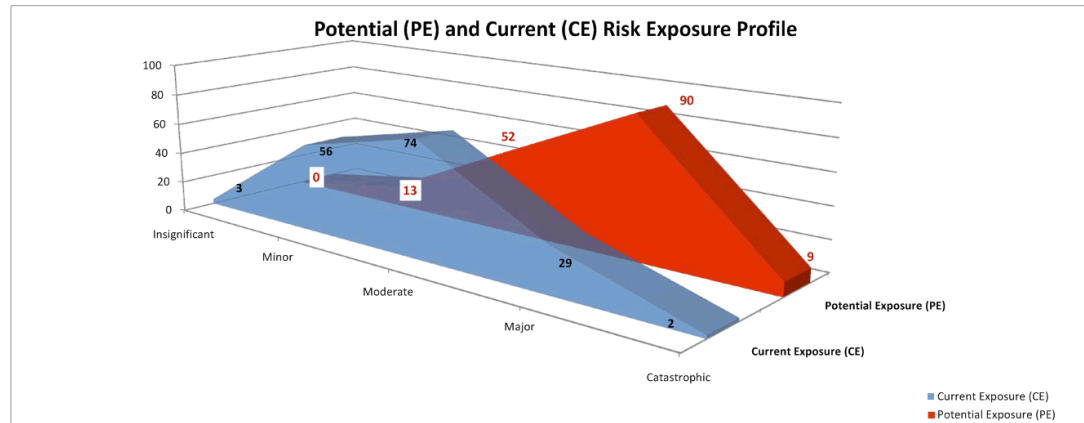
CURRENT RISK RATINGS as at 26 AUGUST 2016

(Management's rating after considering any Existing Controls and the severity and likelihood of the consequence) *

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Corporate Risks	0	2	5	4	0
Community Services	1	20	25	5	0
Corporate Services	1	29	24	4	0
Office of the CEO	1	2	6	3	0
Regional Services	0	3	14	13	2
	3	56	74	29	2

COUNCIL'S CURRENT RISK RATING PROFILE			
Risk Rating	Number of Risks This Period	Number of Risks Last Period	%
Catastrophic	2	2	1.22
Major	29	29	17.68
Moderate	74	70	45.12
Minor	56	56	34.15
Insignificant	3	3	1.83
Total number of risks	164	160	

* To get a Current Risk Rating the Risk Owner has also considered the effectiveness of the existing controls to mitigate against the consequence and likelihood of the risk event occurring.



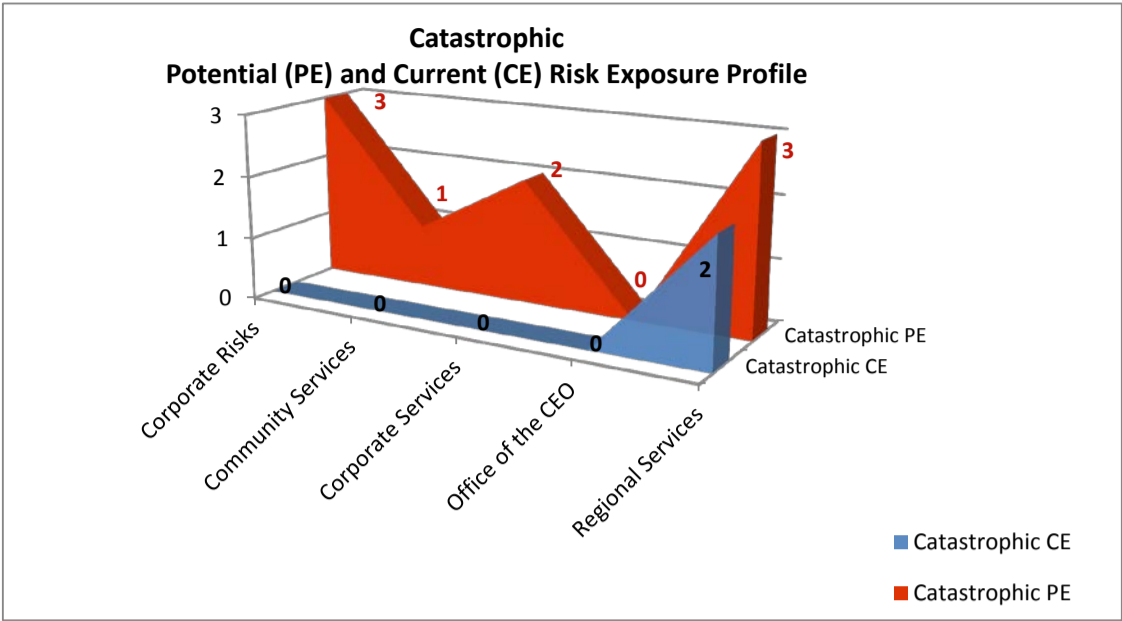
RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 2

COMPARISON OF CURRENT AND POTENTIAL EXPOSURE RISK RATINGS BROKEN DOWN BY CATEGORY as at 26 AUGUST 2016



	PE	CE
Reg Serv	3	2
Corp Serv	2	0
Com Serv	1	0
CORP RISK	3	0

	Risk #	
Reg Serv	304	304
	308	308
	321	
Corp Serv	214	
	244	
Com Serv	410	
CORP RISK	3	
	9	
	10	

Catastrophic Potential Exposure Risks

#304 - Failure of operation asset condition (road, 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.

308 - Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses as threat to safety of road users resulting in public liability.

321 - Failure to document and implement disaster management policy, framework and arrangements...resulting in: a lack of leadership and poor decision making in disaster events; major financial losses; damage t reputation; potential increased effects on a disaster event upon the community; and potential loss of funding opportunity (NDRRA).

214 - Loss, theft, corruption of data resulting in failure to deliver services, reduced staff productivity, and negative impact on Council reputation.

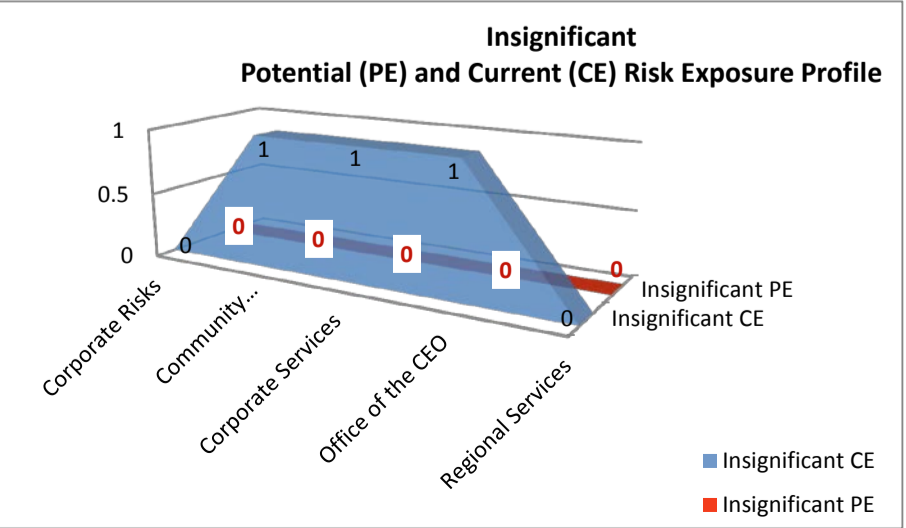
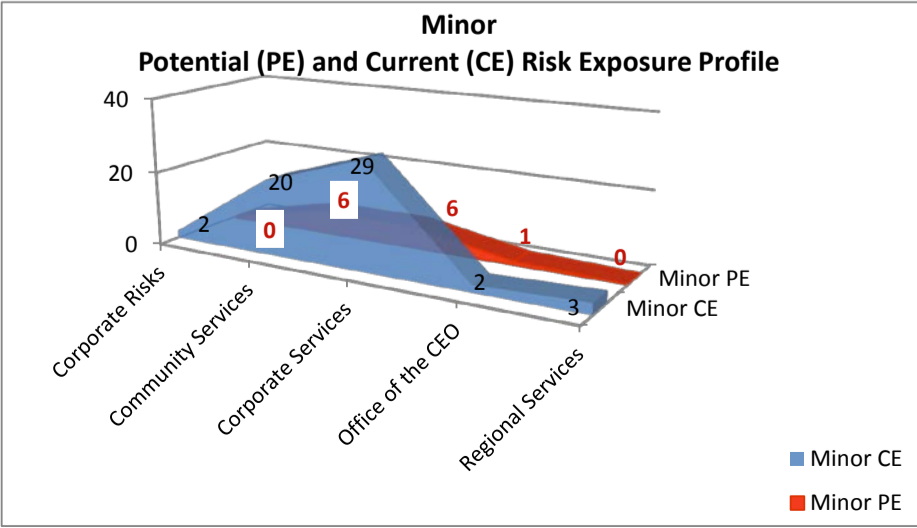
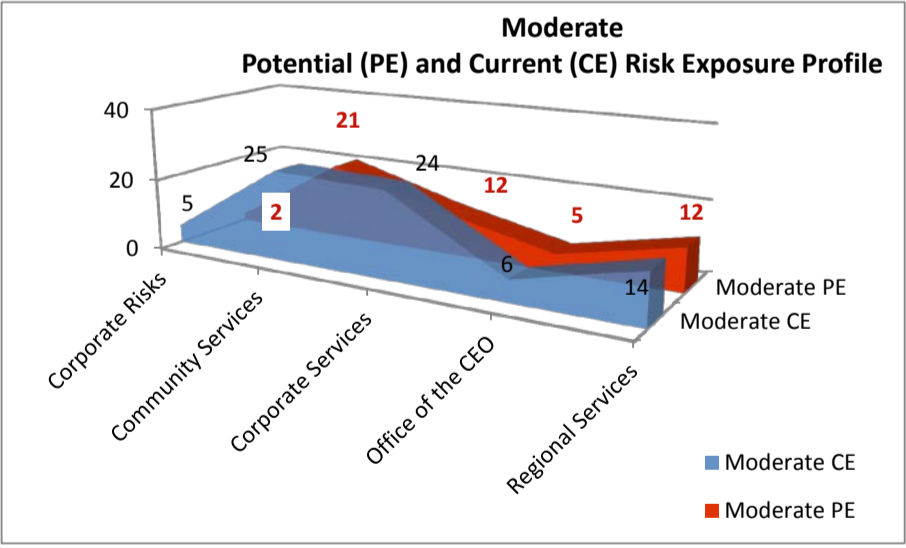
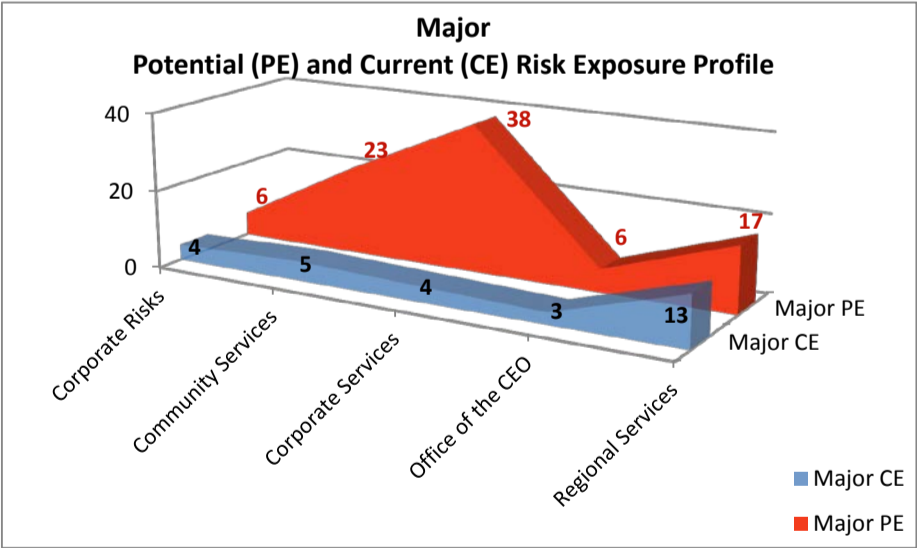
244 - Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.

#410 - Catastrophic rail event resulting in death or serious injury to staff and legal proceeding against Council. (Rail Safety - Heritage Village)

#3 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 braches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.

#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.

#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.



RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Assorted New and Amended Risks as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 3

ROCKHAMPTON REGIONAL COUNCIL																			
ASSORTED NEW AND AMENDED RISKS 2016																			
Reporting Copy as at 26/8/16 (to be adopted by Council 27/09/2016)																			
IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS									RISK ANALYSIS			RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS						
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations	Potential Exposure Rating	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per the results of the ACTION TABLE and/or Cost-Benefit Analysis)	Future Risk Control/s	Control Implementation/Monitoring	Resource/Budget Needed	Performance/Constraints	% Complete	Completion Date	Risk Owner
																			Dept
MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - P and S - V																			
NEW RISK AS AT 26/8/16																			
447	Provide compliance and regulatory services in line with legislative and community standards.	Pound facility not being fit for purpose and able to fulfil expectations leading to: Council's reputation being tarnished; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed.	Assets/Property	(1). Inappropriate budget/resources. (2). Adhoc decision making without full consideration of impact and adopted processes. (3). Incorrect data or assumptions for purpose of modelling requirements.	4. Major	1. (1 & 2) Capital budget and assorted asset policies and processes followed; 2. (2) Appropriate planning and development; 3. (1) Council informed of budget limitations associated with this project.	3.Partially Effective	Manager Planning and Regulatory Services	3	D	High 4	Treat Risk	(1) Pound constructed and operated in line with Council's and community's expectations. (2) Appropriate budget provided.	Manager Planning and Regulatory Services	In current budget.	(1) Appropriate site (2 & 3) Appropriate resourcing (1) Budget	5%	30/06/2017	Manager Planning & Regulatory Services
236	Manage and effectively administer Council's contract and tendering, inventory and purchasing processes in accordance with relevant legislative requirements and organisational needs.	Payments for goods/services made to incorrect or fraudulent supplier/financial institution resulting in financial loss, supplier stop-supply and loss of reputation.	Legal	1. Inadequate systems in place to detect persons making false claims as a contracted supplier. 2. Failure of Council staff to detect persons masquerading as a contracted supplier requesting changes to Council's supplier records. 3. Failure to provide adequate training and awareness to Council staff of the risks and methods persons might use to coerce changes to supplier records.	4. Major	1. Adopted procedure guiding the process of testing the veracity of supplier requests prior to actioning changes - 'Changes to Supplier Details in the AP Chart Procedure'. 2. Process in place for monthly independent review of AP chart supplier masterfile changes.	3.Partially Effective	Manager Corporate & Technology Coordinator Procurement & Logistics	4	C	High 4	Treat Risk	(1) Immediate audit of changes to AP Chart supplier details over the previous six months. (2) Contracted suppliers to be contacted to warn of fraudulent suppliers and report any suspicious activity to Council via the Call Centre (1300 ...). (3) ITS to investigate possibility of email system detecting 'spoofed' email addresses. (4) Purchasing Compliance to include fraudulent supplier awareness topic on Key Purchasing Officer agenda.	Coordinator Procurement & Logistics Manager Corporate & Technology	TBA	None known	(1) 75% (2) 50% (3) 10% (4) 10%	1. 31/08/16 2. 31/08/16 3. TBA 4. 06/10/16	Manager Corporate and Technology
237	Deliver a range of individual and organisational development services and programs.	Failure to implement the outcomes of the Smart Way Forward Strategy leading to failure to capitalise on the opportunities presented by the smart/digital economy and loss of reputation.	Strategic	1. Lack of political and management support for the strategy. 2.Inadequate budget and human resources to implement the outcomes. 3. Failure to attract government and third party funding to support the delivery of the outcomes.	4. Major	1. Council adopted Smart Way Forward Strategy. 2. Smart Way Forward Action Plan developed to implement/commence implementing the outcomes 2016 to 2020. 3. Smart Regional Centre budget adopted including human resourcing. 4. Council approved the development of the Smart Hub 212Quay 5. Proactive approach to seeking out and submitting relevant funding applications. 6. Ongoing engagement with the community, business and government promoting the strategy.	4.Substantially Effective	Manager Corporate & Technology	4	B	High 5	Accept Risk (ALARP)							Manager Corporate and Technology
115	Provide assurance, consulting and assigned investigation services.	Gaps in Council's assurance program, are/will lead to: incorrect audit focus; Council reputation damage, missed opportunity to save/redirect \$ and increase efficiency and effectiveness.	Strategic	(1). Siloed management processes. Lack of: (2). Internal Audit resources; (3). Cooperation and communication; (4). Coordinated approach; (5). Understanding of assurance requirements.	4. Major	1. (2) Audit Planning Process 2. (1) Management independently undertaking assurance activities 3. (2) Audit Committee oversight of audit process 4. Corporate/Operational Plan reporting	2.Largely Ineffective	CEO	4	D	Very High 3	Treat Risk	(5) Educating the relevant managers what assurance is and what is required.	Chief Audit Executive		Budget	0%	31/12/2018	Chief Audit Executive
ASSORTED AMENDED RISKS																			
113	Assist developers through the development application process to facilitate economic growth. Implement a growth management framework which facilitates economic growth whilst preserving the Region's character.	Promotional activity is stopped or not updated regularly, negatively impacting local businesses leading to a tarnished reputation.	Strategic	1. Lack of staff resource or inappropriate service delivery. 2. Lack of access to appropriate technology.	3. Moderate	(1) Appropriate staff recruited for unit. [(2) Sourced appropriate technology. (26/8/16 to be deleted)] (2) Liaising with IT on appropriate technology support.	3.Partially Effective	Manager Regional Promotions	3	C	Moderate 5	Accept Risk (ALARP)							Manager Regional Promotions
26/8/16: The "link to planning" has been amended to a more appropriate one, and with the removal of the existing control "sourced appropriate technology" the control effectiveness has been downscaled from 4. Substantially Effective to 3. Partially Effective.																			

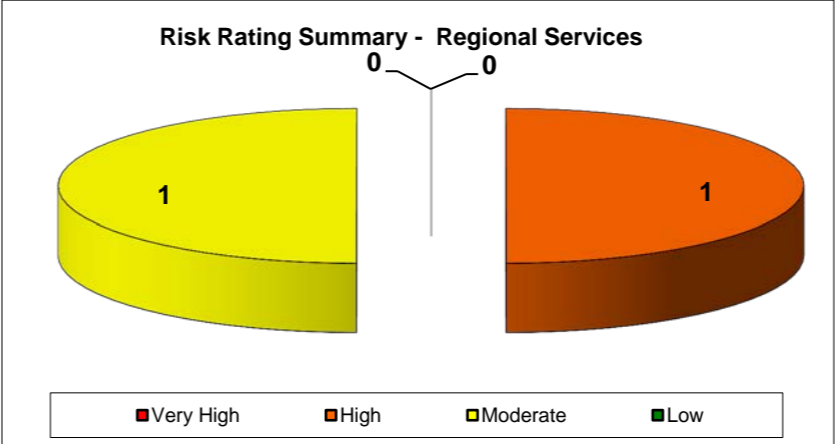
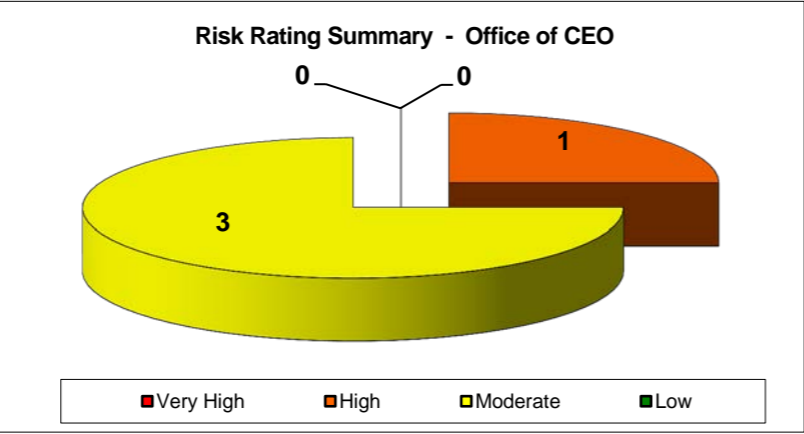
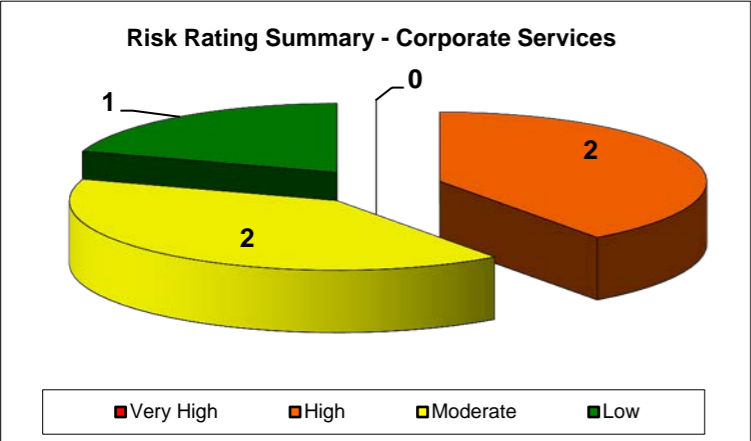
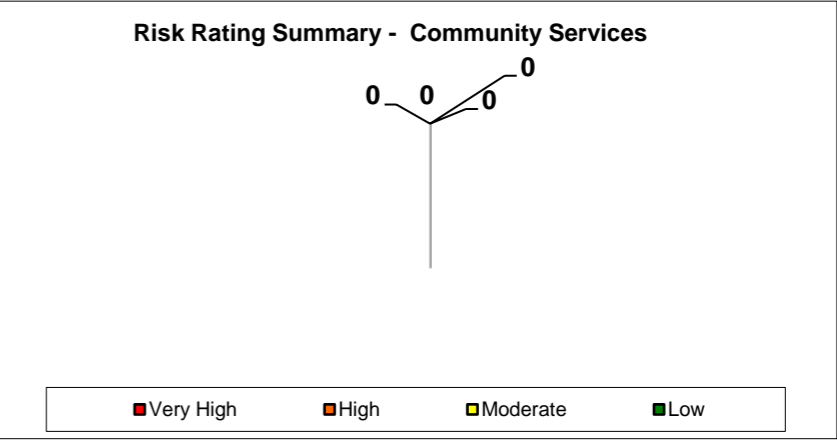
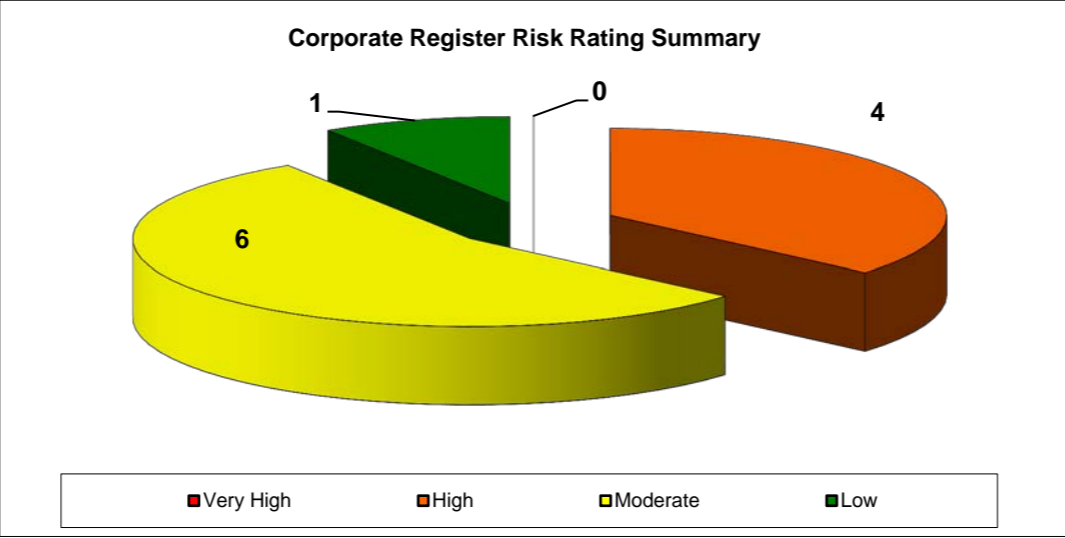
RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Corporate Risk Register - Quarterly Update as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 4

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) 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 Disaster 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)

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	26/8/16: This matter will be raised and discussed further at the next Leadership Team meeting.

Office of CEO

RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

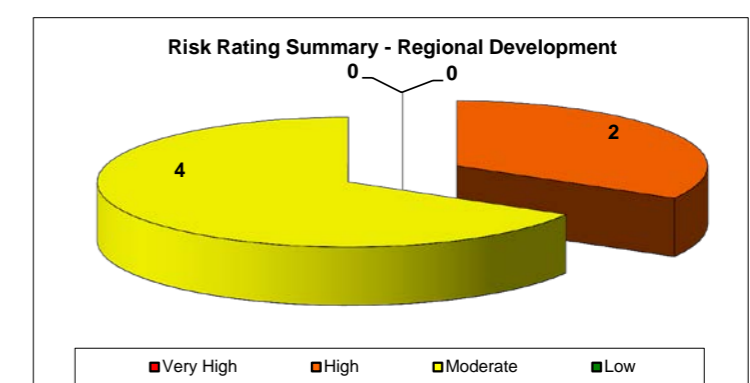
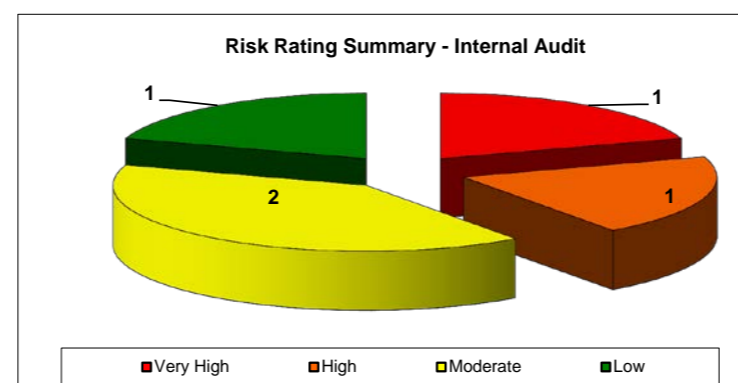
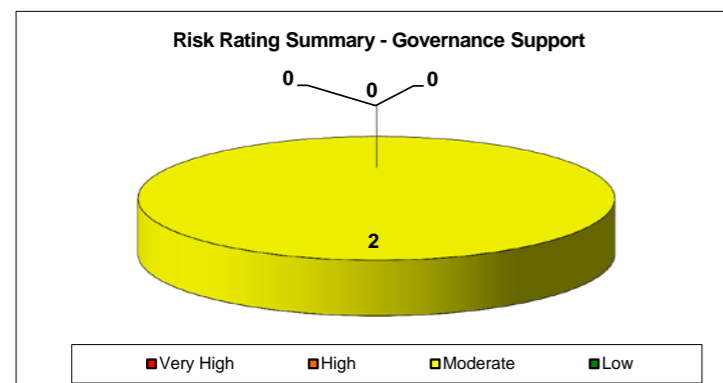
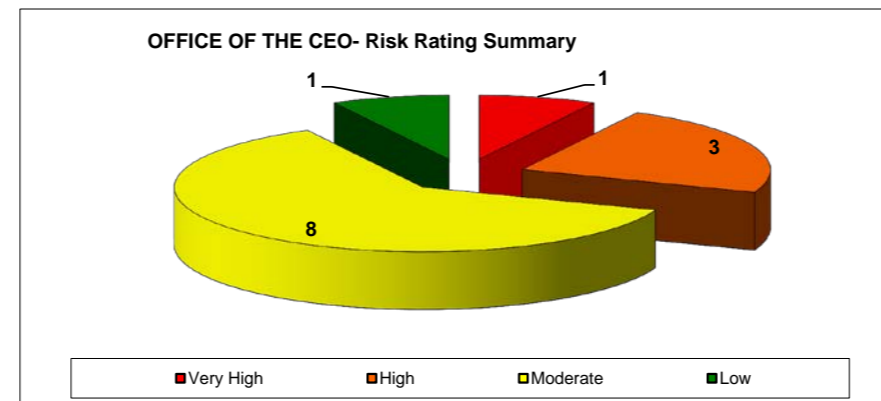
Office of the CEO Risk Register - Quarterly Update as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 5

ERM RISK SUMMARY REPORT

Office of the CEO Current Risk Rating Profile



26/8/16: Note from Risk Management Officer - Owing to an organisation restructure - the Strategic Planning risk that Regional Development was responsible for will not show in this graph from the next reporting period. It is now to show in the Regional Services risk register.

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)	
115	Gaps in Council's assurance program, are/will lead to: incorrect audit focus; Council reputation damage, missed opportunity to save/redirect \$ and increase efficiency and effectiveness.	Very High 3	1. (2) Audit Planning Process 2. (1) Management independently undertaking assurance activities 3. (2) Audit Committee oversight of audit process 4. Corporate/Operational Plan reporting	Treat Risk	26/8/16: Note from Risk Management Officer - Risk Owner has newly identified this risk.
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)	26/8/16: Note from Risk Management Officer - this risk has been moved to the Regional Services Register owing to an organisational restructure.

OFFICE OF THE CEO
Risks Requiring Further Treatment (ALL)

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	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.	26/8/16: 100%	26/8/16: Council is now implementing economic development strategies and actions. Council is now only waiting on Capricorn Enterprise to execute a MOU for Tourism. This treatment is now considered 100% completed with the risk re-evaluated as ALARP.	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%	26/8/16: Completion date is being extended until 31/10/16 to ensure the most appropriate coverage and value for money for Council is obtained.	Regional Development - Regional Promotions
114	Non Conformance with IPPF; Act or Reg.	Low 7	External Assessment (Mandatory every 5 years)	Budget allocation \$20,000			26/8/16:	Internal Audit
115	Gaps in Council's assurance program, are/will lead to: incorrect audit focus; Council reputation damage, missed opportunity to save/redirect \$ and increase efficiency and effectiveness.	Very High 3	(5) Educating the relevant managers what assurance is and what is required.	0	Budget	0%	26/8/16: Note from Risk Management Officer - Risk Owner has newly identified this risk.	Internal Audit

RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Community Services Risk Register - Quarterly Update as at 26 August 2016

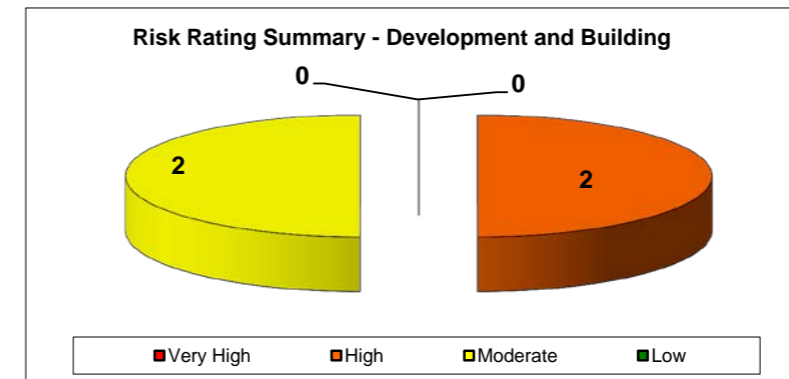
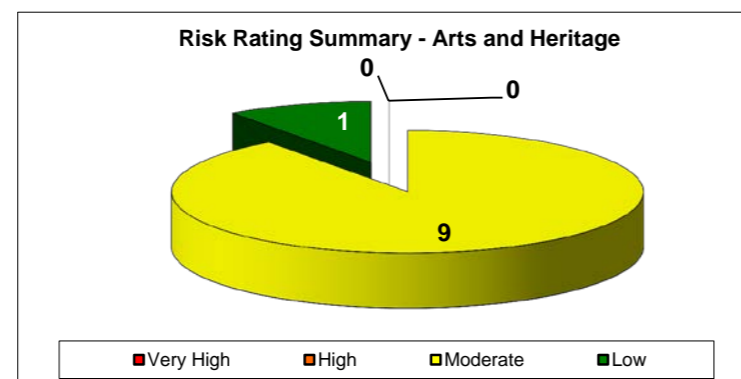
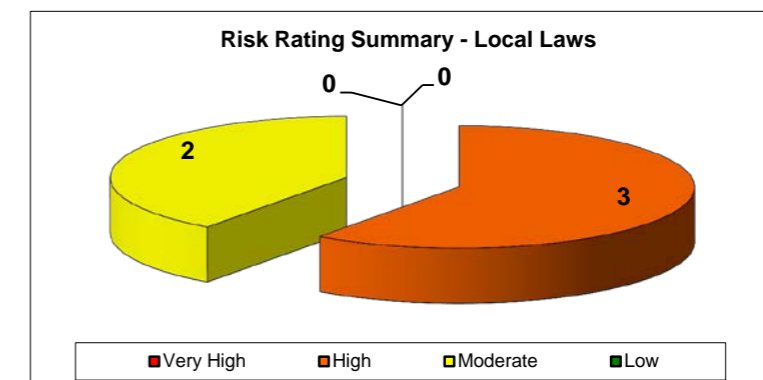
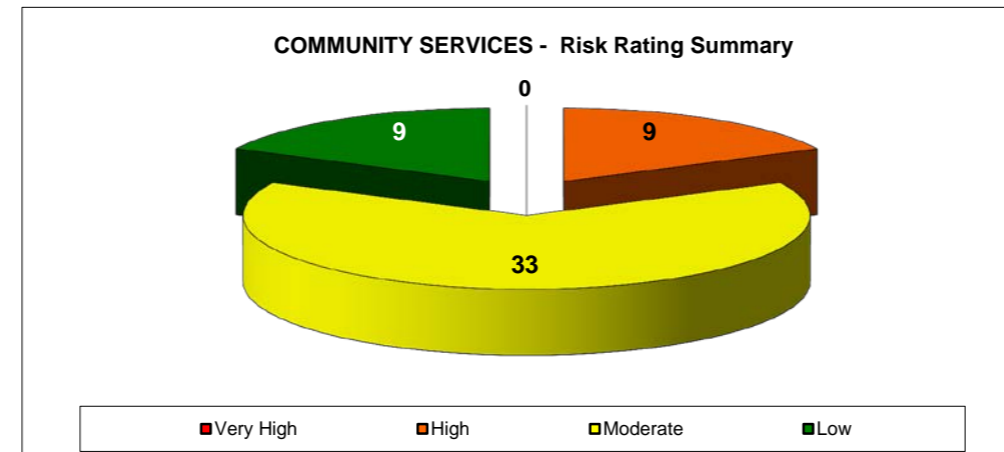
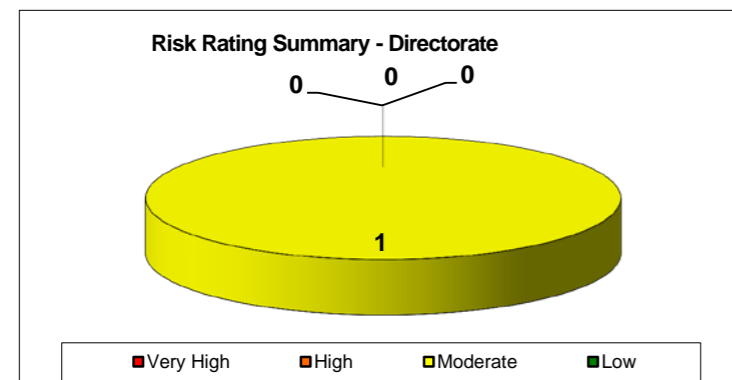
Meeting Date: 27 September 2016

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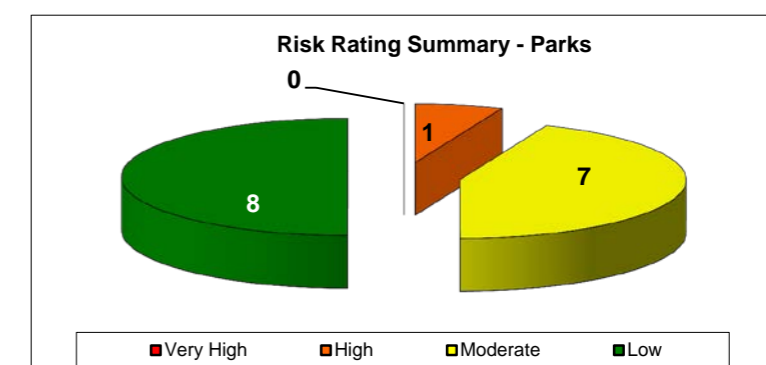
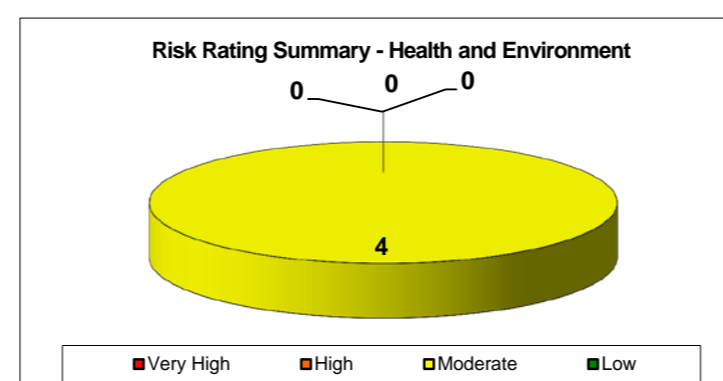
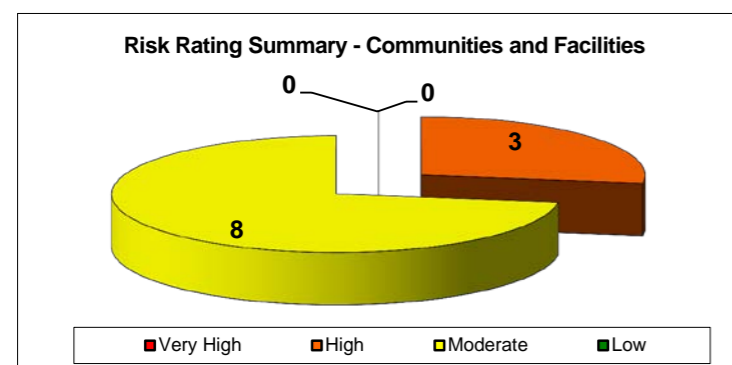
ERM RISK SUMMARY REPORT

Community Services - Current Risk Rating Profile

(Note: Owing to a restructure as at 1/8/16 Building and Development's risk have been brought over to the Community Services register under Building and Plumbing.)



26/8/16 Note from Risk Management Officer: Owing to an organisation restructure these risks have been moved from the Regional Services Risk Register and will now show in Community Services.



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
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
447	Pound facility not being fit for purpose and able to fulfil expectations leading to: Council's reputation being tarnished; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed.	High 4	1. (1 & 2) Capital budget and assorted asset policies and processes followed; 2. (2) Appropriate planning and development; 3. (1) Council informed of budget limitations associated with this project.	Treat Risk

26/8/16: New Risk - Project based

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%	26/8/16: 31/12/2016 27/5/16:- 30/06/2016 (30/06/2015)	26/8/16: Venue management system still being implemented - extend completion date to 31/12/2016.	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)	26/8/16:	General Manager Community Services: 30/1/15
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.	26/8/16: 60% (50%)	02/10/15: 31/12/2016 17/7/15:- 30/06/2016 (30/6/2015)	26/8/16: Training and Induction booklet for volunteers nearing completion % Completed = 60%	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)	26/8/16: 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%)	26/8/16: 30/06/2017 17/4/15:- 30/06/2016 (30/06/2015)	26/8/16: Change position titles in columns I,O and U to Manager Planning and Regulatory Services. Completion date to be amended to 30/6/17. Council's local laws area has been undergoing a review with rollout of a planned restructure and review of processes and procedures. Once these are completed and implemented, the local laws team will be better placed to meet identified risks.	26/8/16: Manager Planning and Regulatory Services 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 (SEQRAM).	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	26/8/16: Change position titles in columns I and U to Manager Planning and Regulatory Services	26/8/16: Manager Planning and Regulatory Services 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%)	26/8/16: 30/11/2016 (30/06/2016)	26/8/16: Amend due date to 30 Nov 2016 to align with monthly safety plan.	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	26/8/16: Draft Fire Management Plan for Mt Archer approved; chapters added for Mt Morgan and Rural Lands - revised version on Council agenda for 13 September; MOU with State agencies at signing/ execution stage.
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)	26/8/16: No change
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.	0	40%	30/06/2016	26/8/16: Budget received. Future Controls : (1) Land management plan updated (no real implementation aspect); Succession plan drafted and being implemented via TC Marcia restoration plan; Conservation management plan, needs to be updated, will be included as part of 2016/17 program (no real implementation aspect). (2) Completed and will show as an Existing Controls next quarter.
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	0	70%	26/8/16: 30/04/2017 (31/12/2016)	26/8/16: O - responsibility change to Coordinator Parks Planning & Projects Due date change 30 April 2017 - Scope and program for delivery currently being prepared.
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%)	26/8/16: 30/06/2017 19/2/16: 30/06/2016 (31/12/2015)	19/8/16: Owing to a restructure this risk has moved from Regional Services to the Community Services register. 26/8/16 - Completion date should be changed to 30/6/17
447	Pound facility not being fit for purpose and able to fulfil expectations leading to: Council's reputation being tarnished; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed.	High 4	(1) Pound constructed and operated in line with Council's and community's expectations. (2) Appropriate budget provided.	In current budget.	(1) Appropriate site (2 & 3) Appropriate resourcing (1) Budget	5%	30/06/2017	26/8/16: Note from Risk Management Officer - newly identified risk this quarter.

Manager Parks

Manager Parks

Manager Parks

Manager Parks

Manager Planning and Regulatory Services

Manager Development and Building

Manager Planning & Regulatory Services

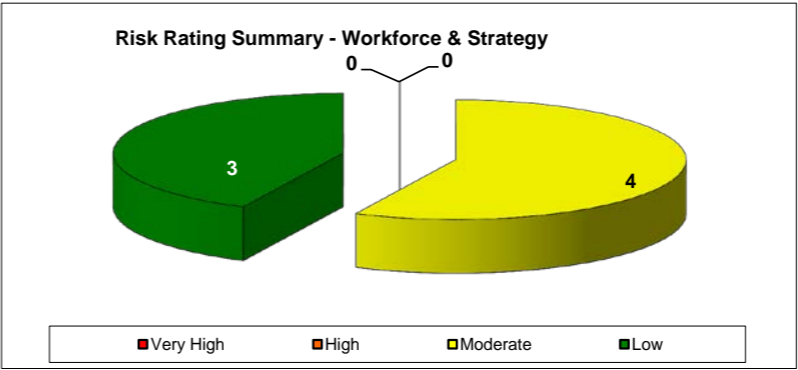
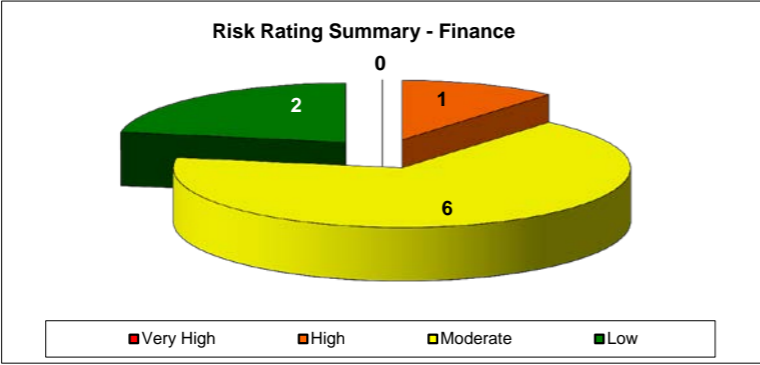
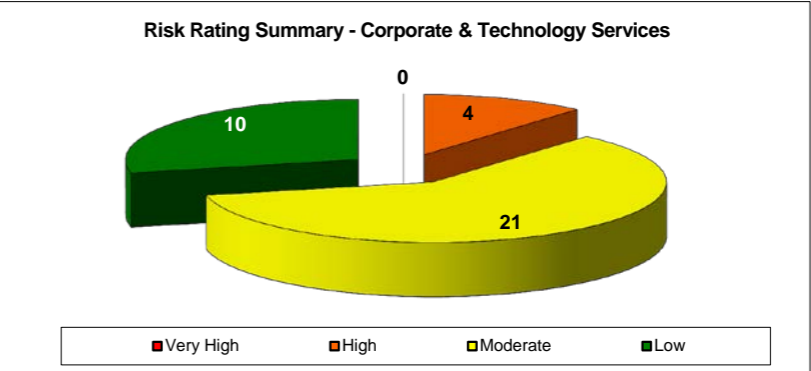
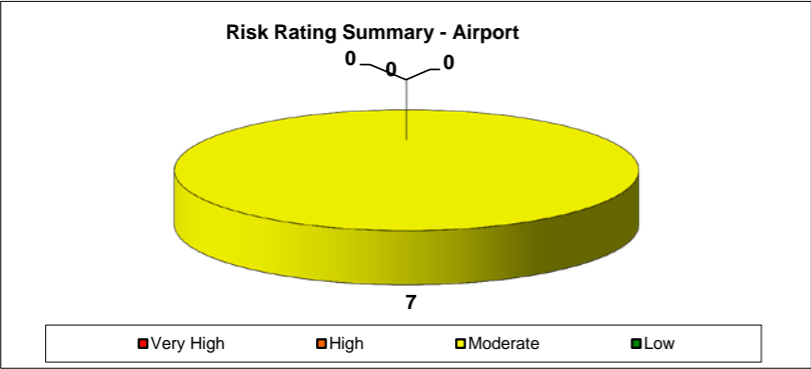
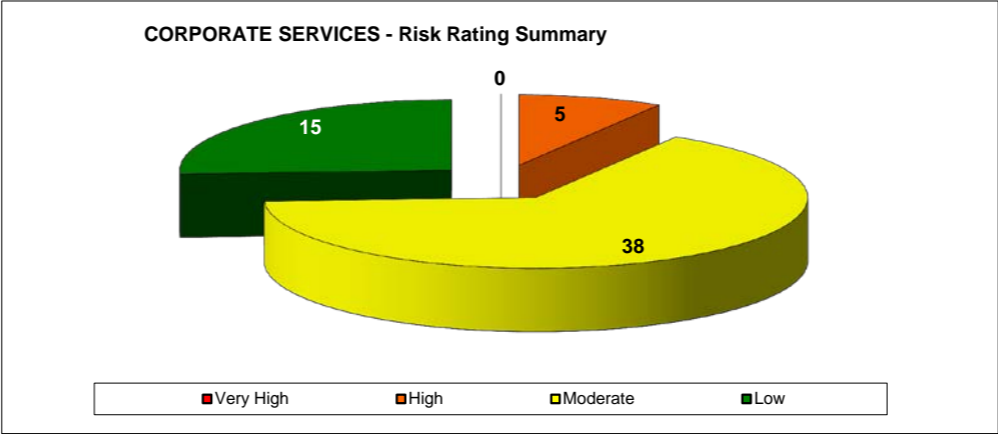
RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

Corporate Services Risk Register - Update as at 26 August 2016

Meeting Date: 27 September 2016

Attachment No: 7

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.	Moderate 6	1. Align related capital expenditure directly with developer contributions. 2. Maintain Asset Management Plans and budget accordingly. 3. Budget conservatively with regular reviews of capital program. 26/8/16 - 4. Enhanced capital expenditure reporting for monitoring purposes.	Treat Risk	26/8/16: Now ALARP however continual process refinements will occur. Note from Risk Management Officer: Owing to completion of the future treatment, this risk has been re-assessed amending the Consequence Rating from a 4 to 3 which has altered the Current Risk Rating from a High 5 to a Moderate 6 and is now considered ALARP. Next reporting period this risk will be removed from the Further Treatment Summary Table and the High and Very High Summary Table unless when re-assessed it falls within the reporting parameters.
236	Payments for goods/services made to incorrect or fraudulent supplier/financial institution resulting in financial loss, supplier stop-supply and loss of reputation.	High 4	1. Adopted procedure guiding the process of testing the veracity of supplier requests prior to actioning changes - 'Changes to Supplier Details in the AP Chart Procedure'. 2. Process in place for monthly independent review of AP chart supplier masterfile changes.	Treat Risk	26/8/16: Newly identified risk
237	Failure to implement the outcomes of the Smart Way Forward Strategy leading to failure to capitalise on the opportunities presented by the smart/digital economy and loss of reputation.	High 5	1. Council adopted Smart Way Forward Strategy. 2. Smart Way Forward Action Plan developed to implement/commence implementing the outcomes 2016 to 2020. 3. Smart Regional Centre budget adopted including human resourcing. 4. Council approved the development of the Smart Hub - 212Quay 5. Proactive approach to seeking out and submitting relevant funding applications. 6. Ongoing engagement with the community, business and government promoting the strategy.	Accept Risk (ALARP)	26/8/16: Newly identified 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:- 45% 40%	19/2/16: Stage 1 - 30/6/16 Stage 2 - 30/10/16 '02/10/15:- Expected completion June 2016.	26/8/16: Stage 1 - completed. Stage 2 - Still working through land tenure issue. Council approved process for resolution. Now finalising access to communications tower site.	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%	26/8/16: 31/12/16 27/5/16:- 30/06/2016 To be advised	26/8/16: Old State Archives have amended the disposal schedule which has impacted on Council completing our File Plan.	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	26/8/16: Budget proposed 2016/17. 17/4/15: Budget proposed 2015/16	26/8/16: Risk Management Officer has met with Corporate Applications to discuss how to progress this. Corporate Applications to get back to Risk Management Officer week of 29/8/16. 02/10/15: ISSG approved as a project to assess the suitability of either the TechnologyOne solution or the RiskWare solution.	0%	26/8/16: 30/6/17 (30/06/2016)	26/8/16: Extension of Completion Date required owing to project not receiving a priority status when approved by ISSG.	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%)	26/8/16: 30/11/2016 27/5/16:- 31/07/2016 19/2/16:- 30/06/2016 17/7/15:- 31/12/2015 (17/11/14: 30/06/2015) (Stage 3:- 30/6/2016)	26/8/16: Completion date now expected end of November 2016 due to failure of the contractor to supply the required documentation to submit to CASA and delays to decommissioning with the start of Exercise Wallaby.	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)	26/8/16: 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)	26/8/16: No change	Airport
253	Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims.	Moderate 6	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 (30/4/15:- 30/06/2015)	26/8/16: Now ALARP however continual process refinements will occur. Note from Risk Management Officer: Owing to completion of the future treatment, this risk has been re-assessed amending the Consequence Rating from a 4 to 3 which has altered the Current Risk Rating from a High 5 to a Moderate 6 and is now considered ALARP. Next reporting period this risk will be removed from the Further Treatment Summary Table and the High and Very High Summary Table unless when re-assessed it falls within the reporting parameters.	Finance
236	Payments for goods/services made to incorrect or fraudulent supplier/financial institution resulting in financial loss, supplier stop-supply and loss of reputation.	High 4 High 4	1. Immediate audit of changes to AP Chart supplier details over the previous six months. 2. Contracted suppliers to be contacted to warn of fraudulent suppliers and report any suspicious activity to Council via the Call Centre (1300 ...). 3. ITS to investigate possibility of email system detecting 'spoofed' email addresses. 4. Purchasing Compliance to include fraudulent supplier awareness topic on Key Purchasing Officer agenda.	TBA	None known	1. 75% 2. 50% 3. 10% 4. 10%	1. 31/08/16 2. 31/08/16 3. TBA 4. 06/10/16	26/8/16: Note from Risk Management Officer - Newly identified risk	Corporate and Technology / Procurement & Logistics

RISK REGISTERS - QUARTERLY UPDATE AS AT 26 AUGUST 2016

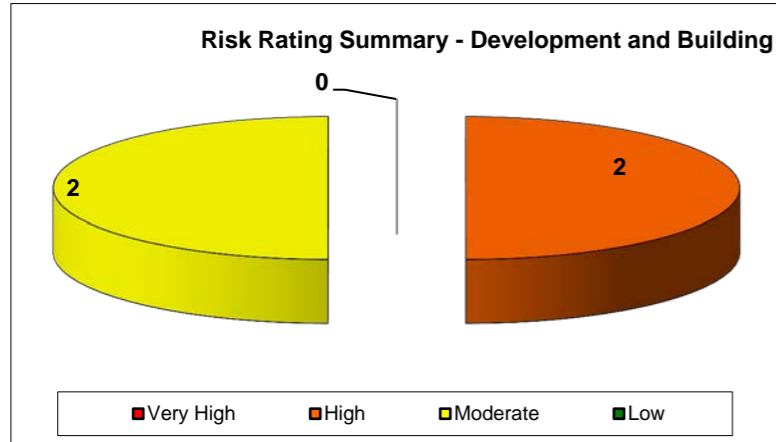
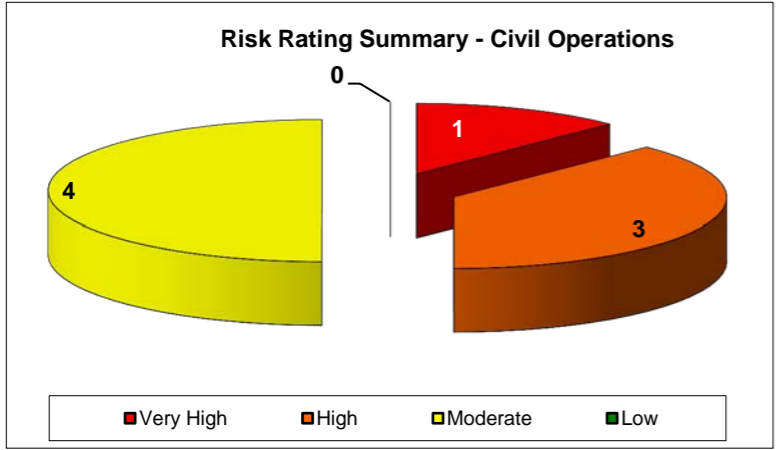
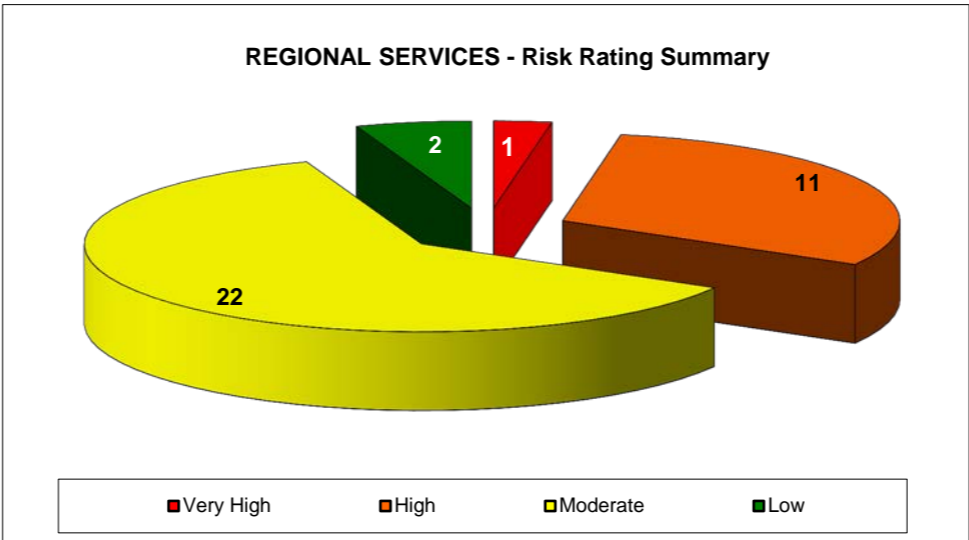
Regional Services Risk Register - Quarterly Update as at 26 August 2016

Meeting Date: 27 September 2016

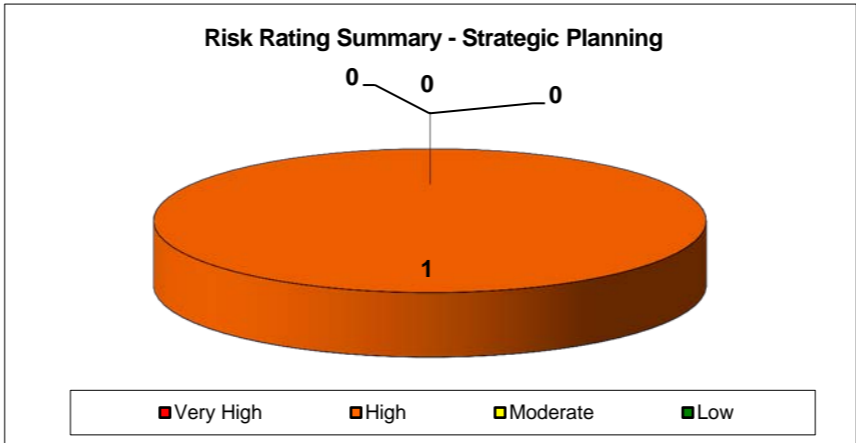
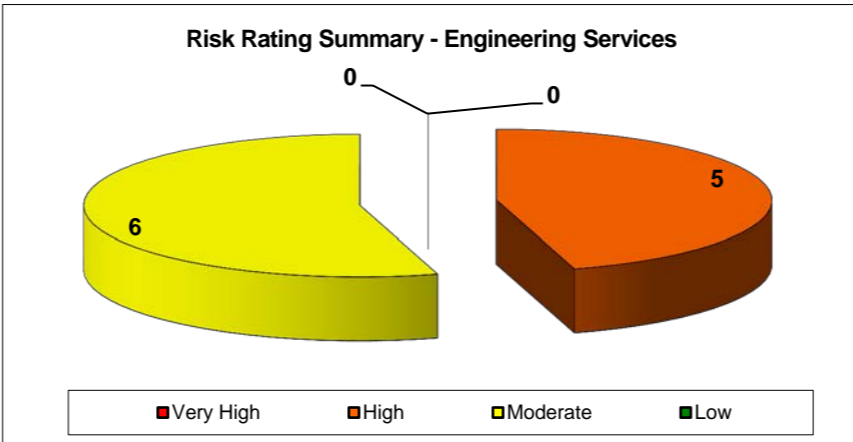
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ERM RISK SUMMARY REPORT

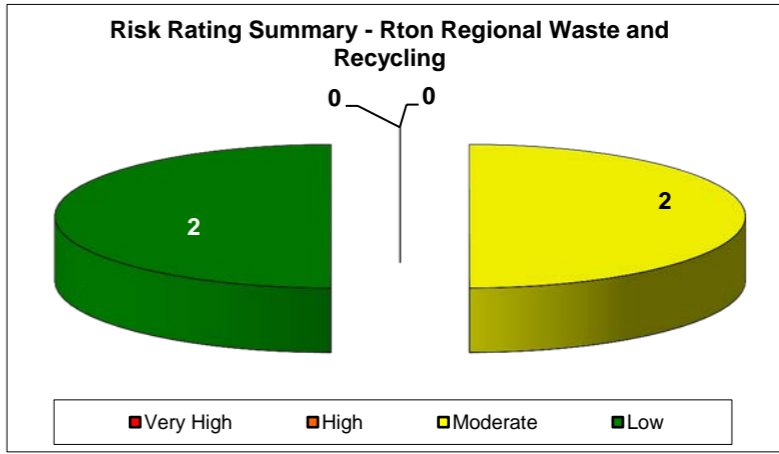
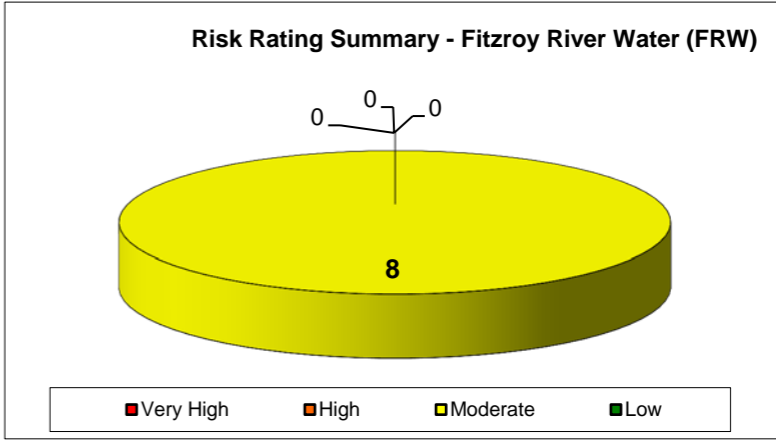
Regional Services Current Risk Rating Profile



Note from Risk Management Officer 26/8/16: Owing to a restructure - this graph will now be presented on the Community Services ERM Risk Summary Report.



Note from Risk Management Officer 26/8/16: Owing to a restructure - this graph is now being presented on the Regional Services ERM Risk Summary Report instead of being contained in the Regional Development figures in the Office of the CEO's register.



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 5 High 5	The Adopted Infrastructure Charges Resolution under State Planning Regulatory Provisions (SPRP) has been adopted by Council.	Accept Risk (ALARP)	26/8/16: LGIP adopted with new planning scheme. AICR ammended to reflect changes. External review of LGIP has been positive. State Government have suggested some improvements for future LGIP and SOW development. <i>Note from the Risk Management Officer: Future controls have now been listed as completed, and as such, next reporting period will show as Accept Risk, unless on further analysis additional treatment is required. This risk has been re-assessed from a 4 C (High 4) to a 4 B (High 5). The Future Treatments will show as existing controls in next quarter's report.</i>
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.	Moderate 6	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: 26/8/16 - Consequence remains a 4 and the likelihood becomes a A changing the ratings from a 4 B (High 5) to a Moderate 6, on the basis that a gross design event that leads to a serious injury would be an extremely rare event given the controls now in place. <i>Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed by Risk Owner as a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.</i>
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.	Moderate 6	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.	Accept Risk (ALARP)	26/8/16: This risk would now be considered to have a moderate consequence and is ALARP. There is a good pool of volunteers that can be called upon and successive recent events have indicated that adequate staffing can be maintained for a period of time. An additional mechanism now also exists where we can request assistance from other Council's. <i>Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed as a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.</i>
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.	Moderate 6	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.	Accept Risk (ALARP)	26/8/16: This risk would now be considered to have moderate consequences. Council budgets are being maintained and are sufficient. Implementation of MOU's has now been discontinued by the State. No additional controls are thought necessary. This is now ALARP. <i>Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed as a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.</i>
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)	26/8/16: <i>Note from Risk Management Officer - this risk has been moved back to the Regional Services register from the Office of the CEO's owing to an organisational restructure. The Risk Owner has been assigned to the Co-ordinator Strategic Planning.</i>
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)	26/8/16: <i>Note from Risk Management Officer - This risk has been moved to the Community Services register owing to an organisation restructure.</i>
332	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	High 5	(4) Customer financial management system (Pathway)	Treat Risk	26/8/16: <i>Note from Risk Management Officer - This risk has been moved to the Community Services register owing to an organisation restructure.</i>

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 {31/4/15:-30/06/2014}	26/8/16:	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	26/8/16:	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	26/8/16:	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: 1/07/2016 {30/4/15:-31/12/2015}	26/8/16: Training matrices for strategic Infrastructure and Development Engineering have been developed and are to be implemented through the performance appraisal process.	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	26/8/16: RPEQ numbers in Engineering Services generally ok now however one coordinator position is to be followed up on.	Engineering Services
312	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 5	1. Further assessment & refinement of existing adopted charges resolution to ensure adequacy and accuracy. 2. Council adoption of SPA compliant Priority Infrastructure Plan (PIP).	Limiting factors: State Legislation caps infrastructure charges; Decision by Council to charge less, in most cases, than what is allowed under State Legislation.	Lack of willingness of Council to apply full charges.	26/8/16: 100% 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}	26/8/16: LGIP adopted with new planning scheme. AICR amended to reflect changes. External review of LGIP has been positive. State Government have suggested some improvements for future LGIP and schedule of works development. Consequence remains at 4 but the likelihood becomes a B. There are 2 limiting factors to any further management action in that the Infrastructure Charges that are able to be charged are capped by State Legislation and secondly the decision by Council to charge less in most cases than what is allowed under State Legislation. Note from the Risk Management Officer: Future controls have now been listed as completed, and as such, next reporting period will show as ALARP, unless on further analysis additional treatment is required. This risk has been re-assessed from a 4 C (High 4) to a 4 B (High 5). The Future Treatments will show as existing controls in next quarter's report and it will not show in the Future Treatment Summary Table unless it later falls within the reporting parameters.	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.	26/8/16: 50% 30/4/15: 30%	30/06/2018	26/8/16: Design Office record keeping is in place. As-constructed asset processes now in place for both development works and civil operations and FRW capital works. Planning studies databases and historical data capture processes still to be done.	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	26/8/16:	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.	Moderate 6		0	0	19/2/16: 100% (30/1/15:- 90%)		26/8/16 - Consequence remains a 4 and the likelihood becomes an A changing the ratings from a 4 B (High 5) to a Moderate 6, on the basis that a gross design event that leads to a serious injury would be an extremely rare event given the controls now in place. Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed by Risk Owner as a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.	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.	Moderate 6	(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.	26/8/16: 100% 2/10/15:- 70% 30/1/15:- 40%	17/7/15: 1/07/2016 (01/07/2015)	26/8/16: This risk would now be considered to have a moderate consequence and is ALARP. There is a good pool of volunteers that can be called upon and successive recent events have indicated that adequate staffing can be maintained for a period of time. An additional mechanism now also exists where we can request assistance from other Council's. Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed by Risk Owner from a High 5 to a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.	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.	Moderate 6	Implement MOU with EMQ regarding shared management responsibilities for the SES, supported with appropriate funding and training.		0	26/8/16: 100% 30/1/15:- 60%	17/7/15: 1/07/2016 (01/07/2015)	26/8/16: This risk would now be considered to have moderate consequences. Council budgets are being maintained and are sufficient. Implementation of MOU's has now been discontinued by the State. No additional controls are thought necessary. This is now ALARP. Note from the Risk Management Officer: This risk has the Future Controls listed as completed and has been re-assessed by Risk Owner from a High 5 to a Moderate 6 risk. Next reporting period this will be removed from the High and Very High Summary Table as well as the Further Treatment Summary Table unless it later falls within the reporting parameters.	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	26/8/16: Project progressing well with backup generator now operational at the Glenmore WTP, funding for a generator at the Thozet Rd WPS, STP upgrade strategy now proceeding as originally planned now that West Rockhampton Sewerage Treatment Plant (WRSTP) will be decommissioned, maintenance programs reviewed prior to formal adoption by Dec 2016.	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	26/8/16: STP strategy is well underway with WRSTP to be decommissioned, AMP (asset management plan) and other maintenance programs well established. A detailed analysis of this risk to be undertaken next reporting period.	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)	26/8/16: Maintenance strategy nearing completion and about to be formally approved by Manager FRW. Signage audit to recommence following previously limited effort. Tender for security fencing at three key water sites, awarded to contractor in August.	FRW

Risk No.	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
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)	26/8/16: New SCADA upgrade underway with tender advertised in August. This will see a significant improvement in CCTV surveillance management, improved site and security alarming, improved resistance to cyber terrorism or internal malicious attack. Back-up power provided at GWTP and funding for Thozet Rd WPS. New CCTV at Lucas St WPS, FRW Maintenance programs soon to be formally approved by Manager FRW.	FRW
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	26/8/16: STP Strategy well underway with WRSTP now to be decommissioned. Funding for back-up power being used to mitigate this risk. Site standard operation procedures and O&M manuals exist with further revision and updating following completion of capital upgrades.	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	26/8/16: Capital upgrade projects underway and further review of this risk to be undertaken on their completion.	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		19/2/16: 100% 17/7/15: 60% (30/1/15:- 30%)		26/8/16 - A detail analysis of this risk to be undertaken next reporting period, pending completion of the operational review report.	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	26/8/16: Note from Risk Management Officer - This risk has been moved to the Community Services register owing to an organisation restructure.	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	26/8/16:	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	26/8/16: -	Rockhampton Regional Waste and Recycling

11.7 ANNUAL REVIEW OF DELEGATION OF POWERS TO THE CHIEF EXECUTIVE OFFICER

File No:	4107
Attachments:	1. Legislative Delegations 2. Financial Delegations
Authorising Officer:	Tracy Sweeney - Manager Workforce and Strategy Ross Cheesman - Acting Chief Executive Officer
Author:	Travis Pegrem - Coordinator Industrial Relations and Investigations

SUMMARY

In accordance with s257(4) of the Local Government Act 2009 the legislative delegations to the Chief Executive Officer are presented for Council's annual review.

OFFICER'S RECOMMENDATION

THAT:

1. In accordance with s257(4) of the *Local Government Act 2009*, the report containing the annual review of the legislative delegations to the CEO, including local law delegations, as well as the financial delegations be 'received'; and
2. The powers previously delegated to the CEO for Local Law No. 6 (Bathing Reserves) 2011 be revoked for the reasons stated within the report.

COMMENTARY

This report provides Council's annual review of the current legislative delegations (refer attachment 1) for the Chief Executive Officer (CEO) as per statutory requirements. Attachment 1 contains a summary of legislative and local laws sections delegated previously by Council to the CEO at various meetings throughout this year and preceding years. Please note that the full descriptions of the specific powers for the sections identified within the attachment have been viewed and been previously endorsed by Council.

The CEO's financial delegations (attachment 2) are also presented for review.

Proposed Amendment to Legislative Delegations**Attachment 1 – Legislative Delegation**

Detailed instruments containing the specified sections of the legislative acts and regulations and local laws contained within attachment 1 have previously been presented to Council and adopted at various Council meetings.

Powers previously delegated by Council to the CEO for Local Law 6 (Bathing Reserves) 2011 are recommended to be **revoked** as since De-Amalgamation Rockhampton Regional Council has no bathing reserves.

Previous Proposed Amendments to Financial Delegations**Attachment 2 – Financial Delegation**

The last annual review of Delegation of Powers to the CEO report presented to Council on 8 September 2015 outlined legal advice received from MacDonnell's Law suggesting that the financial delegations contained within attachment 2 should instead be included within relevant Council policies (for example the Financial Delegations Policy, Investment Policy, etc.), negating the need for this separate attachment. Any amendments to policies to include these delegations will need to be presented to Council for adoption. After further consideration, it has been decided to keep the CEO's financial delegations as a separate document to be reviewed annually by Council.

PREVIOUS DECISIONS

Specified sections of the legislative acts, regulations and local laws as well as the financial delegations contained within the attachments have previously been presented to Council and adopted at various Council meetings.

The last statutory annual review report was presented to the Council meeting 8 September 2015.

LEGISLATIVE CONTEXT

Section 257 *Local Government Act 2009* allows Council to delegate its powers to one or more individuals or standing committees, including to the CEO. Pursuant to section 257(4) *Local Government Act 2009* a legislative delegation to the CEO must be reviewed annually by Council. This annual review ensures that the delegation remains consistent with the local government's policy direction and intent.

To further streamline the decision making process, section 259 of *the Local Government Act 2009* allows the CEO to sub-delegate the powers (including those delegated to him by Council) to another Council employee where appropriate.

The statutory requirement for an annual review is only relevant to the CEO, not other delegates.

Under section 260 of the *Local Government Act 2009*, the CEO must establish a register of delegations. The CEO must record all delegations by the local government, Mayor or CEO in the register.

CONCLUSION

For the reasons stated within the report, it is recommended that Council's annual review of the legislative and financial delegations to the CEO, including proposed amendment, be endorsed and implemented.

ANNUAL REVIEW OF DELEGATION OF POWERS TO THE CHIEF EXECUTIVE OFFICER

Legislative Delegations

Meeting Date: 27 September 2016

Attachment No: 1

ATTACHMENT 1 - LEGISLATIVE DELEGATIONS

Legislation Title	Sections Delegated to CEO
Aboriginal Cultural Heritage Act 2003	56(1), 61(2), 62, 63, 64, 65, 68(1), 68(4), 76, 91, 96, 99, 100, 101, 103, 106(2) 111, 113(2)
Acquisition of Land Act 1967	4B(2), 7(1), 8(2), 8(2)(b), 8(2A), 9(2), 12(5A), 12(7), 13(1)(b), 15, 15C(1), 15D(1), 15D(3), 16(1), 16(1B), 17(1), 17(5), 19(4), 21(1), 21(1A), 21(2), 29(1), 37(2), 37(5), 38(1)
Animal Care & Protection Act 2001	36(1), 156(2), 157(2), 189(2), 214A(2)
Animal Management (Cats & Dogs) Act 2008	39, 42(4), 49(2), 51(a), 64(1)(b), 74(1), 75(1), 75(3), 75(5), 77(1), 79, 84(1), 84(4)(b), 84(5)(a), 84(5)(b), 87(1), 89, 89(4), 90(1), 92, 94(1), 94(2), 95(1), 95(4), 100(3), 102, 114(1), 212(3), 228(3)
Biosecurity Act 2014	53(1), 59, 105(1), 239(2), 239(3), 246(2)(b), 329(1), 365(1), 366(1), 379(1), 379(3), 380(2), 381(3), 381(5)(a), 381(5)(b)
Body Corporate & Community Management (Accommodation Module) Regulation 2008	159(6)(b)
Body Corporate & Community Management (Commercial Module) Regulation 2008	117(6)(b)
Body Corporate & Community Management (Small Schemes Module) Regulation 2008	95(6)(b)
Body Corporate & Community Management (Standard Module) Regulation 2008	161(6)(b)
Body Corporate & Community Management Act 1997	51(1)(a), 51(1)(b), 51(6), 51(7), 51(8), 51(8)(a), 51A(i)(b), 51A(5), 51A(6), 51A(7), 60(1), 60(4), 316(1), 430(3), 430(4), 430(5)
Building Act 1975	37(2), 51(2), 52, 53(2), 55(3), 63, 65(2), 66(2), 67(3), 68(3), 71(8), 71(9), 71(11), 74(2)(b), 80(2), 92(2), 92(5), 93(1), 95(1)(a)(b), 117(2), 206(1), 207(2), 207(3), 221(2)(a), 221(2)(b), 221(3), 221(4), 222(2), 228(2), 231AL(1), 231AL(3), 231AL(4), 236, 237(1), 237(3), 238(1), 238(2), 242(1)(b), 242(2), 242(3), 245A, 245B(1), 245B(2) (excluding demolishing a building) 245B(3), 245C(1), 245C(2), 245E(2), 245E(3), 246AE(2), 246AF(2), 246AG(1), 246AG(5), 246AG(6), 246AG(7), 246X(1), 246X(2), 248(1), 248(2), 248(3), 249(1) (excluding (g) to demolish or remove the building or structure), 249(2), 256(2)(d), 256(2)(e), 256(2)(f), 256(2)(g), 256(2)(h), 256(2)(i), 256(2)(k), 262(3), 266

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<i>Building Units & Group Titles Act 1980</i>	8(3)(b), 9(7), 9(8)(b), 10(1), 11(1), 12(1), 22(1), 22(2), 22(7), 24(2), 24(3), 24(4), 24(5), 24(5A), 25(3), 25(4), 25(4A), 26(1), 128
<i>Coastal Protection & Management Act 1995</i>	115B(a), 119(2), 190(5), 193(5)
<i>Disaster Management Act 2003</i>	29, 31, 37, 57(1), 57(2)(g), 59(1), 61
<i>Disaster Management Regulation 2014</i>	5(1)(c)(i), 5(1)(c)(ii), 5(1)(c)(iii), 5(1)(c)(iv), 7(1)(b), 9(1), 9(4), 10(1)
<i>Environmental Protection Act 1994</i>	128(2), 129(2), 130(3), 131(d), 133(1)(b), 134(4), 140(1), 143(2), 145(1), 145(3), 147(3), 150(1)(d), 152(3), 159(2), 159(3), 159(4), 159(5)(b)(i), 159(5)(b)(ii), 159(5)(b)(iii), 160, 161(3), 162(1), 168(2), 168(4), 170(2)(a), 170(2)(b), 171(2)(a), 171(2)(b), 172(2), 173(1), 173(3), 195, 198(2), 198(4), 203(1), 203(2), 204(2), 209(4), 211, 212(2), 212A(2), 212A(3), 212(3), 213(2), 213(3), 214(2), 214(3), 215(1), 215(1)(a), 216, 217, 218, 219(1), 219(3), 220, 221(2)(b), 227A(2), 227A(3), 227A(5), 228(1), 229, 230(2), 233(3), 237(1)(b), 238(3)(a), 238(7), 240(1), 240(2), 240(3), 242(1)(b), 242(3), 247(1), 247(2)(c), 247(3), 248(b), 249, 250C(a), 254(1), 255(1)(b), 255(2), 258(2), 261(2), 264(2)(a), 265, 266(1), 269(a), 269(b)(i), 269(b)(ii), 269(c), 275(a)(ii), 275(b), 278(1), 280(1), 281, 282(1), 282(1)(a), 282(1)(b), 282(3), 283(1), 283(2), 284C, 284F(1)(a)(ii), 284F(1)(b), 287, 292(1), 292(2), 292(3), 295(1), 295(2)(c), 295(4), 296, 299(2), 300, 301(1), 301(2), 304(1), 305(1)(a), 305(1)(b), 305(3), 305(5), 306(1), 306(3), 306(6), 308(2), 310(1), 311, 312, 314(2), 314(3), 314(5), 315(1), 322(1), 322(2), 323(1), 323(2), 326B(1), 326B(2), 326F(2), 326G(4), 326G(5), 326G(7), 326G(7)(a), 326G(8), 326H, 326I(2), 326I(3), 332(1), 332(2), 334A(1), 336(1), 336(2), 336(3), 336(4), 336A(1), 337(1), 337(2), 338(1), 339(1), 339(2), 340(1), 340(2)(b), 340(2)(c), 340(3), 342(2), 343A(2)(B), 344(3), 344(4), 344A(2), 344A(3), 344B, 344C(1), 344C(2), 344E(1), 344E(1)(b), 344E(2)(a), 344F(2)(a), 344G(2), 352(1), 355(1), 357E(1), 357E(2), 357F, 357J, 358, 359, 445(1)(c), 445(2), 448, 451(1), 454(1), 454(3)(b), 458(2), 463(2), 490, 502A(2), 521(2)(a)(ii), 521(5), 521(8), 531(1), 544(1), 568, 620(2), 620(5)(b), 621(1), 621(2), 621(4), 623(2), 626(3)(a), 634(1), 671(2), 697(1), 698(1), 698(2), 698B, 699(4), 699(5), 701(2), 715B(4), 715B(5)
<i>Environmental Protection (Water) Policy 2009</i>	24(2)
<i>Environmental Protection Regulation 2008</i>	19C, 51(1), 51(2), 52(1), 53(1), 53(2), 58(2), 63(2), 81U(1)b), 81W(1), 81X(1), 81Y(1), 81ZF(1)(b), 81ZF(2), 81ZG(1)(a), 81ZH(1)(a), 81ZH(2)(a), 81ZL(2), 81ZL(2)(a)(i), 81ZL(2)(a)(ii), 81ZJ(2), 81ZK(2)(a), 81ZK(2)(b), 81ZL(1), 81ZL(1)(a), 81ZL(1)(b), 81ZL(4), 81ZM, 81ZQ(1), 81ZR(2)(b), 133, 150(3), 151(2), 153(2)

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Fire and Emergency Services Act 1990	104SG(2), 104SI(2)(b)(ii), 105(1) "Prescribed property" paragraph (b), 112(2), 113(6), 117(3), 121(2), 126(1), 134(2), 140, 146(2)
Food Act 2006	55, 56(1), 56(2), 57, 58(a), 58(b), 59(1)(a), 59(1)(b), 60(2), 62(1), 62(2), 62(3), 64, 67, 68(1), 68(2), 69(1)(e), 69(2)(b), 69(3), 71, 72(3), 72(4), 72(5), 73(3), 73(4), 73(5), 74(3), 74(4), 74(5), 74(6), 74(7), 75(1), 78(2), 79(1)(a), 79(2), 80(2), 81, 82(1)(b), 82(2)(a), 82(2)(b), 82(3), 83, 83(2), 83(4), 91(1)(b), 91(2), 92(2), 97(1), 97(2), 97(3), 97(5), 103(1), 103(2), 104, 105(1), 106(2), 107(4), 108(1), 108(2), 108(3), 109(2), 109(2)(a), 109(3), 110(1), 110(2), 110(3), 110(4), 112(4), 112(5), 112(6), 113(1), 114(1), 114(2), 114(3)(c), 115(2), 118(1), 119(2), 120, 121(1)(b), 121(2), 121(3), 222(b), 223, 238(2), 239, 239(1), 255(1)(b), 258(1), 258(2), 277
Food Production (Safety) Act 2000	83(1)c
Health (Drugs & Poisons) Regulation 1996	290(3)(a), 291(3)(b)
Housing Act 2003	25(1), 26(2)(b), 65
Housing Regulation 2015	15(1), 18(2), 19(3)
Information Privacy Act 2009	29, 33(a), 33(c), 33(c)(i), 34(1), 44(3), 49(2), 50(5)(b), 52(1)(b), 52(2), 53(2), 53(5), 54(5)(b), 55(1), 55(3), 56(1), 56(3)(b), 56(3)(c), 56(3)(d), 56(4), 57(2), 59(2), 60(1), 61(1), 62(3), 63(3), 65(a), 68(1), 69(2), 70, 72(1), 73(1), 74, 76(3)(b), 76(5), 76(5)(b), 81(1), 82(2), 82(3), 87(1), 87(2), 88(1), 88(2), 88(3), 89(c), 90, 91(2), 91(3)(a), 91(3)(b), 92(2), 94(2), 97(1), 97(2), 97(3), 102(2), 106(1)(b), 112(2), 114(2), 114(3), 115(1), 131(1), 132(1), 157(1), 159(1), 159(3)(b), 172(1), 2(5)(b), 7(3), 10(1)(b), 10(1)(d), 11(1)(c), 11(1)(e), 11(1)(f)(iv)
Integrity Act 2009	71(4)
Land Act 1994	12(3), 12(4), 13A(4), 13B(1), 13B(2), 13B(6), 18(1), 18(2), 18(3), 23A(1), 23A(6), 24(3), 25(2), 26(2), 26(4), 26B(8), 31C(1), 31C(2), 31C(3), 31D(1), 31D(2), 31D(3), 34(1), 34(2), 34(3), 34H(1), 34I(1), 34I(3), 34I(4), 38A(1), 38A(2), 38A(3), 38A(4), 38G(1), 44(4), 48(1)(a), 49, 52(1), 52(5), 55(1), 55A(1), 55A(2), 55A(3), 55H(1), 66(1), 82, 84(1), 94(2), 99(1), 99(3), 99(4), 99(6), 109A(1), 109A(3), 109B(1), 109B(4), 120A(1), 136(5), 140(1), 140(2), 140(4), 154(1), 155A(2), 155B(2), 155BA(2), 155DA(4), 158(1), 160(3), 164C(1), 164C(7), 164H(1)(b), 166(1), 168(5), 169(a), 169(b)(i), 176(1), 176E, 176K(1), 176Q, 176UA(2), 176XA, 177A(1), 177A(2), 179(2), 180(2), 180A(1), 180A(2), 180A(4), 180A(5), 180H(1), 210(1), 210(2), 212(1), 212(3), 212B(5), 214(3), 214A(4), 214F(3), 226(5), 232(5), 239(4), 240E(1), 240G(1), 240I(3), 240I(4), 243(1A), 321(1), 322(1B), 322(6), 327, 327A, 327B, 327C(1), 327C(2), 327C(3), 327I(1), 330(c), 332(1)(a)(i), 332(8), 339(1), 339B(1), 339B(3)(a)(i), 339B(3)(b), 339B(3)(c), 358(1), 358(2), 360C(1), 360C(2), 360C(3), 360D(2), 360D(3), 368(2)(a), 371(2), 371(3), 373B(1)(a),

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	373C(2)(a), 373D(2), 373L(a), 389H(1), 420, 420CB(1), 423, 425(1), 427, 442(4), 442(9), 481A, 481B(1), 481B(3), 481B(4), 481B(5), 481J(1), 492(1), 521ZE(2), 521ZL(2), 521ZM(2)
Land Title Act 1994	50(1)(b)(i), 54(1), 60(1), 64, 67(1), 68(1), 69(1), 82(1), 83(1)(b), 83(2)(b), 87(a), 90(1), 91(1), 95(7)(c), 96A(5), 96C(6), 97A(1), 97C(1), 97D(1), 97E, 97K(1), 97O(1)(a), 97P(c), 97S(1), 104, 105(2)(b), 106, 108A(2), 116, 121(1), 122(1), 124(2)(b), 125, 126(2), 127(1), 128(1), 139(1), 140(1), 141(2)(b), 142, 144(1), 169(1), 172(1)
Liquor Act 1992	105B(1), 105B(4), 117(2), 117A(2), 173C(1), 173C(2), 173D(6), 173E(1), 173N(4)
Local Law 1 (Administration) 2011	8(1), 9(1), 9(2), 9(4), 10(1), 10(3), 12(1), 14(4), 14(6), 14(8), 14(9), 15(4), 15(6), 15(7), 15(8), 15(9), 15(11), 16(3), 16(4), 16(5), 16(6), 18(2), 18(3), 18(4), 18(5), 19(1), 19(2), 22(3), 23(1), 23(3), 35(3)
Subordinate Local Law 1.1 (Alteration or Improvement to Local Government Controlled Areas and Roads) 2011	Schedule 1: 7 (1), 8 (1), 8 (2)
Subordinate Local Law 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011	Schedule 1: 7 (1), 8 (1), 8 (2)
Subordinate Local Law 1.3 (Establishment or Occupation of Temporary Homes) 2011	Schedule 1: 7 (1), 8 (2)
Subordinate Local Law 1.5 (Keeping of Animals) 2011	Schedule 1: 7 (1), 8 (1)
Subordinate Local Law 1.9 (Operation of Cemeteries) 2011	Schedule 1: 7 (1), 8 (1)
Subordinate Local Law 1.12 (Operation of Temporary Entertainment Venues) 2011	Schedule 1: 7 (1), 8 (1)

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<i>Subordinate Local Law 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2011</i>	Schedule 1: 7 (1), 8 (1)
<i>Subordinate Local Law 1.14 (Undertaking Regulated Activities on Local Government Controlled Areas) 2011</i>	Schedule 1: 7 (1), 8 (1)
<i>Subordinate Local Law 1.15 (Parking Contrary to an Indication on an Official Traffic Sign Regulating Parking by Time or Payment of a Fee) 2011</i>	Schedule 1: 7 (1), 7 (2), 8 (1), 8 (2), 8 (3)
<i>Subordinate Local Law 1.16 (Carrying Out Works on a Road or Interfering with a Road or its Operation) 2011</i>	Schedule 1: 7 (1), 8 (1)
<i>Subordinate Local Law 1.17 (Gates and Grids) 2011</i>	Schedule 1: 7 (1), 8 (1)
<i>Subordinate Local Law 1.18 (Use of a Vehicle on an Airside Area) 2011</i>	Schedule 1: 7 (2), 8 (1)
<i>Local Law 2 (Animal Management) 2011</i>	32 (1), 32 (6),
<i>Local Law 4 (Local Government Controlled Areas, Facilities and Roads) 2011</i>	9 (1), 11 (a), 11 (b)
<i>Local Law 5 (Parking) 2011</i>	7 (1), 8 (1)
<i>Local Law 7 (Aerodromes) 2011</i>	5 (1), 6 (1), 7 (1), 13, 14 (7), 16 (2), 21 (1), 26 (1)

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Rockhampton Regional Council made Rockhampton Regional Council Gates and Grids (Application of Continuing Local Law) Local Law 2009	4 (2), 5 (1), 7 (1), 8 (1), 9 (1), 10, 11 (1), 12
Local Government Act 2009	29(1), 61(1), 61(5), 62(6), 62(7), 64(4), 65(1), 65(3), 65(4)(a), 65(4)(b), 66(4), 67(1), 67(2), 67(3), 68(4), 69(1), 69(2)c, 69(4), 69(5), 70(3), 70(4), 70(7)(a), 71(2), 71(4)(a), 72(1)(b), 72(2), 72(3), 74(4), 75(2), 75(4), 77(1), 77(3)(b), 77(4), 78(4), 78(5), 79(4)(e)(i), 95(3)(a), 133(3), 133(4), 137(2)(a), 138(4), 140(1)(a), 140(2), 142(6), 143(1), 146(1), 146(2), 147(3)(a), 176A(2), 176A(3), 195, 198(2), 219(2), 236(1), 240(1), 250, 262(2), 268A
Local Government Act 2009	The power to enter into contracts on behalf of Council, of a value up to the level of financial limits specified in Council's Financial Delegations Policy.
Local Government Regulation 2012	55(4), 58(2)(b), 138(3), 143(2), 194(a), 201(2), 225(3), 225(4), 228(8), 228(9), 232(2), 232(4), 307A(1)(b), 307A(3)
Mineral Resources Act 1989	19(1), 19(2), 19(3), 19(4), 20(3), 20(6), 26(3), 26(9)(a)(i), 32(2), 34(1), 46(1), 47(1), 47(2), 47(4), 51(2)(a), 54(a), 65(1)(a), 71(2), 85(1)(a), 125(9)(a)(i), 125(10), 129(1)(a)(ii), 129(3)(a), 129(6), 163(2), 164(1)(b), 164(3)(a), 167(1), 169(1)(a), 181(4)(b)(iii), 181(8)(a), 181(11), 190(7), 190(8)(a), 211(2), 212(1)(b), 212(3)(a), 216(1), 217(1)(a), 237(2)(d)(i), 237(2)(d)(ii), 238(1)(a), 238(2)(a), 254(1)(a), 260(2), 279(1)(a), 280(1), 283A(2), 317(10), 318EQ(1), 318ET(1), 318EX(1)(b), 318EX(2), 403(1)(e)
Neighbourhood Disputes (Dividing Fences and Trees) Act 2011	88(1)(d), 88(3), 88(4), 88(5A)
Peaceful Assembly Act 1992	4 - definition of "representative" - paragraph (b), 10(2)(b), 11(1), 11(4), 11(5), 12(1), 13(1)(b), 13(1)c, 13(1)(d), 13(3), 15(1)
Plumbing & Drainage Act 2002	84(3), 85(3), 85(6), 85(7), 85(8), 85(10), 85A(2), 85C(2)(b)(i), 85C(2)(b)(ii), 85D(2)(b)(i), 85D(2)(b)(ii), 85D(2)(b)(iii), 85E(4)(b), 86(5), 86(6), 86(7), 86(8), 86(9), 86(10), 86(12), 86(13), 86AA(2), 86A(3)(b), 86A(4), 86A(5), 86A(6), 86A(8), 86B(3), 86D(3), 86E(3), 86G(1), 107(1), 115(1), 116(1), 116(2), 117(1), 117(2), 127A, 128, 128OA, 128P(2), 128P(4), 143B, 143C
Prostitution Act 1999	26(2), 52(2), Schedule 4 – definition of 'authorised officer of a relevant local government'
Public Health Act 2005	17(2), 24(1), 24(2), 25(1), 27(2)(b), 32(3), 36(5), 57B, 376(2), 378, 378(a), 379(1)(b), 379(2), 393(2), 407(3), 446(1), 446(2)

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<i>Public Health (Infection Control for Personal Appear Services) Act 2003</i>	33, 34, 35(1), 36, 37(1), 38(1), 38(2), 38(3), 39(4), 40(2), 41(1)(c), 41(2)(b), 41(3), 44(4), 44(5), 44(6), 44(7), 45(1), 47(3), 47(4), 47(5), 47(6), 47(7), 48(1), 49(3), 49(4), 49(5), 49(6), 49(7), 50(1), 51(2), 52(1), 52(2), 53(2), 54(1), 54(3), 55(1), 55(3), 55(4), 56(1), 56(2)(a), 56(2)(c)(i), 62(1), 62(2), 62(3), 62(4), 65(3), 68(1)(b), 68(2), 70(1), 70(2), 72(1), 105(1), 105(2), 121(2), 122(1), 122(2), 140(1), 140(2), 147, 153(3), 154(3), 155(2)
<i>Public Health Regulation 2005</i>	21(2)(c)
<i>Public Records Act 2002</i>	10(1)(a), 16(1)(a), 16(1)(A), 16(2), 16(2)(b)(i), 16(3)(a), 18(2)(b), 19(2), 19(3), 19(4), 26(1), 28, 39
<i>Queensland Competition Authority Act 1997</i>	13C(2), 13C(2)(b), 13C(2)(c), 13C(3), 13C(3)(b), 13C(3)(c), 18B(1), 19(5)(b), 36A(4), 84(3)(b)
<i>Queensland Heritage Act 1992</i>	116(1), 117(1), 118
<i>Residential Services (Accreditation) Act 2002</i>	29(2)(a), 29(3), 189(3)(a)
<i>Residential Tenancies and Rooming Accommodation Act 2008</i>	62(1), 62(3), 64(3), 65(2), 66(2), 67, 68(2), 69, 77(4)(h), 78, 81(1)(b), 88(3), 88(5), 91(2), 97(3), 98(3)(a), 98(3)(b), 99(2)(a), 102(3), 105(3), 106(2), 106(3), 107(2), 109(3), 116(1)(b), 117(2)(b), 117(3)(b), 118(2)(b), 118(3)(b), 118(4)(a)(ii), 118(4)(b)(ii), 145(1), 145(2)(b), 154(b), 155(3), 160(1), 168(3)(a), 168(4), 192(1)(h), 192(i), 192(j), 192(1)(l), 193(1)(a), 195(1)(b), 195(5), 197(1)(a), 198(1)(a), 203, 211(1)(a), 211(2)(b), 216(2), 220(2), 223, 229(1)(b), 233(2), 237(2), 238(2)(a), 242(1)(a), 242(1)(b), 248(1), 248(2), 255(1), 257(1), 259(2), 259(4), 270(1), 271, 272(4)(b), 273(2), 273(7), 274(7), 277(2), 277(3), 277(7)(b), 277(7)(c), 280(1), 280(2), 281(1), 282(1), 283(2), 284(1), 285(2), 286(1), 287(2), 288(1), 289(2), 290A, 291, 294(1), 295(1), 296(1), 296A(1), 297(1), 297A, 298(2), 299(2), 300(1)(b), 300(2), 325(2)(a), 326(1)(b), 333(1), 333(2)(b), 335(1), 355(1), 357(1), 359(1), 363(2), 363(4), 366(2), 366(7)(b), 366(7)(c), 368(1), 368(2), 368(3)(d), 368(4), 369(1), 369(2)(d), 369(5), 370(1), 370(2)(b), 371, 371(3)(d), 372(1), 372(2), 374(1), 374(2)(d), 375(2), 375(4), 376(2), 377(1), 388(1), 393(2), 393(5), 395(3), 402(1), 402(2), 405(1), 405(2), 408(2), 410(1), 418(1), 419(1), 419(2), 424(1), 429(1), 455(1), 455(3), 527D(1), 527D(4), 527E(1)
<i>Residential Tenancies and Rooming Accommodation Regulation 2009</i>	2(3), 5(1), 6(1)(b)(v), 8(3)(b)(i), 8(3)(ii), 8(5), 10(1), 13(2), 20, 22(1), 27(2), 29(1)(a), 31(1)(b), 34(1), 36(1)(a), 36(1)(b), 39(1), 40(2)(a), 44(4), 44(6), 2(3), 5(1), 6(1)(b)(v), 8(3)(b)(ii), 8(5), 10, 13(2), 14(1)(a), 17(4), 20(1), 22(2), 22(3), 28(2), 30(1)(a), 32(1)(b), 35(1)(a), 36(2), 38(1), 42(1)(a), 42(1)(b), 45(1), 46(2)(a), 50(4), 50(6), 7(3), 7(4), 7(5), 8(4), 9, 10(1), 11(1)(a), 13(2),

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	14(6), 17, 25, 24(5)(a), 24(5)(b), 25(4), 26(1), 28(1), 31, 33(1)(a), 33(1)(b), 36(1), 37(2)(b), 41(4), 41(6), 42(3), 42(7), 43(2), 45(1), 2(4), 4(2), 6(3)(b)(i) and (ii), 6(5), 8(1), 9(2), 10(2), 11(2), 21(2), 22, 23(1)(a), 23(1)(b), 29(4), 29(6)
Right to Information Act 2009	30(1), 32(1)(b), 32(2), 33(2), 33(3), 33(5), 34(2), 35(1), 35(3), 36(1), 36(2), 36(4), 36(7), 37(1), 37(3)(b), 37(3)(c), 37(4), 38(2), 38(2)(b), 40(2), 41(1), 42(1)(a), 42(1)(a)(ii), 42(6), 43(3), 43(3)(b)(ii), 43(3)(b)(iii), 43(3)(c)(ii), 45(a), 45(b), 47(3), 48(1), 48(3), 49(1), 49(3), 49(5), 50(1), 50(4), 51(1), 51(3), 52(1)(b), 52(2), 54(1), 54(2)(g)(v), 54(2)(g)(vi), 55(2), 64(1), 66(2), 66(3), 68(4), 72(1), 72(2), 73(1), 73(2), 73(3), 74, 75, 76(2), 77(2), 83(1), 83(2), 83(3), 93(1)(b), 99(2), 118, 119, 1(3).
River Improvement Trust Act 1940	3(3), 5(1)(a), 5(1A)(a), 5A(1), 5K(2), 6(1A), 12A(1), 14(1B)
Standard Plumbing & Drainage Regulation 2003	14(6), 14D(3)(c)(ii), 15(2), 18(2), 20(2)(a), 22(6), 22(7)(b)(i), 27, 29(1)(b), 29(3), 29A(2), 29B(2), 29B(4)(c), 29B(4)(d), 29B(10), 30(3)(b), 30(4), 32, 34(1), 34(2), 34(3), 34(3)(b), 35(1), 35(2), 35(3), 38(2), 39(1)(d), 39(7)(a), 39(8), 39(9), 41(1)(a), 41(2)(b), 41(3), 44(1)(a), 44(2)(b), 44(3), 45(1), 47(1), 47(2), 52(2), 53(2)(a), 53(3)(a), 54(3)(a), 54(3)(b), 54(3)(c), "Competent person"
State Penalties Enforcement Act 1999	15(1), 23(3)(b), 23(5), 28(1), 28(2)(a), 33(1), 33(2)(b), 57(5), 150(2)(a)(ii), 157(2), 162
Statutory Bodies Financial Arrangements Act 1982	62
Sustainable Planning Act 2009	96(1), 96(2), 96(4), 97, 98(4), 223(1), 224, 225, 226, 227(2), 256(1), 261(1)(a)(ii)(A)(B), 262(5)(a), 262(5)(b), 263, 266(1), 267(2), 272(b), 274(2)(b), 276(1), 277(1), 277(3), 280(2)(b), 282(1), 282(2), 284(1), 284(3), 285(2), 287, 288(1)(a), 290(1)(a), 290(1)(b)(i), 290(1)(b)(ii), 290(2), 291(2), 292, 297(1), 302(1)(a), 302(1)(b), 303(2), 303(3), 304(1), 305(3), 313(2), 313(3), 314(2), 314(3), 315(1), 316(4), 317, 318(1), 318(2), 318(4), 324(1), 327(1), 331(6), 334(1), 337(1), 337(2), 348, 350(1)(b), 350(2), 354(1)(b), 354(4), 355(4), 357(2), 362, 363(1), 363(5), 364(2), 368(3), 369, 371, 371(d), 371(e), 373(1)(a), 374(1) and (2), 375(1)(a) and (b), 375(5), 376(1), 378(3), 378(7), 378(9), 378(9)(a), 378(9)(b), 381(a) and (b), 383(4), 385(a), 385(b), 387(1), 387(3), 389, 402(4), 402(5)(a), 402(5)(b), 405(1), 405(2) and (3), 405(5), 407(1)(a), 407(1)(b), 408(3)(b)(i), 408(3)(b)(ii), 412(3), 412(4), 412(5), 412(6), 412(9), 413(2)(a), 413(2)(c), 413(3), 456(1), 456(2), 461(1), 462(1), 463(2), 464(2), 465(1), 466(1), 467(1), 479(1), 485(4), 485(9)(c), 485(10)(b)(ii), 487(4), 488, 498(1), 510(3), 512, 513(3), 515(1), 515(4), 520(2), 521(a)(ii), 528, 529(1), 530(1)(a)(ii), 531(1), 537(1), 543(4), 543(5), 544(c), 545(b)(ii), 546(c), 547(3)(b), 560(1), 562(1) and (2), 568, 588(1), 588(2), 588(3), 590(1), 590(9), 591(2), 592(2), 597(1), 601(1)(a), 601(1)(b), 601(1)(c), 626(3)(a), 632(2), 635(2), 639(1)(a) and (b), 642, 643(1),

Legislation Title	Sections Delegated to CEO
	643(4), 646(2), 647(2), 650, 651(2), 655(3), 657(3), 660(1), 660(3), 660(5)(b), 661(1), 662(3), 662(4), 664(2), 669(2)(b), 674(1), 677(1)(a) and (b), 678(3), 678(4), 679(2), 691(8), 695(1), 695(3)(a), 695(3)(b), 709(1), 710(1), 710(2)(a), 714(2), 715(1), 716(3), 716(5), 741, 746(1), 749(2), 750, 750(b), 994B(4), 994B(5)
<i>Tobacco & Other Smoking Products Act 1998</i>	26ZO(3), 26ZPD(3)
<i>Transport Infrastructure Act 1994</i>	25(b), 27(3)(b), 41, 42(1), 43(1), 55(b), 105C(1), 105G(1), 105GB(1), 253(1), 307(1), 309(1), 358(1), 420(3), 421, 423(1), 424, 426(1)
<i>Transport Operations (Road Use Management - Road Rules) Regulation 2009</i>	179(1)(c), 301(4)
<i>Transport Operations (Road Use Management) Act 1995</i>	69(1), 69(2), 69(3), 69(4), 74(2), 75(1), 76(1), 100(1)(b)(ii), 100(3), 100(8), 101(1), 102(1)
<i>Waste Reduction and Recycling Act 2011</i>	52(2), 110(1), 110(2), 111(1), 111(2), 112(3), 128(3)(c), 175, 176(2), 177(2), 178(1)(a), 178(1)(b), 183(1), 187, 246(1), 246(2), 246(3), 248(1), 249(2), 253(1), 256(1), 260(2), 261, 264(2)(c), 270, 278(1), 279(3), 281(3), 284(3)(e), 287(1), 290(3), 293(3)(e)
<i>Waste Reduction and Recycling Regulation 2011</i>	7(b)
<i>Water Act 2000</i>	107C(1), 114(1), 114(3)(c)(iii), 266(1), 698(1), 698(2), 700A(1)(a)(i), 700A(1)(b)
<i>Water Supply (Safety & Reliability) Act 2008</i>	20(1), 21(1)(c)(ii), 23(1), 23A(2), 25A(1), 26(2), 26(8), 28(1), 28(4)(b), 33(2), 33(4), 34(2), 35(1), 36(2)(b), 41(1), 41(3), 43(1), 44(1), 44(2), 44(3), 44(4), 45(1), 45(2), 52(1), 52(3), 54(1), 54(2), 54(3), 54(5), 57(2), 58(1), 58(2), 59(2), 60(1), 60(2), 61(1), 95(1), 99A(1), 100(2), 102(2), 102(3), 102A(2), 102A(3), 103(2), 107(2)(b), 109(1), 115(3), 142(2)(a), 142(2)(b), 142C(2), 145(1), 166(3), 167(2), 168(1), 168(2)(c), 169(1), 169(2), 180(1), 180(2), 180(3), 180(4), 180(5), 181(1), 182, 183(1), 183(2), 183(3), 183(4), 184(1), 184(2), 184(3), 185(2), 191, 192(1), 192(2), 193(1), 193(3), 195(1), 195(2), 196AA(1), 196AD(1), 196AE(1), 202(1), 203(1)(b), 208(2), 208(5), 209(1), 212(2), 212(3), 215(1), 215(3), 215(7), 230(2), 230(4), 230(6)(b), 230(9), 259(2)(b), 259(4), 259(6), 270(2), 270(4), 271(2), 271(4), 303(3)(e), 303(4), 306(1), 307(2), 333(2), 352F, 352G(1), 352G(4), 352O(2)(c)(iii), 352P, 352T(2), 352T(2)(b), 352T(3)(a), 352T(3)(b), 352U(3), 354(3)(b), 359(3), 359(4), 371C, 371H(2), 372(2), 373, 374(2), 375, 378, 379(1), 379(2), 379(3), 381(4), 381(6), 383(2), 383(2)(b), 384(3), 391(3), 392, 446(2), 447, 463(1)(d), 475(2)(b) and (c), 475(5), 476(1), 496, 498(1), 512(1), 513(3), 517(1), 524(2), 524A(2), 526, 573, 670(2), 670(3), 671(2), 671(3)(a)

<i>Legislation Title</i>	<i>Sections Delegated to CEO</i>
<i>Work Health & Safety Act 2011</i>	38(1), 38(4)(b), 52(1), 52(4), 53(1), 53(2), 54(1), 55(3), 56(3), 57(1), 57(2), 58(1), 71(5), 73(1), 73(2), 76(1), 76(5), 77(c), 82(2), 87, 89, 141, 224, 229

ANNUAL REVIEW OF DELEGATION OF POWERS TO THE CHIEF EXECUTIVE OFFICER

Financial Delegations

Meeting Date: 27 September 2016

Attachment No: 2

ATTACHMENT 2**FINANCIAL DELEGATION**

- (a) Formally approve any operating expenditure within budget, with the following limitation:

Where a natural disaster and/or extraordinary emergent event has been declared in the local government area, the CEO can exercise the delegation to formally approve expenditure necessary which does not cause a variation of greater than 5% from budget.

- (b) Formally approve any capital expenditure within budget, with the following limitation:

Where a natural disaster and/or extraordinary emergent event has been declared in the local government area, the CEO can exercise the delegation to formally approve expenditure necessary which does not cause a variation of greater than 5% from budget.

- (c) Formally approve the investment or borrowing of money in accordance with Council's approved policy.

- (d) Formally approve Act of Grace payments, on a case-by-case basis, as an equitable remedy to persons who may have been unintentionally disadvantaged by the effects of Council legislation, actions or omissions and who have no other viable means of redress, to the value of not more than \$2,000.

- (e) Formally approve the waiver of debt where all practical means to recover the debt have been exhausted and such debt is less than \$1000.

- (f) Formally approve the refund of fees and charges, on a case by case basis, to the value of not more than \$5,000 unless other wise specified within Council's various Fees and Charges Refund Policies.

11.8 ANNUAL FINANCIAL STATEMENTS 30 JUNE 2016

File No: 9509
Attachments: Nil
Authorising Officer: Ross Cheesman - Deputy CEO/General Manager
 Corporate Services
Author: Alicia Cutler - Manager Finance

SUMMARY

Manager Finance presenting the report on Annual Financial Statements (which were included as part of the Audit and Business Improvement Committee and adopted by Council on 13 September 2016). The report is included with additional information regarding budget.

OFFICER'S RECOMMENDATION

THAT the Financial Statements 2015/16 report be received.

COMMENTARYPerformance against Budget

The Operational Result reported on the Statement of Comprehensive Income is \$21.1 million – compared to a Revised Budget of \$14.4 million. A description of the major operational movements (compared to budget) is as follows:

- Rates received in advance increased by \$600K which was not anticipated in the budget.
- Water Consumption was better than budget by \$1.6 million.
- Grant for Kershaw Gardens remediation of \$1.3 million transferred from Capital to Operating revenue.
- Operational employee costs were underspent by \$3.8 million or 5%. Wages allocated to Capital Expenditure in 15/16 was \$1.4 million greater than the previous year, thereby decreasing operational costs.
- A revision of the Kershaw Gardens Remediation Provision resulted in a decrease of \$2.1 million, reducing operating expenses in 15/16.
- Depreciation expense is greater than budget by \$4.2 million, primarily due to the significant increase to the roads valuation in the 14/15 year.
- Improvement in the Fleet Business of \$1 million.

Whilst the result is positive (in that it is better than budget), the variance requires further analysis and critiquing.

Substantial capital funds remain unspent from 15/16 which have now been transferred to the 16/17 budget.

	15/16 Revised Budget	15/16 Actual	Transferred to 16/17
Capital Revenue	(22,740,377)	(22,560,532)	(262,826)
Capital Expenditure	87,742,944	66,227,409	23,024,205
Net Capital	65,002,567	43,666,877	22,761,379

This carryover of capital budgets represents substantial funding that has been made available to projects, which is now sitting within Council's cash holdings.

KPI's reported

The following Sustainability indicators have been reported in the financial statements (see Page 48 of the statements).

Council's performance at 30 June 2016 against key financial ratios and targets:	How the measure is calculated	Actual - Council	Target
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	10.8%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	73.17%	greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	38.5%	not greater than 60%

The operational surplus ratio is projected to reduce in the coming year and the ratio this year is affected by grants and insurance monies that relate to the previous year's expenditure on TC Marcia. The net impact on the Operational Result of TC Marcia is estimated at \$15 million, which would make the 'normal' Operating surplus ratio closer to 3%.

The asset sustainability ratio of 73.2% is lower than last year's ratio of 76.4%, however remains within range of the target ratio. This percentage fluctuates depending on the nature of the capital projects undertaken. The ratio indicates that Council needs to place more priority on renewal works over upgrade and expansion works.

The net Financial Liabilities ratio is vastly improved on the previous year of 59.4% as well as the budgeted ratio of 56.3% as a result of the current high level of cash holdings that represents unspent capital budgets.

Major variances compared to the previous year

A separate attachment was supplied which gives commentary to the major differences between the two reported years. Trend wise, the largest impact is the impact of TC Marcia and associated clean-up events. Operating expenses have reduced back to being comparable with the 2013/14 year, rather than the 2014/15 year which was an anomaly. Otherwise, the reduction of fees and charges is showing the reduction of activity that has been experienced as a result of the economic downturn. The most impacted areas are Development and Building and Airport fees.

Asset Movements

There are a number of movements that are complex and have been reported specifically via the Audit and Business Improvement Committee. If members would like to understand the specifics of the movements, please make contact with the Finance Manager.

As a whole the combinations of revaluations of assets, restructuring of roads to remove residual values, as well as Indexation has added an additional \$189 million to the value of Council's non-current assets. The majority of this movement has been the result of the movement in unit rates provided externally from the Roads Asset Valuation Project.

Provision Movements

The positive result has had two significant changes in respect of provisions:

1. Reduction in the Provision for Estimate of Kershaw Gardens

Following TC Marcia and the damage received in the Kershaw Gardens (a former landfill site), a provision was made for the restoration of the site. Work has been undertaken during 2015/16 as well as a revised estimate in regards to the remaining works received. This has resulted in a reduction of the provision of \$2.1 million. As this provision was charged against Operating Expense during 2014/15, the movement effectively reduced operating expenses during 2015/16.

2. Reduction in the Provision for Restoration of Gracemere Landfill

Since the approval of the piggy-back and the certainty of longevity of the Lakes Creek Landfill, the direction is now to only use Gracemere as a Transfer Station, that is, not to accept waste for disposal at this site. The provision allowed for the capping and monitoring of 3 cells at the landfill. Since the change in direction, only 1 cell will be used. This has resulted in a Capital Income amount of \$2.6 million in the Statement of Comprehensive Income.

2016/2017 Budget Impact

A revised budget is planned for the end of September to deal with level of Capital works that is now scheduled for the 16/17 year and the best way in which this should be delivered and timed. Also up for review is the budgeted level of depreciation, the assumptions within the budgets for salaries and wages as well as incorporating other decisions and directions since the 2016/17 budget was adopted early July. At this stage, the elements are being worked through by the Leadership Team and Finance Section to ensure that the Budget is the best estimation of actuals for the year.

CONCLUSION

It has been a great effort of the Finance team to produce the Financial Statements for audit review within required timeframes. The statements will be discussed at the meeting with opportunity for any questions or comments, prior to the commencement of the External Audit. The large movements in the Road Asset Class are disappointing, but unavoidable when relying on external experts.

11.9 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 AUGUST 2016

File No: 8148
Attachments: 1. Income Statement - August 2016
2. Key Indicators Graphs - August 2016
Authorising Officer: Ross Cheesman - Deputy CEO/General Manager
Corporate Services
Author: Alicia Cutler - Manager Finance

SUMMARY

The Manager Finance presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 August 2016.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 31 August 2016 be 'received'.

COMMENTARY

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

1. Income Statement (Actuals and Budget for the period 1st July 2016 to 31 August 2016), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

Council should note in reading this report that normally after the completion of the second month of the financial year, operational results should be approximately 16.7% of budget. All percentages for operational revenue and operational expenditure are measured against the adopted budget.

The percentages reported for capital revenue and capital expenditure are measured against the adopted budget with carryovers i.e. including carry-over capital budgets from 2015/16. The net carry over Capital budget is \$22.8M, comprising carry over expenditure budgets totalling \$23.0M less carry over revenue budgets totaling \$0.2M.

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

Total Operating Revenue is reported at 35%. Key components of this result are:

- Net Rates and Utility Charges are at 43% of budget. This positive variance is due to General Rates and Utility Charges for the six months ending 31 December 2016 having been processed in July.
- Private and Recoverable Works are behind budget at 13%. This is mostly due to the normal catch-up period between work completed and the billing cycle.
- Grants, Subsidies and Contributions are well ahead of budget at 27%. This is largely due to the quarterly payment of the Financial Assistance Grant being received in August.
- Other revenue items are all in proximity to budget year to date.

Total Operating Expenditure is at 19% of budget with committals, or 15% of budget without committals. Key components of this result are:

- Contractors and Consultants expenditure is ahead of budget at 36%. This is solely due to committed expenditure, as actual expenditure is 12% of budget.
- Materials and Plant is at 21% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is at 13% of budget.
- Asset Operational Expenditure is ahead of budget at 28%. Again, committals are driving up the year to date percentage as the actual result is 20% of budget. Actual costs are above budget as Council has already paid some annual insurance premiums.
- Administrative Expenses are ahead of budget at 38%. Committals for some annual items such as lease agreements are influencing the year to date percentage as the actual result is 19% of budget.
- Finance Costs are well behind budget. Finance Costs will move closer to budget in September, following the first quarterly repayment on Council's loan portfolio held with the Queensland Treasury Corporation.
- Other Expenses are below budget at 8%. It is anticipated that quarterly payments of Grants and Sponsorships will be processed in September.
- Other expenditure items are in proximity to budget year to date.

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

Total Capital Income is at 6% of budget. Receipt of Capital Income is anticipated to increase in coming months as restoration works in relation to TC Marcia are completed and claims for reimbursement are submitted.

Total Capital Expenditure is at 42% of budget with committals, or 8.5% of budget without committals.

Total Investments are approximately \$131.4M as at 31 August 2016. Investments have increased from \$96.0M reported in July 2016, mostly due to the receipt of General Rates and Utility Charges for the six months ending 31 December 2016. Investment balances are significantly higher than the comparable period as the rates discount date was 31 August in 2016 and 9 September in 2015.

Total Loans are \$154.0M as at 31 August 2016.

CONCLUSION

At this early stage of the financial year, few financial trends have emerged. Operational Income is reported as well ahead of budget due to the levying of the General Rates and Utility Charges for the six months ending 31 December 2016. A number of annual operational outlays including insurance premiums have already been paid.

It is anticipated that Capital Expenditure will continue to gain momentum with the ongoing roll out of the capital works program for 2016/17.

SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 AUGUST 2016


Income Statement - August 2016

Meeting Date: 27 September 2016

Attachment No: 1



Income Statement
For Period July 2016 to August 2016
16.7% of Year Gone



Adopted Budget

YTD Actual

Commitments

YTD Actuals (inc commitments)

% of Adopted Budget

\$

\$

\$

\$

OPERATING

01

02

Revenues

Net rates and utility charges

(133,058,706)

(56,608,895)

273

(56,608,623)

43% A

Fees and Charges

(25,644,218)

(3,907,456)

1,501

(3,905,955)

15% A

Private and recoverable works

(6,387,977)

(843,602)

0

(843,602)

13% A

Rent/Lease Revenue

(3,050,752)

(542,302)

0

(542,302)

18% A

Grants Subsidies & Contributions

(10,559,423)

(2,840,120)

0

(2,840,120)

27% A

Interest revenue

(3,018,000)

(526,962)

0

(526,962)

17% A

Other Income

(4,797,801)

(857,343)

53

(857,290)

18% A

Total Revenues

(186,516,876)

(66,126,681)

1,827

(66,124,854)

35% A

Expenses

Employee Costs

76,845,984

10,620,184

202,840

10,823,024

14% A

Contractors & Consultants

17,324,546

2,105,288

4,131,295

6,236,583

36% A

Materials & Plant

10,700,883

1,439,720

795,370

2,235,090

21% A

Asset Operational

18,663,845

3,748,569

1,384,535

5,133,104

28% A

Administrative Expenses

12,435,624

2,362,384

2,356,123

4,718,507

38% A

Depreciation

47,164,385

7,860,731

0

7,860,731

17% A

Finance costs

8,684,407

58,604

0

58,604

1% A

Other Expenses

1,381,963

113,443

545

113,988

8% A

Total Expenses

193,201,636

28,308,922

8,870,709

37,179,631

19% A

Transfer / Overhead Allocation

Transfer/Overhead Allocation

(7,734,627)

(1,391,700)

7,675

(1,384,025)

18% A

Total Transfer / Overhead Allocation

(7,734,627)

(1,391,700)

7,675

(1,384,025)

18% A

TOTAL OPERATING POSITION (SURPLUS)/DEFICIT

(1,049,867)

(39,209,459)

8,880,211

(30,329,248)

2889% A

CAPITAL

Adopted Budget

August Revised (Inc Carry Forward)

YTD Actual

Commitments

YTD Actuals (inc commitments)

% of Revised Budget

Total Developers Contributions Received

(3,925,700)

(3,925,700)

(86,110)

0

(86,110)

2%

Total Capital Grants and Subsidies Received

(30,026,787)

(30,289,613)

(2,053,944)

0

(2,053,944)

7%

Total Proceeds from Sale of Assets

0

0

0

0

0

Total Capital Income

(33,952,487)

(34,215,313)

(2,140,054)

0

(2,140,054)

6%

Total Capital Expenditure

88,730,329

111,754,535

9,484,526

37,088,871

46,573,397

42%

Net Capital Position

54,777,842

77,539,222

7,344,472

37,088,871

44,433,343

57%

TOTAL INVESTMENTS

131,412,401

TOTAL BORROWINGS

154,032,120

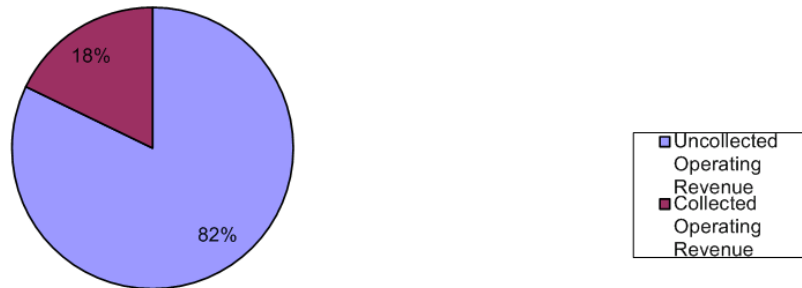
SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 AUGUST 2016

Key Indicators Graphs - August 2016

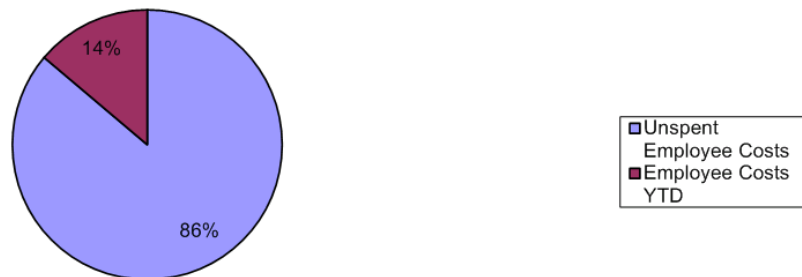
Meeting Date: 27 September 2016

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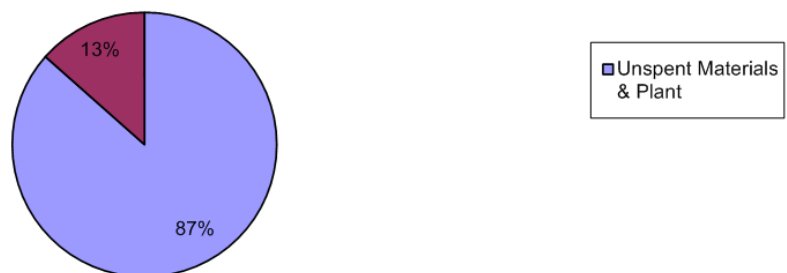
Operating Revenue
(Excluding Net Rates and Utility Charges)
(16.7% of Year Gone)

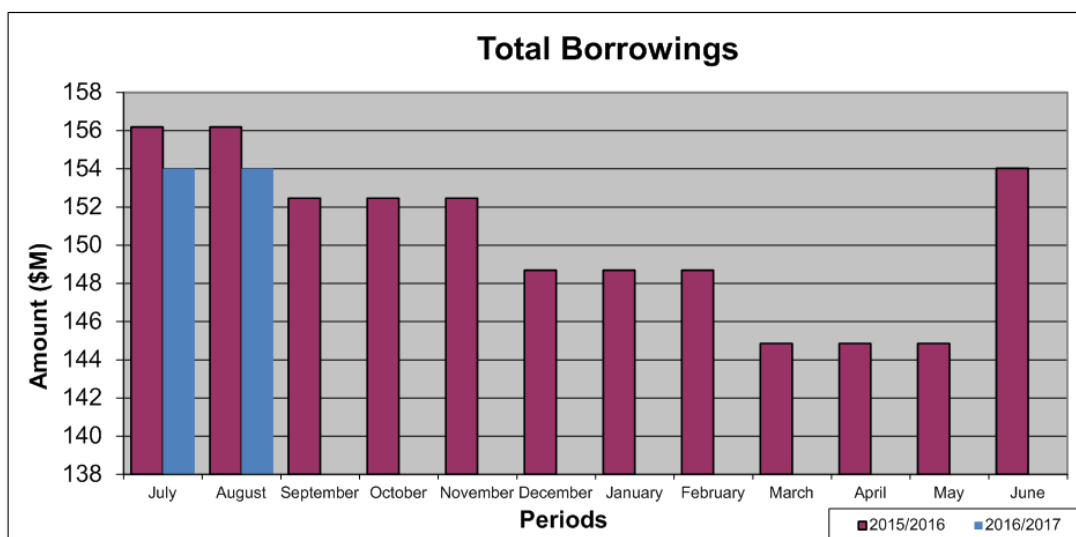
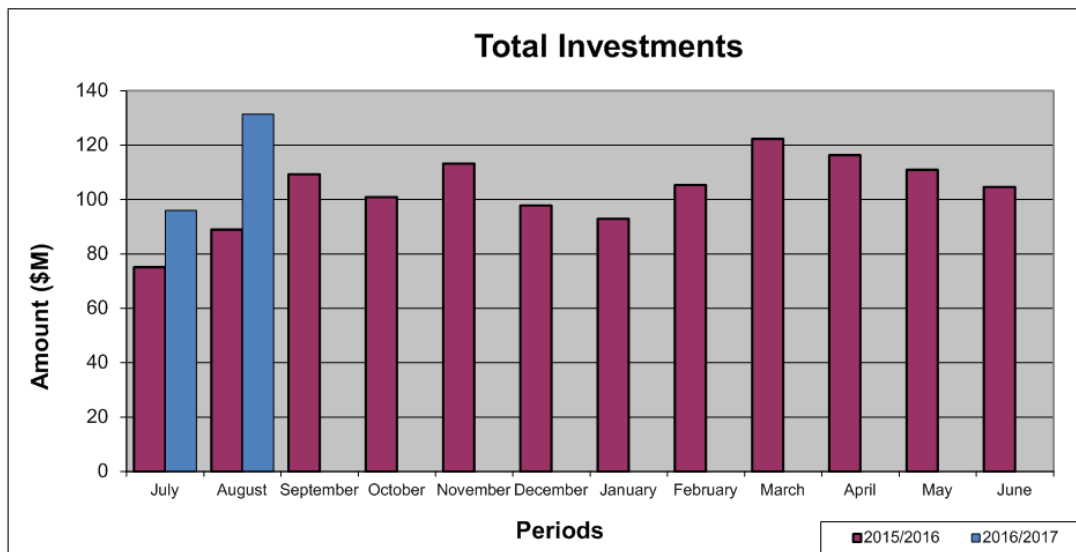


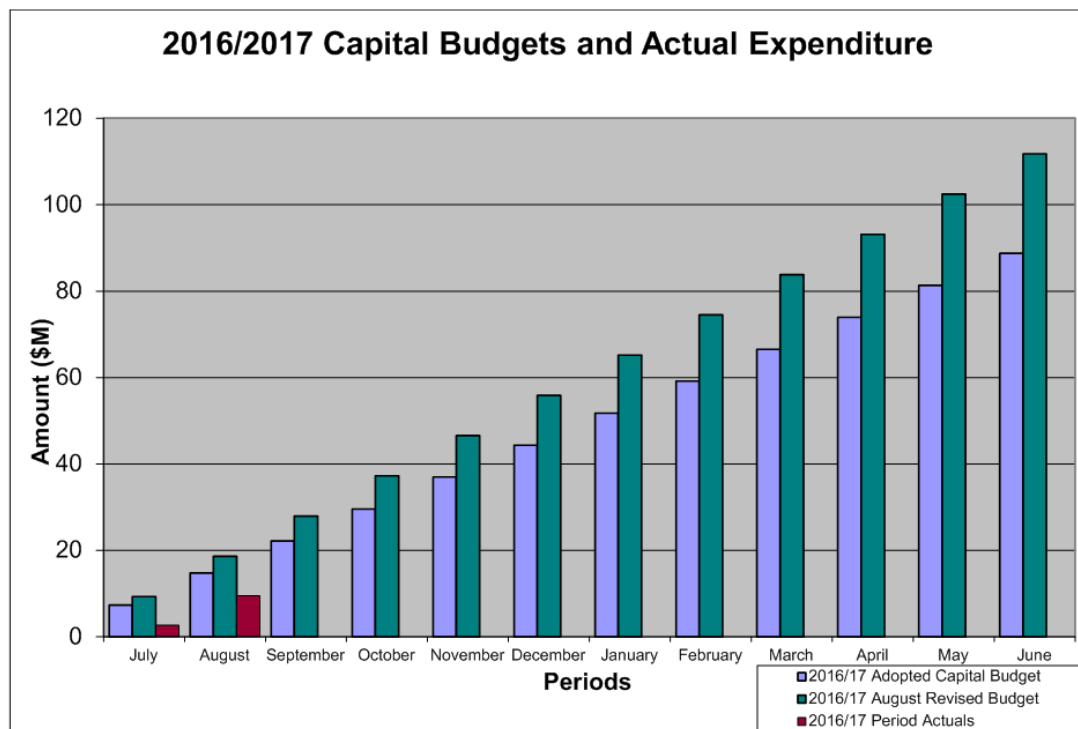
Operating Employee Costs
(16.7% of Year Gone)



Operating Materials & Plant
(16.7% of Year Gone)







**11.10 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
AUGUST 2016****File No:** 1392**Attachments:**

1. Finance Monthly Operations Report - August 2016
2. Workforce & Strategy Monthly Operations Report - August 2016
3. CTS Monthly Operations Report - August 2016

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Ross Cheesman - Deputy CEO/General Manager
Corporate Services

SUMMARY

The monthly operations report for the Corporate Services department as at 31 August 2016 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 31 August 2016 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services department as at 31 August 2016 be received.

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT AUGUST 2016**

**Finance Monthly Operations Report -
August 2016**

Meeting Date: 27 September 2016

Attachment No: 1

MONTHLY OPERATIONS REPORT
FINANCE SECTION
Period Ended August 2016

VARIATIONS, ISSUES AND INNOVATIONS***Section News***

The Finance team had a very busy month to produce the draft financial statements for discussion at the Audit Committee held on Friday 2 September. External Auditors from Deloitte are on-site for three weeks conducting the final audit for the year.

A review of the Financial Results is reported under separate cover. It is proposed to undertake a budget revision for the end of September.

Rate Notices were due on the 31 August, with the SMS reminder sent beforehand. The SMS notification seems very effective with substantially less reminder letters being sent than previously.

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	5	4	67	62	4	0	3	● 1.05	● 1.29	● 1.24	1.00

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		
	June	July	August
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	1	0	0
Number of Incomplete Hazard Inspections	0	0	0

Risk Management Summary

All Finance's Risks are now ALARP

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Audited Statement completed by end of October	31/10/16	90%	Draft Financial Statements now ready for Audit.
Annual Budget adopted by 1 August	01/08/16	100%	Budget adopted in July
Asset Register must record its non-current physical assets	30/06/17	100%	Completed
A community financial report must be prepared for the Annual Report	30/10/16	20%	In Drafting Stage
A Local Government must have a Debt Policy, Investment Policy and a Revenue Policy	01/08/16	100%	All policies now adopted.
Trust Fund Management in accordance with the Local Government Regulation	30/06/17	100%	Completed
Monthly Financial report prepared for the monthly meeting of Council	30/06/16	100%	Completed
A Local Government must set an Asset Recognition threshold	30/06/17	0%	Not yet reviewed for year.

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%	3.46% achieved in August – rates now falling due and eligible for recovery

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 07 SEPTEMBER 2016

Attached is a summary provided by the Grants Officer on Council's current application.

'Live' Grant Applications: As at 07 September 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	Final Decision Expected
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 m	December 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 m	December 2016
3	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 m	Sept 2016
4	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 m	Sept 2016
5	Community Musical	Marketing Plan development and trial for the use of digital tools to promote local events to Airport passengers, using the Rockhampton Community Musical as the event for the 1yr or 3yr trial.	The Smart Way Forward + Economic Development Strategy	\$108,000 (in addition to the annual \$300k gross for event)	(QG) Tourism and Events Queensland Destination Events Fund Round 4 [^]	1yr Trial Option: \$24,999 3yr Trial: \$108,000	Sept 2016
6	Derby & East Street Intersection	Upgrade to single lane roundabout.	N/A	\$921,537	(Cth) Black Spot	\$921,537	May 2017
7	Alma & Stanley Street Intersection	Construct kerb islands to bring forward hold line.	N/A	\$935,719	(Cth) Black Spot	\$935,719	May 2017
8	Denham & Campbell Street Intersection	Upgrade to single lane roundabout.	N/A	\$222,162	(Cth) Black Spot	\$222,162	May 2017
9	212 Quay	EXPRESSION OF INTEREST (EOI) SUBMITTED. \$6m fund.	The Smart Way Forward	TBA (Subject to Criteria)	(QG) Advance Queensland - Regional Innovation Hubs - <i>Fund not open yet.</i>	TBA	TBA
10	Community Musical Reach & Impact	Marketing Plan development and trial for the use of digital tools to promote local	The Smart Way Forward + Economic	\$325,000 (Inc RRC \$300k	(QG) Regional Arts Fund	\$25,000	December 2016

#	Project Name	Project Inclusions	Supporting Council Strategy	Project Total (\$Million)	Fund	Funding Sought	Final Decision Expected
	Boost Project	arts to Airport passengers, using the Rockhampton Community Musical as the event for trial.	Development Strategy	budget for event.)			
11	Pilbeam Drive	Funding requested by the end of September 2016 to address 24 slips (works to complete the project, which are beyond the existing provisions of Categories A, B and C of the NDRRA).	N/A	\$1.72	Additional NDRRA funding under Schedule A of NPA requested via submission to MP Landry and Minister Keenan.	\$1.2 m	September 2016

^ Unlikely to be approved, because TEQ are arguing that the Community Musical is an event that doesn't support tourism. Given over 500 attendees travel from outside CQ to attend, this may be challenged.

Recent funding letters of offer received by Council include:

- Rockhampton Heritage Village Boardwalk and Viewing Platform Project, Commonwealth Government's Stronger Communities Programme: \$5,942 (Landry MP)
- Mafeking Bell Revitalisation Project, Commonwealth Government's Stronger Communities Programme: \$10,000 (O'Dowd MP)
- Pilbeam Walkway Stage 1, Community Development Grants programme: \$1.5 million (Landry MP & Senator Nash)

'Live' Award Nominations: As at 07 September 2016

Rockhampton Regional Council has reviewed and/or is preparing to apply for the following awards:

#	Award Name	Status	Category	Summary of proposed submission or options.	Officer Assisting	Notes	Date Submitted	Expected Announcement Date
1	EDA Economic Development Awards For Excellence	Submitted	Digital Entrepreneurs	Smart Way Forward	Drew Stevenson	Showcase how the development of the 212 Quay operations plan was tailored to boost economy.	25 th July 2016	6 th October 2016
2	Environmental Health Association	Submitted	NEWS	Zika VMO Team Recognition	Tracy Sweeney Trevor Green	Industry news feature article (now), with a follow up application at the end of the year for the 2016 Awards.	30 th August 2016	TBA
3	Planning Institute of Australia: Awards for Planning Excellence	Submitted	"Small Project"	Helping the community deal with the loss of the Tree of Knowledge.	Margaret Barrett Wade Clark	"Best Planning Ideas – Small Project" Award: Represents a project that has a site or local place/ neighbourhood benefit. Project: Tree of Knowledge Gazebo (Mount Morgan CBD Streetscape Design)	8 th August 2016	11 th November 2016

FINANCIAL MATTERS

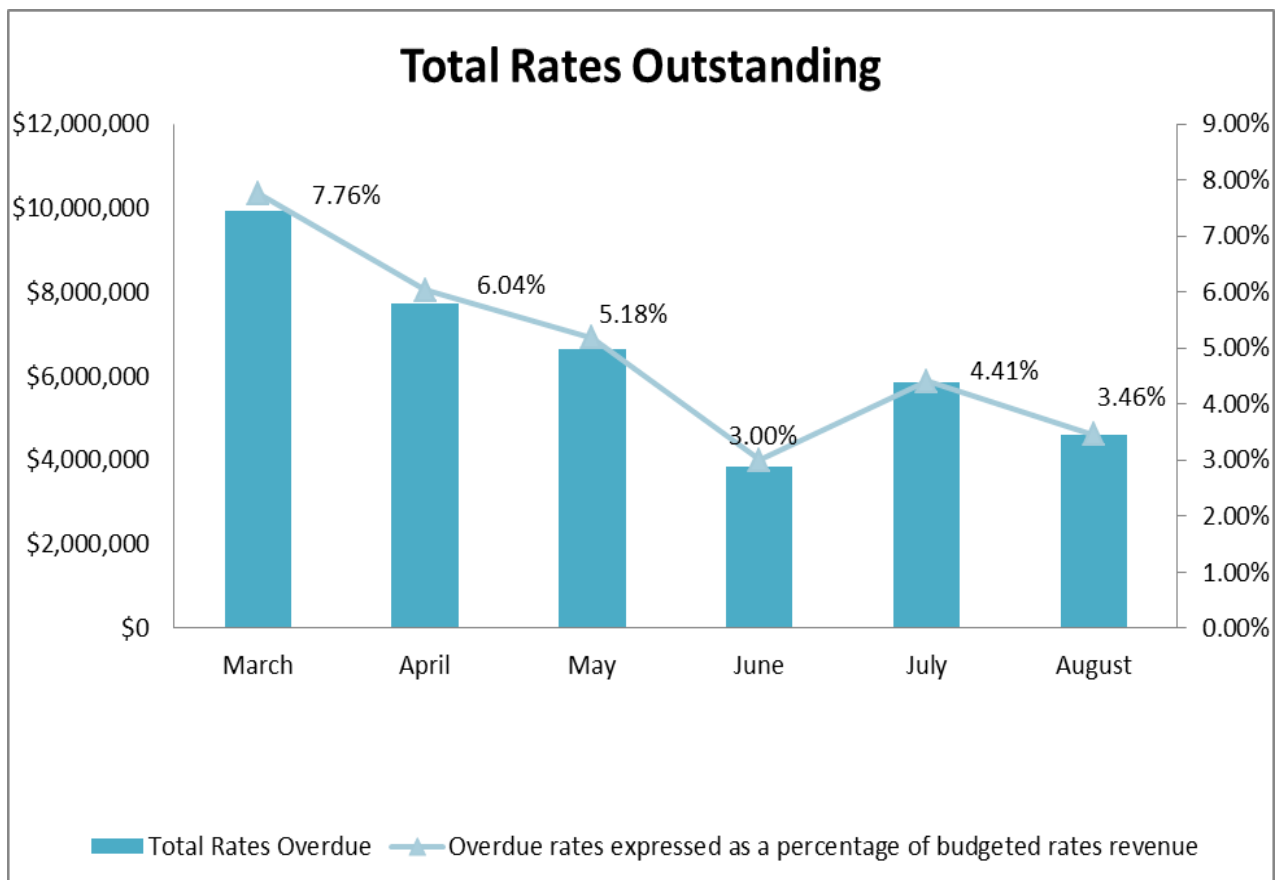
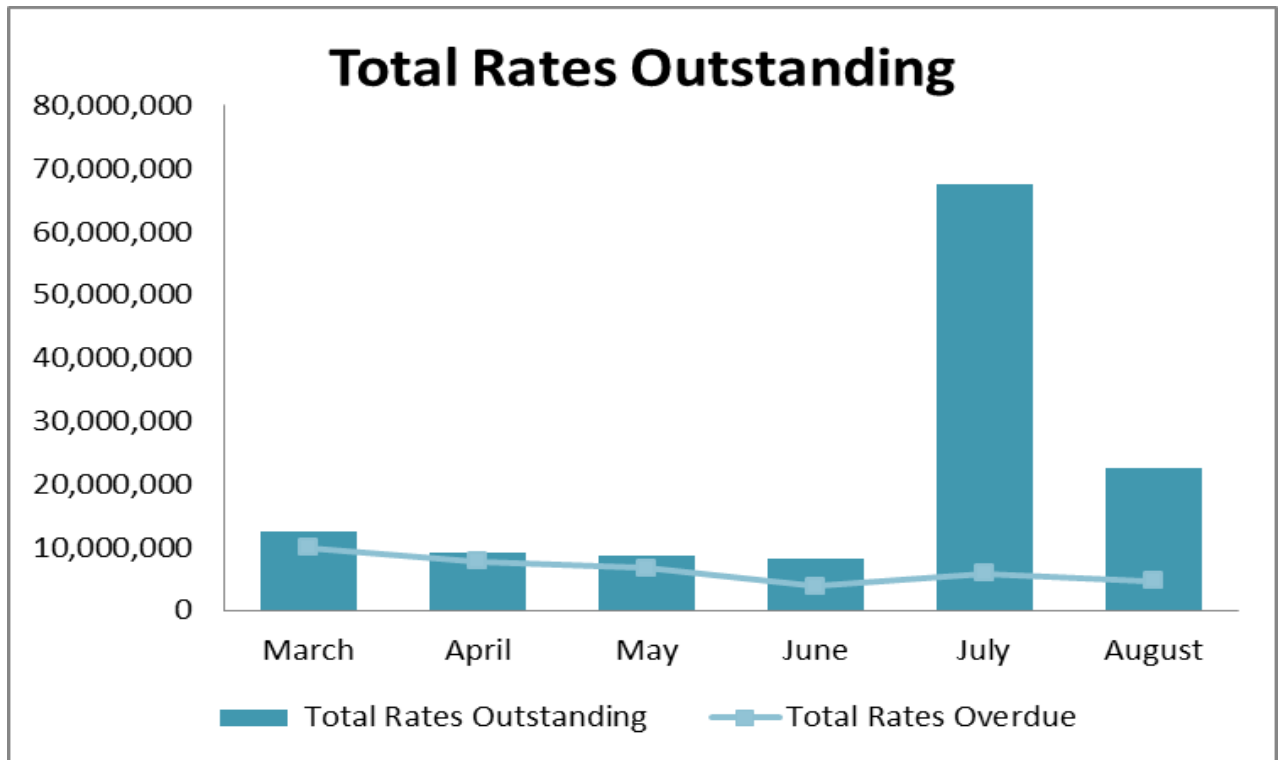
End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS



As At End Of August

Report Run: 07-Sep-2016 15:02:40 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance %	On target 16.7% of Year Gone
	\$	\$	\$	\$	\$		
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Expenses	714,676	0	82,736	1,606	84,342	12%	✓
Transfer / Overhead Allocation	0	0	0	606	606	0%	✗
Total Unit: Finance Management	714,676	0	82,736	2,212	84,948	12%	✓
<u>Revenue & Accounting</u>							
Revenues	(419,500)	0	53	(70,137)	(70,084)	17%	✓
Expenses	2,957,088	0	101,981	467,079	569,060	19%	✗
Transfer / Overhead Allocation	750	0	0	15	15	2%	✓
Total Unit: Revenue & Accounting	2,538,338	0	102,034	396,957	498,991	20%	✗
<u>Financial Systems</u>							
Expenses	440,439	0	0	50,892	50,892	12%	✓
Total Unit: Financial Systems	440,439	0	0	50,892	50,892	12%	✓
<u>Assets & GIS</u>							
Revenues	0	0	0	(597)	(597)	0%	✓
Expenses	2,025,782	0	20,385	187,922	208,307	10%	✓
Transfer / Overhead Allocation	36,485	0	0	5,686	5,686	16%	✓
Total Unit: Assets & GIS	2,062,267	0	20,385	193,011	213,396	10%	✓
Total Section: FINANCE	5,755,720	0	205,155	643,072	848,228	15%	✓
Total Department: CORPORATE SERVICES	5,755,720	0	205,155	643,072	848,228	15%	✓
Grand Total:	5,755,720	0	205,155	643,072	848,228	15%	✓



**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT AUGUST 2016**

**Workforce & Strategy Monthly
Operations Report - August 2016**

Meeting Date: 27 September 2016

Attachment No: 2

MONTHLY OPERATIONS REPORT
WORKFORCE AND STRATEGY SECTION
Period Ended 31 August 2016

VARIATIONS, ISSUES AND INNOVATIONS**Innovations**Organisational Development

On Wednesday 11 August 2016 around 140 Supervisors, Coordinators and Managers gathered at the Walter Reid Cultural Centre to hear from Chief Executive Officer (CEO) Evan Pardon about the Journey to be One Great Council.

It was announced that after reviewing the feedback from the survey and particularly the desired values, the feedback from the focus groups and in line with Council's vision, that the values and behaviours would be refreshed and now would be:

- Accountable
- Customer Focused
- One Team
- Continuous Improvement
- People Development

The CEO outlined Council's commitment to those values and then delivered an overview of the extensive Cultural and Leadership Development program that Council is undertaking in order to live the values.

A series of workshops for Managers, Coordinator and Supervisors to lead and create the right culture commenced on 24 August 2016 and will continue into 2017.

Leadership programs, coaching and meetings also commence in September 2016 to equip our Managers, Coordinators and Supervisors in areas such as to Leading change, Communicating effectively, Leading Teams and Coaching.

Pulse surveys will be held in November, March and July to see how we are progressing towards our desired culture.

A range of identified projects will also be undertaken looking at topics such as Reducing Bureaucracy, Improving Recruitment, Selection and Induction.

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)	2	2	7	6	1	0	30	● 2.00	● 9.68	● 8.88	6.29

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:

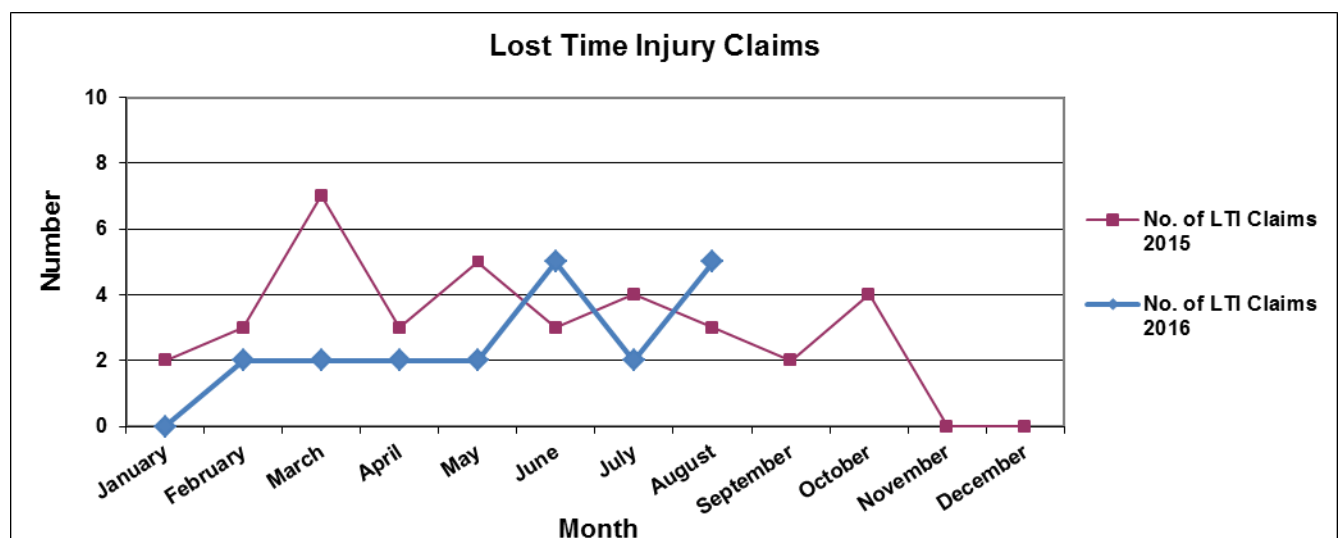
	June 16	July 16	August 16
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	1	0
Total Number of Incomplete Hazard Inspections	0		

The safety statistics for All of Council in the reporting period are:

	June 16	July 16	August 16
Number of Lost Time Injuries	6	2	5
Number of Days Lost Due to Injury	34	51	60
Total Number of Incidents Reported	29	23	35
Total number of Incomplete Hazard Inspections	7		

Incomplete hazard inspections 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 **five** lost time injury claims lodged for August 2016.



Risk Management Summary

All Workforce & Strategy's Risks are now ALARP

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Quarterly written assessment of progress towards implanting the 2016/17 annual operational plan	22 November 2016 – Council Agenda	0%	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	100%	The 2015/16 report was combined with the Quarter 4 assessment and was presented and adopted at the Ordinary Council meeting on 23 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	100%	Safety Audit completed report yet to be received. RAP will be developed for implementation.
Rectification Action Plan (2014 Audit)	As soon as practicable	95%	Safety Audit completed 15-17 August, report yet to be received. New RAP will be developed for implementation.
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	Nil.

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 August 2016 – 16.7% 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	Aurion 11.13 successfully implemented 10 August 2016. Next phase of project will be web recruitment.
Policy Improvement Project	The Project is in the final phase, Stage 3 with 15 policies remaining, which are nearing finalisation.

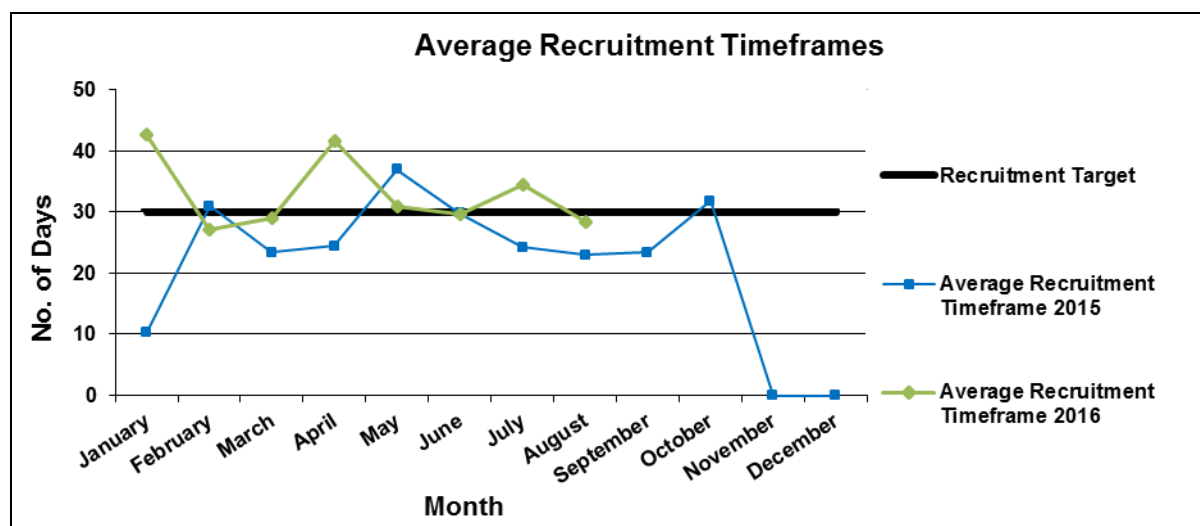
5. DELIVERY OF SERVICES AND ACTIVITIES IN ACCORDANCE WITH COUNCIL'S ADOPTED SERVICE LEVELS

Service Delivery Standard	Target	Current Month's Performance
Recruitment positions finalised within 30 working days (refer graph below)	100%	64%
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%	86%

Recruitment Timeframes

Some delays in recruitment have occurred during the reporting period. Of the 25 positions recruited in the reporting period, nine were not finalised within the 30 day timeframes. These delays are due to a range of issues including:

- The length of time that panel members took to conduct shortlisting, schedule a suitable time for interview and making a decision on the successful applicant;
- The panel taking longer than anticipated to come to an agreement on the successful candidate;
- Large volume of applicants;
- Pre-employment screening delays by provider;
- Availability of candidate to attend pre-employment screening.



Establishment

FTE Positions	Period	Workforce & Strategy	Council
Starting Point	1 January 2014	30.05	838.9
Same Time Previous Year	31 August 2015	34.44	854.42
Previous Month	31 July 2016	36	882.07*
Current Month	31 August 2016	34	876.13

FTE Positions is the total full time equivalent positions approved and recorded in Aurion excluding casual positions and including approved vacancies.

FTE positions include 23 temporary or supplementary positions which have been created for a number of reasons including: short term projects, co-op students and funded positions. All of these positions have an end date and will reduce the FTE once the tenure has been completed.

The FTE positions also include the following apprentices and trainees across Council:

Apprentices	Trainees
8	13

Changes to Workforce & Strategy Establishment

The total FTE positions for Workforce & Strategy has decreased by two for the month of August 2016 due to:

- Two supplementary Human Resource Advisor positions (3493 and 3541) abolished.

Changes to Council Establishment

The following changes have resulted in a decrease to the Establishment by six:

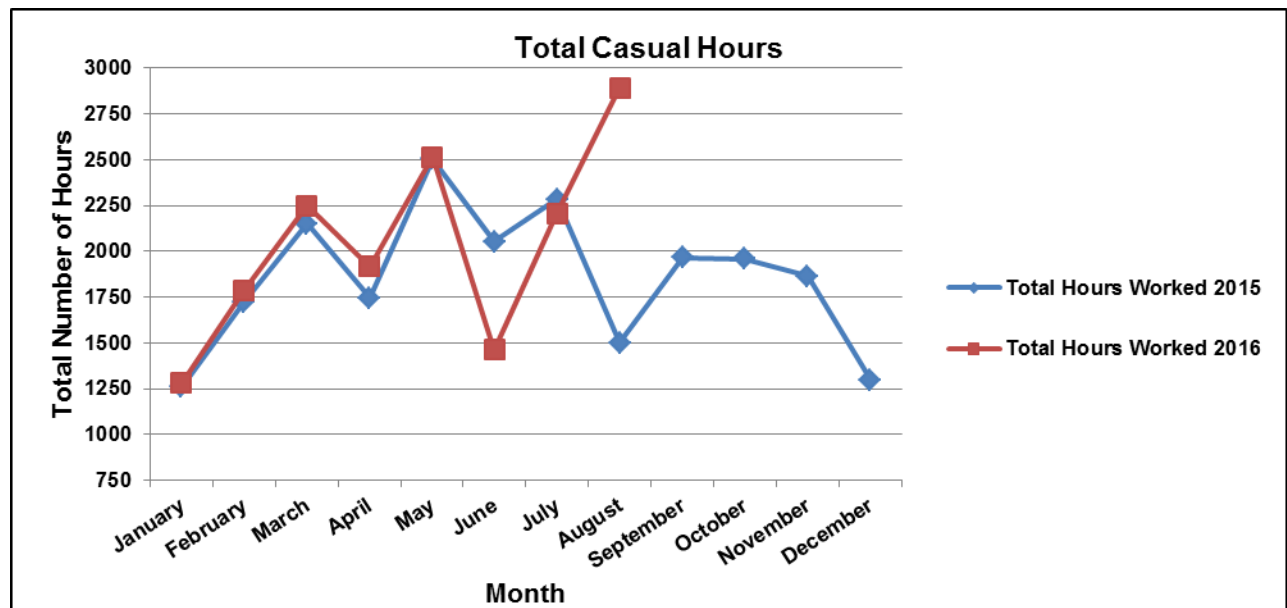
- Creation of one established Maintenance and Dispatch Officer (3574) as part of the approved Fitzroy River Water structure where it was recommended additional support was needed to provide the required level of service to customers.
- One Manager Governance Support (2578) abolished.
- Two supplementary Human Resource Advisors (3493 and 3541) abolished.
- Two supplementary Customer Service Assistants (3533 and 3540) abolished.
- One supplementary Gardener (3486) abolished.
- One supplementary Manager Community Standards and Compliance (2596) abolished.
- One established Technical Support Officer (3576) created to assist with scheduling of planned maintenance and meet the demand of maintenance activities required across Council's building assets, including ability to provide maintenance services for other sections (eg. Rockhampton Regional Waste and Recycling, Fitzroy River Water and Airport).
- One supplementary Manager Development and Building (1966) abolished.
- Inter-Departmental transfer of seven positions. Positions were transferred from Office of the CEO to Regional Services due to the General Manager Regional Services taking over responsibility for the Strategic Planning and the CBD Revitalisation Project on 2 August 2016. These positions include:
 - Community Engagement Officer (3535)
 - Coordinator Strategic Planning (2267)
 - Senior Strategic Planner (1119)
 - Strategic Planning Officer (2268)
 - Planning Assistant (2630)
 - Strategic Planning Officer (2631)
 - Strategic Planning Administration Officer (2992)

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% (510.39) internal and 42% (365.74) external.

Casual Hours – August 2016

There are currently a total of 61 casuals actively employed by Council of which 53 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 2892.49 hours during the month of August 2016 (period does not cover data from Payroll 2 employees from 29 – 31 August 2016 due to pay cycle period).



Casual Hours by Section – August 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 does not capture data from 29 – 31 August 2016 due to pay cycle.

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts and Heritage	Art Gallery	Used to assist with the installation and delivery of program. Used to backfill vacant Curator and Exhibitions officer on LSL.	112	0%
Arts and Heritage	Heritage Services	Food and Beverage staff fully recovered from functions hirers.	431.25	100%
Arts and Heritage	Venue Operations	Technical and FoH staff recovered from Hirers. Casual cleaners used to backfill F/T Cleaner on extended Sick Leave.	754.5	116%
Communities and Facilities	City Child Care Centre	To cover leave and RDOs, as well as to maintain the required staff to child ratios in accordance with regulations.	208.75	
Communities and Facilities	Client Services	To cover leave and RDOs and to maintain adequate staffing levels.	172.58	
Communities and Facilities	Facilities	To backfill for Annual Leave and RDO's, and to assist with Library cleaning on Saturday.	166.65	

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Parks	Parks and Visitor Services	Backfill due to unexpected sick leave and to cover for periods of training. A Hero was also engaged to backfill for a period of Annual Leave.	234.15	
Parks	Parks Operations	To backfill for unexpected illness.	199.76	
Civil Operations	Urban Operations	Backfill for employees taking periods of unexpected sick leave, assisting with various short term projects.	381.6	
Corporate and Technology	Customer Service Centre	To backfill for an employee on maternity leave (due to return early Dec 2016). To assist during peak periods for processing rates and dog registrations.	83.25	HERO
TOTAL			2892.49	

The above casual hours for August 2016 by employment type includes the following HERO hours. This reporting period does not capture data for Payroll 2 employees from 29-31 August 2016 due to the way the pay run is structured.

Section	Unit	No. of Hours
Corporate and Technology Services	Customer Service Centre	83.25
Parks	Parks and Visitor Services	148
TOTAL		231.25

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 – August 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	Art Gallery	223.05
Arts & Heritage	Heritage Village	4677.35
Arts & Heritage	Pilbeam Theatre	371.75
Communities & Facilities	Libraries	167
Parks	Rockhampton Zoo	534
TOTAL		5973.15

Work Experience Placements – August 2016

Work Experience Applications Received During the Month of August 2016		3
Placement Type	Section	Placed
Fitting and Turning	Fleet	Yes
HR or sport	HR/sport and Education	No
Library	Library Services	Yes
Electrical	Facilities	No (withdrew)
Civil Operations	Civil Operations	Yes
Electrical	Facilities	Yes
Electrical	Facilities	Yes
Library	Library Services	Yes
Work Experience Placements Occurring During the Month of August 2016		4
Placement Type	Section	Dates
Library	Library Services	29 Aug – 2 Sept
Library	Library Services	8 – 12 August
Library	Library Services	15 – 19 August

FINANCIAL MATTERS

Financial performance as expected for reporting period.



End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS

As At End Of August

Report Run: 05-Sep-2016 13:11:52 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 16.7% of Year Gone
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<u>Human Resources and Payroll</u>							
Revenues	0	0	0	(4,500)	(4,500)	0%	✓
Expenses	1,610,882	0	216	206,606	206,822	13%	✓
Transfer / Overhead Allocation	21,000	0	0	845	845	4%	✓
Total Unit: Human Resources and Payroll	1,631,882	0	216	202,951	203,167	12%	✓
<u>Safety & Training</u>							
Revenues	(74,250)	0	0	(17,028)	(17,028)	23%	✓
Expenses	1,315,785	0	87,069	158,967	246,036	19%	✗
Transfer / Overhead Allocation	55,000	0	0	6,004	6,004	11%	✓
Total Unit: Safety & Training	1,296,535	0	87,069	147,943	235,012	18%	✗
<u>Corporate Improvement & Strategy</u>							
Expenses	585,369	0	11,000	36,445	47,445	8%	✓
Transfer / Overhead Allocation	0	0	0	9	9	0%	✗
Total Unit: Corporate Improvement & Strategy	585,369	0	11,000	36,454	47,454	8%	✓
<u>Workforce & Strategy Management</u>							
Expenses	353,837	0	63	42,538	42,601	12%	✓
Total Unit: Workforce & Strategy Management	353,837	0	63	42,538	42,601	12%	✓
<u>Investigations and Industrial Relations</u>							
Expenses	353,972	0	4	42,061	42,065	12%	✓
Transfer / Overhead Allocation	0	0	0	83	83	0%	✗
Total Unit: Investigations and Industrial Relations	353,972	0	4	42,144	42,148	12%	✓
Total Section: WORKFORCE & STRATEGY	4,221,594	0	98,352	472,030	570,382	14%	✓
Total Department: CORPORATE SERVICES	4,221,594	0	98,352	472,030	570,382	14%	✓
Grand Total:	4,221,594	0	98,352	472,030	570,382	14%	✓

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT AUGUST 2016

CTS Monthly Operations Report - August 2016

Meeting Date: 27 September 2016

Attachment No: 3

MONTHLY OPERATIONS REPORT
CORPORATE & TECHNOLOGY SECTION
Period Ended August 2016

VARIATIONS, ISSUES AND INNOVATIONS**Section Update**RTI / IP Application Status

Three new applications were received under the Right to Information Act/Information Privacy Act this month. Four applications were completed during the month; one was withdrawn, leaving three outstanding.

One request for documents was 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**Federal Government Smart Cities and Suburbs Roundtable – Rockhampton 22 September 2016**

The Roundtable events, coordinated by the Department of Prime Minister and Cabinet, encourages input from Councils, business and the community on how the \$50M Smart Cities and Suburbs Funding Program can be designed to best meet the needs of the broader region.

As an enormous and exciting boost for our region, Rockhampton has been selected for one of the Roundtable forums. We will be the first regional centre Australia-wide to be included in the predominantly capital city centric roundtable schedule.

Details of the Rockhampton Roundtable:

Date: 22 September 2016

Time: 9.30am to 12.00pm (morning tea and light lunch provided)

Venue: Callaghan Park Function and Events Centre, Rockhampton Jockey Club

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for August 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	● 0.00	■ 1.5	● 1.00	0.25
Bookings Enquiry	0	0	3	3	0	0	5	● 1.00	● 1.47	● 1.11	0.86
Insurance: Mower / Slasher / Whinnet / Spinner	3	3	3	1	0	0	90	● 14.00	● 13.56	● 19.81	16.78
Insurance: Personal Accident / Injury	0	0	1	0	0	0	120	● 0.00	● 0.00	● 2.13	75.47
Insurance: Public Liability / Property Damage Public Property	5	5	2	1	0	0	90	● 4.00	● 6.13	● 16.19	20.64
Leased Premises - General Enquiry	0	0	1	1	0	0	5	● 0.00	● 1.67	● 1.50	1.00
Rates Searches	9	9	141	124	17	0	4	● 1.32	● 1.33	● 1.58	1.46

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		
	July	August	September
Number of Lost Time Injuries	0	0	
Number of Days Lost Due to Injury	0	0	
Total Number of Incidents Reported	1	7	
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	100% 60%	Contract awarded to a local company – Beaney's Communications Stage 1 completed. Stage 2 delayed for land tenure issues with Mt Pinnacle communications tower.
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.	30/06/17	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.	30/06/17		

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	\$6,055,000	\$1,836,056
Comment: Carry over committals included in the actual YTD.					
INFORMATION TECHNOLOGY (CP230)					
IT Asset Renewal & Upgrade Program	1/07/2015	30/06/2016	Ongoing	\$1,551,715	\$169,391
Comment:					
BUSINESS SUPPORT & DEVELOPMENT (CP630)					
Property Sales	1/07/2015	30/06/2016	Ongoing	\$906,764	\$0.00
Comment:					

4. **ACHIEVEMENT OF OPERATIONAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME**

As at period ended August 17% of year elapsed.

Project	2015/16 Budget	Actual (incl. committals)	% budget expended	Explanation
Customer Service After Hours Operation	\$60,000	\$8,480	15%	Propel after hours call centre service.

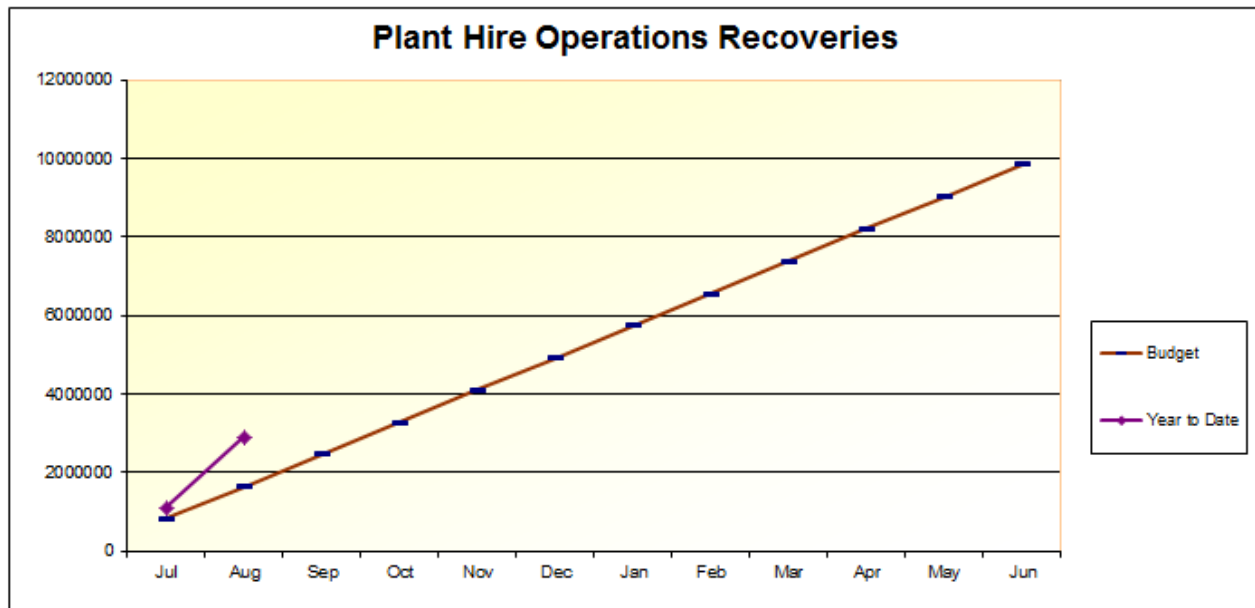
Project	Project Start Date	Project Completion Date	% Completed	Comments
Planned implementation of Aurion System Improvement Project recommendations. (<i>Aurion 11 Upgrade</i>)	Aug 2015	Aug 2016	100%	Aurion v11 went live mid-Aug 16 as planned
Planned implementation of Aurion System Improvement Project recommendations			20%	Planning commenced for improvement projects
Phase 2 eServices implementation of ePathway and Pathway mobile improvements throughout 2016/17.	Jul 2016	Jun 2017	10%	
Develop and implement a solution for managing and processing tax invoices in digital format.	Sep 2016	Dec 2016	30%	Had a demonstration and pricing has been obtained. Due to workload now scheduled commence implementation Sep 16.
Smart Hub, 212Quay, design and fitout.	Sep 2016	Feb 2017		RRC Capital budget allocation of \$250K BOR application for \$250K. Currently finalising shortlisted submission, announcement expected Dec 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%	94%
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%	84%
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%	90%
Ensure staff purchasing activity is compliant with legislation and policy.	100%	100%
Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts).	90%	93%
Maximise Council property occupancy rates.	98%	100%
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	80%
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)	\$9,839,500
Year to Date (Surplus)	\$2,904,148

Procurement & Logistics

Contracts Awarded for July Qty: 13

12210 - ITQ Supply & Installation of Lighting to Cedric Archer Park Skate Park - Mark Bull Electrical - \$36,220
12183 - ITQ Civil Operation AS/NZS ISO9001 Certification - Compliance Australia Certification Services P/L - SOR
12222 - ITQ Switchboard Replacement at the Rockhampton Showgrounds - Rocky Industrial Controls - \$52,937
12232 - Rockhampton Riverside Precinct Supply & Delivery of Trees - Pacific Landscaping Pty Ltd - \$128,290
12224 - ITQ Air-Conditioning Package Replacement at City Hall Records Room - BPM Cowlrick Pty Ltd - \$37,370
12215 - Provision of Washroom Services - J.J.Richards & Sons Pty Ltd - SOR
11933 - Provision of Security Services Portion 1 - Patlaw Securities - SOR
11933 - Provision of Security Services Portions 2 & 3 - Newtech Alarms - SOR
11933 - Provision of Security Services Portion 4 - Chubb Fire & Security - SOR
11933 - RPQS Event Security Services Portion 5 - Panel of Providers - SOR
12122 - Supply & Installation of Security Fencing at Water Infrastructure Sites - Fence Wright Qld Pty Ltd - \$380,100
12226 - ITQ Filter and Drum Crushing Services - Bazvik Pty Ltd - SOR
12238 - ITQ Roof Replacement on Grace Bros Shed - Justin Roth Plumbing Pty Ltd - \$46,812
12219 - ITQ Replacement of Septic System at Rockhampton Memorial Gardens - Mar-Lin Plumbing Pty Ltd - \$23,315
12275 - ITQ Air Conditioning Works at Gracemere Administration Building - BPM Cowlrick Pty Ltd - \$112,845
12217 - Litter & Bulk Waste Clean-up at Roadside Bin Stations - G & J Taylor Excavations - SOR

+

Customer Requests Completed Monthly & Top 5 Customer Requests

	September	October	November	December	January	February	March	April	May	June	July	August
Requests Logged	4056	3294	3173	2791	3243	4062	3935	3171	3335	3393	3745	4155
Same month Completed	3391	2705	2550	2351	2559	3035	3052	2519	2731	2842	2940	3337
% completed same month	84%	82%	80%	84%	78%	86%	75%	79%	81%	83%	78%	80%
Completed Total for Month	4174	3331	3103	2807	2968	3502	4056	3321	3736	3342	3481	4175
Total Pending	1785	1718	1717	1700	1928	2410	2271	2045	1660	1645	2102	2183
Top 5 Requests for Month	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	An/Dogr F/Enq W/Ani D/Plan T/Trim	An/Dogr F/Enq T/Trim W/Ani D/Plan	An/Dogr D/Plan T/Trim W/Leak W/Ani

Total uncompleted customer requests up to 3 months old:

1392

Total uncompleted customer requests between 3 to 6 months old:

208

Total uncompleted customer requests greater than 6 months old:

341

Conquest Work Order & Investigation Long Term up to 3 months

455

Conquest Work Order & Investigation Long Term between 3 to 6 months old:

143

Conquest Work Order & Investigation Long Term greater than 6 months old:

92

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 August 2016

	Adopted Budget	Revised Budget	EOM Commitmen ts	YTD Actual	Commit + Actual	Var	On target
	\$	\$	\$	\$	\$	%	8.3% of Year Gone
CORPORATE AND TECHNOLOGY							
<u><i>Fleet</i></u>							
Revenues	(263,000)	0	0	(70,197)	(70,197)	27%	✓
Expenses	12,631,419	0	811,199	1,583,913	2,395,113	19%	✗
Transfer / Overhead Allocation	(16,966,000)	0	0	(3,069,654)	(3,069,654)	18%	✓
Total Unit: Fleet	(4,597,581)	0	811,199	(1,555,938)	(744,738)	16%	✗
<u><i>Property & Insurance</i></u>							
Revenues	(607,500)	0	0	(157,604)	(157,604)	26%	✓
Expenses	3,070,923	0	43,680	572,514	616,194	20%	✗
Transfer / Overhead Allocation	9,940	0	0	1,000	1,000	10%	✓
Total	2,473,363	0	43,680	415,909	459,590	19%	✗
<u><i>Corporate & Technology Management</i></u>							
Expenses	680,113	0	16,089	90,697	106,785	16%	✓
Total	680,113	0	16,089	90,697	106,785	16%	✓
<u><i>Information Systems</i></u>							
Revenues	(20,000)	0	0	(4,017)	(4,017)	20%	✓
Expenses	6,727,476	0	371,854	(282,261)	89,593	1%	✓
Transfer / Overhead Allocation	19,000	0	0	5,995	5,995	32%	✗
Total	6,726,476	0	371,854	(280,283)	91,572	1%	✓
<u><i>Procurement & Logistics</i></u>							
Revenues	(11,100)	0	0	(1,846)	(1,846)	17%	✗
Expenses	1,677,234	0	1,067	248,586	249,653	15%	✓
Transfer / Overhead Allocation	36,000	0	0	6,296	6,296	17%	✗
Total	1,702,134	0	1,067	253,036	254,102	15%	✓
<u><i>Customer Service</i></u>							
Revenues	(210,000)	0	0	(44,230)	(44,230)	21%	✓
Expenses	1,758,969	0	4,280	238,150	242,430	14%	✓
Transfer / Overhead Allocation	0	0	0	(15)	(15)	0%	✓
Total	1,548,969	0	4,280	193,905	198,185	13%	✓
<u><i>Smart Regional Centre</i></u>							
Revenues	(45,000)	0	0	0	0	0%	✗
Expenses	354,776	0	302	19,146	19,448	5%	✓
Total	309,776	0	302	19,146	19,448	6%	✓
Total	8,843,250	0	1,248,471	(863,528)	384,944	4%	✓

11.11 REGIONAL DEVELOPMENT - MONTHLY REPORT AUGUST 2016**File No:** 1860**Attachments:** 1. Regional Development Monthly Report - August 2016 (in Closed Session)**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Scott Waters - Acting Executive Manager Regional Development

SUMMARY

This report provides information on the activities of the Regional Development Unit during the month of August 2016.

OFFICER'S RECOMMENDATION

THAT the Regional Development Monthly report for the month of August 2016 be received.

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 Legal Matters as at 31 August 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 LEGAL MATTERS AS AT 31 AUGUST 2016

File No: 1392
Attachments: 1. Legal Matters as at 31 August 2016
Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy
Ross Cheesman - Acting Chief Executive Officer
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 August 2016.

17 CLOSURE OF MEETING