



ORDINARY MEETING

AGENDA

25 JULY 2017

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 25 July 2017 commencing at 9.00am for transaction of the enclosed business.

A handwritten signature in black ink that reads "R Cheesman".

ACTING CHIEF EXECUTIVE OFFICER
20 July 2017

Next Meeting Date: 08.08.17

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

The opening prayer to be presented by Pastor Rob Edwards from the Calvary Lutheran Church.

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Councillor Drew Wickerson - Leave of Absence from 20 July 2017 to 4 August 2017

Councillor Ellen Smith - Leave of Absence from 10 July 2017 to 28 July 2017

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 11 July 2017

Minutes of the Special Meeting held 11 July 2017

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 - 18 JULY 2017

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 18 July 2017 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, 18 July 2017**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, 18 July 2017**9.1.2 MONTHLY OPERATIONS REPORT FOR PLANNING AND REGULATORY SERVICES FOR MAY AND JUNE 2017****File No:** 1464

Attachments:

1. Financial Matters Report for May 2017
2. Financial Matters Report - June 2017
3. Traffic Light Report for May 2017
4. Traffic Light Report for June 2017
5. Monthly Operations Report for Health and Environment - May/June 2017
6. Monthly Operations Report for Local Laws - May/June 2017
7. Monthly Operations Report for Planning, Building and Plumbing - May 2017
8. Monthly Operations Report for Planning, Building and Plumbing - June 2017

Authorising Officer: Shane Turner - Acting Manager Planning and Regulatory Services
Michael Rowe - General Manager Community Services

Author: Rebecca Phelan - Supervisor Support Services

SUMMARY

The monthly operations report for the Planning and Regulatory Services Section as at 30 June 2017 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Planning and Regulatory Services Monthly Operations Report for May and June 2017 be 'received'.

Recommendation of the Planning and Regulatory Committee, 18 July 2017**9.1.3 COMMITTEE REPORT DELEGATIONS - JUNE 2017**

File No: 7028
Attachments: Nil
Authorising Officer: Shane Turner - Acting Manager Planning and
Regulatory Services
Michael Rowe - General Manager Community Services
Author: Tarnya Fitzgibbon - Coordinator Development
Assessment

SUMMARY

This report outlines the development applications received in June 2017 and whether they will be decided under delegation or decided by Council.

COMMITTEE RECOMMENDATION

THAT the Committee Report Delegations report for June 2017 be received.

Recommendation of the Planning and Regulatory Committee, 18 July 2017**9.1.4 D/138-2015/A - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/138-2015 FOR A MATERIAL CHANGE OF USE FOR AN EDUCATIONAL ESTABLISHMENT (EXTENSION)**

File No: D/138-2015/A
Attachments: 1. Locality Plan
Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
Shane Turner - Acting Manager Planning and Regulatory Services
Michael Rowe - General Manager Community Services
Author: Amanda O'Mara - Senior Planning Officer

SUMMARY

Development Application Number: D/138-2015
Applicant: Heights College Ltd
Real Property Address: Lot 2 on RP613996, Parish of Murchison
Common Property Address: 276 Carlton Street, Kawana
Rockhampton City Plan Area: Community Facilities Zone
Type of Approval: Development Permit for a Material Change of Use for an Educational Establishment (extension)
Date of Decision: 5 September 2016
Application Lodgement Fee: \$1,528.00
Infrastructure Charges: \$72,523.53
Infrastructure charges incentive: All other areas – 50% discount
Incentives sought: Infrastructure Charges Concession of 100%
Refund of Development Application Fees
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 an Educational Establishment (extension), on Lot 2 on RP613996, Parish of Murchison, located at 276 Carlton Street, Kawana, Council resolves to Approve the following incentives if the use commences prior to 5 September 2019:

- a) A fifty per cent reduction of infrastructure charges to the amount of \$36,261.75;
- b) A refund of the development application fee of \$1,528.00 and service and connection fees on commencement of the use; and
- c) That Council enter into an agreement with the applicant in relation to (a) and (b).

Recommendation of the Planning and Regulatory Committee, 18 July 2017
9.1.5 D/32-2017 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR INDOOR SPORT AND RECREATION (PERSONAL TRAINING GYM)

File No: D/32-2017

Attachments: 1. Locality Plan
2. Site Plan - Revised Parking Layout

Authorising Officer: Tarnya Fitzgibbon - Coordinator Development Assessment
Shane Turner - Acting Manager Planning and Regulatory Services
Michael Rowe - General Manager Community Services

Author: Bevan Koelmeyer - Planning Officer

SUMMARY

Applicant: XO Fitness Centre Pty Ltd

Real Property Address: Lot 2 on RP619304, Parish of Rockhampton

Common Property Address: 121 Kent Street, Rockhampton City

Area of Site: 1,012 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low-Medium Density Residential Zone

Planning Scheme Overlays: None Applicable

Existing Development: Existing Workshop

Existing Approvals: Not Applicable

Approval Sought: Development Permit for a Material Change of Use for Indoor Sport and Recreation (Personal Training Gym)

Level of Assessment: Impact

Submissions: One (1)

Referral Agency(s): Department of Infrastructure, Local Government and Planning

Infrastructure Charges Area: Charge Area 2

Application Progress:

<i>Application Lodged:</i>	20 March 2017
<i>Acknowledgment Notice issued:</i>	29 March 2017
<i>Request for Further Information sent:</i>	6 April 2017
<i>Request for Further Information responded to:</i>	19 April 2017
<i>Submission period commenced:</i>	5 May 2017
<i>Submission period end:</i>	30 May 2017
<i>Council request for additional time:</i>	4 July 2017
<i>Government Agency request for additional time:</i>	Not Applicable

<i>Government Agency Response:</i>	<i>27 April 2017</i>
<i>Last receipt of information from applicant:</i>	<i>28 June 2017</i>
<i>Statutory due determination date:</i>	<i>7 August 2017</i>

COMMITTEE RECOMMENDATION

RECOMMENDATION A

THAT in relation to the application for a Development Permit for a Material Change of Use for Indoor Sport and Recreation (personal training gym), made by XO Fitness Centre Pty Ltd, located at 121 Kent Street, Rockhampton City, described as Lot 2 on RP619304, Parish of Rockhampton, 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, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
 - 1.3.1 to Council's satisfaction;
 - 1.3.2 at no cost to Council; and
 - 1.3.3 prior to the commencement of the use, unless otherwise stated.
- 1.4 Infrastructure requirements of this development approval must be contributed to the relevant authorities, where applicable, at no cost to Council, prior to the commencement of the use, unless otherwise stated.
- 1.5 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
 - 1.5.1 Operational Works:
 - (i) Access and Parking Works;
 - 1.5.2 Plumbing and Drainage Works;
- 1.6 All Development Permits for Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.7 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.8 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.

2.0 APPROVED PLANS AND DOCUMENTS

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

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Plan Showing Revised Parking Layout Proposed over part of Lot 2 on RP619304	170889-03	23 June 2017
Proposed Gymnasium – Floor Plan	170216-02	26 February 2017

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

- 2.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council prior to the prompt commencement of the use.

3.0 ACCESS AND PARKING WORKS

- 3.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the development site.

- 3.2 All access and parking works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

- 3.3 All car parking and access areas must be paved or sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).

- 3.4 All vehicles must ingress and egress the development in a forward gear.

- 3.5 All vehicular access must be via Kent Street, with all egress via Denison Lane only.

- 3.6 A minimum of six (6) car parking spaces must be provided on-site.

- 3.7 Parking spaces must be line-marked in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

- 3.8 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.

4.0 PLUMBING AND DRAINAGE WORKS

- 4.1 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2002*, and Council's Plumbing and Drainage Policies.

- 4.2 Alteration or relocation of internal sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2002*.

- 4.3 Alteration, disconnection or relocation of internal plumbing and sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2002* and Council's Plumbing and Drainage Policies.

5.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 5.1 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not restrict, impair or change the natural flow of runoff water or cause a nuisance to surrounding land or infrastructure.

6.0 ASSET MANAGEMENT

- 6.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.
- 6.2 Any damage to existing stormwater, water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land and Council infrastructure), that occurs while any works are being carried out in association with this development approval must be repaired at full cost to the developer. This includes the reinstatement of any existing traffic signs or pavement markings that may have been removed or damaged.

7.0 ENVIRONMENTAL HEALTH

- 7.1 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as not to cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 7.2 Noise emitted from the activity must not cause an environmental nuisance.
- 7.3 Operations on the site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light, noise or dust.
- 7.4 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise, dust or light. An analysis of the monitoring data and a report, including nuisance mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation.
- 7.5 The hours of operations for the Indoor Sport and Recreation (Personal Training Gym) on the development site must be limited to:
0515 hours to 1900 hours on Monday to Friday, and
0630 hours to 1900 hours on Saturday,
with no operations on Sundays or Public Holidays.
- 7.6 Roller doors are to be kept closed outside the hours of 7:00AM and 10:00PM.

8.0 OPERATING PROCEDURES

- 8.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within Kent Street or Denison Lane.
- 8.2 Operations on the development site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light or noise.
- 8.3 Group class sizes are restricted to ten (10) members per class.

ADVISORY NOTES

NOTE 1. 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 1. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the premises, Council's Environment and Public Health Unit should be consulted to determine whether any approvals are required. Such activities may include preparation and sale of food to the public. Approval for such activities is required before 'fitout' and operation.

NOTE 2. Works in Road Reserve Permit

It is advised that a Works in Road Reserve Permit (including a fee for the vehicle crossover and compliant with Standard *Capricorn Municipal Development Guidelines, Standard Drawings*) may be accepted in place of the application for a Development Permit for Operational Works (access works).

NOTE 3. 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 B

That in relation to the application for a Development Permit for a Material Change of Use for Indoor Sport and Recreation (personal training gym), made by XO Fitness Centre Pty Ltd, located at 121 Kent Street, Rockhampton City, described as Lot 2 on RP619304, Parish of Rockhampton, Council resolves to issue an Adopted Infrastructure Charges Notice for the amount of \$21,050.25.

Recommendation of the Planning and Regulatory Committee, 18 July 2017**9.1.6 WILD DOG MANAGEMENT PLAN**

File No: 7099
Attachments: 1. Draft Wild Dog Management Plan 2017-2021
Authorising Officer: Shane Turner - Acting Manager Planning and Regulatory Services
Michael Rowe - General Manager Community Services
Author: Catherine Hayes - Coordinator Health and Environment

SUMMARY

This report presents the Rockhampton Regional Council Draft Vector Management Plan 2017-2021 (The Plan) for Council's consideration and adoption. The Plan builds on current activities and provides an adopted proactive, strategic approach to managing wild dogs and provides a clear direction for Pest Management Officers and the community for the next 4 years.

COMMITTEE RECOMMENDATION

THAT Council adopts the Draft Wild Dog Management Plan 2017-2021.

Recommendation of the Planning and Regulatory Committee, 18 July 2017**9.1.7 DRAFT VECTOR MANAGEMENT PLAN 2017 - 2021**

File No: 2200
Attachments: 1. Draft Vector Management Plan 2017 - 2021
Authorising Officer: Shane Turner - Acting Manager Planning and Regulatory Services
Michael Rowe - General Manager Community Services
Author: Catherine Hayes - Coordinator Health and Environment

SUMMARY

This report presents the Rockhampton Regional Council Draft Vector Management Plan 2017-2021 (The Plan) for Council's consideration and adoption. The Plan builds on current activities and provides an adopted proactive, strategic approach to managing vectors and provides a clear direction for Vector Management Officers and the community for the next four years.

COMMITTEE RECOMMENDATION

THAT Council adopts the Draft Vector Management Plan 2017-2021.

Recommendation of the Planning and Regulatory Committee, 18 July 2017**9.1.8 OUTSTANDING DEVELOPER CONTRIBUTIONS REPORT**

File No: 1464
Attachments: 1. Flowchart for Collection of Fees
Authorising Officer: Steven Gatt - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services
Author: Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

For a number of years the collection of Developer contributions has required review and improvement. A report was recently provided to Audit and Business Improvement Committee that showed the results of an independent review of the processes as well as a number of recommendations. This report deals with the planned collection of the outstanding amounts.

COMMITTEE RECOMMENDATION

THAT the matter be referred to full Council for determination.

9.2 INFRASTRUCTURE COMMITTEE MEETING - 18 JULY 2017**RECOMMENDATION**

THAT the Minutes of the Infrastructure Committee meeting, held on 18 July 2017 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, 18 July 2017**9.2.1 BUSINESS OUTSTANDING TABLE FOR INFRASTRUCTURE COMMITTEE**

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

SUMMARY

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

COMMITTEE RECOMMENDATION

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

Recommendation of the Infrastructure Committee, 18 July 2017**9.2.2 ENGINEERING SERVICES MONTHLY OPERATIONS REPORT - JULY 2017****File No: 7028****Attachments: 1. MONTHLY OPERATIONS REPORT
ENGINEERING SECTION****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Martin Crow - Manager Engineering Services**

SUMMARY

This report outlines Engineering Services Monthly Operations Report for the period to the end of June 2017.

COMMITTEE RECOMMENDATION

THAT the Engineering Services Monthly Operations Report for July 2017 be received.

Recommendation of the Infrastructure Committee, 18 July 2017**9.2.3 CIVIL OPERATIONS MONTHLY OPERATIONS REPORT - JULY 2017**

File No: 7028
Attachments: 1. Monthly Operations Report - Civil Operations
30 June 2017
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: David Bremert - Manager Civil Operations

SUMMARY

This report outlines Civil Operations Monthly Operations Report as at 30 June 2017.

COMMITTEE RECOMMENDATION

THAT the Civil Operations Monthly Operations Report for July 2017 be received.

Recommendation of the Infrastructure Committee, 18 July 2017**9.2.4 CAIRNS LANE, THE RANGE PETITION**

File No:	8054
Attachments:	1. Cairns Lane Location & Condition
Authorising Officer:	Peter Kofod - General Manager Regional Services
Author:	David Bremert - Manager Civil Operations
Previous Items:	L.1 - Petition Requesting Council Level and Bitumen Cairns Lane - Ordinary Council - 21 Mar 2017 9.00 am

SUMMARY

Council received a petition for the upgrading of Cairns Lane, which was signed by nearly all of the properties who have a frontage to Cairns Lane.

COMMITTEE RECOMMENDATION

THAT Council:

1. Consider the rehabilitation and resealing of Cairns Lane at the current width in future budget deliberations; and
2. Advise the Principal Petitioner of the decision.

Recommendation of the Infrastructure Committee, 18 July 2017**9.2.5 BLACKSPOT FUNDING PROGRAM 2018/19 APPLICATIONS****File No: 5252**

Attachments:

1. Boongary_Kabra_Concept
2. Berserker_Simpson_Concept
3. Derby_East_Concept
4. Richardson_Redhill_Concept
5. Glenmore_Main_Concept
6. LakesCreekRd_Concept

Authorising Officer: Martin Crow - Manager Engineering Services
Peter Kofod - General Manager Regional Services

Author: Stuart Harvey - Coordinator Strategic Infrastructure

SUMMARY

The following report contains the proposed applications for the 2018/19 round of the Blackspot funding programme. The locations have included and considered the nominations raised by Councillors however have been selected based on crash history, to meet the criteria for the program.

COMMITTEE RECOMMENDATION

THAT Council endorse the proposed applications for the 2018-19 Blackspot Programme which include:

- Kabra Road / Boongary Road intersection \$825,000
- Berserker Street / Simpson Street intersection \$522,000
- Derby Street / East Street intersection \$922,000
- Richardson Road / Redhill Shopping Centre Access intersection \$862,000
- Glenmore Road / Main Street intersection \$1,140,000
- Footpath for Lakes Creek Road (under the vulnerable road users allocation) \$529,000

Recommendation of the Infrastructure Committee, 18 July 2017**9.2.6 RENAMING SECTION OF LION CREEK ROAD**

File No: 8054
Attachments: 1. Location of road to be renamed
Authorising Officer: Stuart Harvey - Coordinator Strategic Infrastructure
Martin Crow - Manager Engineering Services
Peter Kofod - General Manager Regional Services
Author: Stuart Singer - Technical Officer

SUMMARY

This report seeks to formalise the renaming of the section of Lion Creek Road adjacent to Victoria Park, Wandal.

COMMITTEE RECOMMENDATION

THAT the section of road adjacent to Victoria Park which extends from North Street to Hall Street, Wandal, be formally renamed from Lion Creek Road to 'Graeme Acton Way'.

9.3 AIRPORT, WATER AND WASTE COMMITTEE MEETING - 18 JULY 2017**RECOMMENDATION**

THAT the Minutes of the Airport, Water and Waste Committee meeting, held on 18 July 2017 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, 18 July 2017**9.3.1 ROCKHAMPTON FLIGHT PATH CHANGES**

File No: 8238
Attachments: Nil
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Scott Waters - General Manager Regional Development and Aviation
Tracey Baxter - Acting Manager Airport

SUMMARY

Mr Neil Hall of Air Services Australia would like to provide a verbal update to the committee regarding flight path changes effecting Rockhampton. These changes have been brought forward and are now expected to be implemented on 17 August 2017 and an aeronautical publication date of 22 June 2017.

COMMITTEE RECOMMENDATION

THAT that deputation from Air Services Australia regarding flight changes be received.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.2 ROCKHAMPTON AIRPORT - MONTHLY OPERATIONS REPORT - MAY AND JUNE 2017****File No:** 7927**Attachments:** 1. Rockhampton Airport Monthly Operational Report - May and June 2017**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Scott Waters - General Manager Regional Development and Aviation
Tracey Baxter - Acting Manager Airport

SUMMARY

The monthly operations and annual performance plan report for the Rockhampton Airport for May and June 2017 is presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the Rockhampton Airport Operations and Annual Performance Plan Report for May and June 2017 be 'received'.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.3 FRW MONTHLY OPERATIONS AND ANNUAL PERFORMANCE PLAN REPORT
AS AT 30 JUNE 2017****File No: 1466**

Attachments:

- 1. FRW Monthly Operations and Annual Performance Plan as at 30 June 2017**
- 2. Customer Service Standards as at 30 June 2017**
- 3. Customer Service and Financial Targets as at 30 June 2017**
- 4. Non Compliance Comments as at 30 June 2017**

Authorising Officer: Peter Kofod - General Manager Regional Services**Author: Jason Plumb - Manager Fitzroy River Water**

SUMMARY

The Monthly Operations and Annual Performance Plan Report for Fitzroy River Water (FRW) as at 30 June 2017 are presented for Councillors information.

COMMITTEE RECOMMENDATION

THAT the FRW Monthly Operations Report and Annual Performance Plan quarterly report as at 30 June 2017 be received.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.4 ROCKHAMPTON REGIONAL WASTE & RECYCLING MONTHLY OPERATIONS
AND ANNUAL PERFORMANCE PLAN REPORT MAY & JUNE 2017****File No:** 7927**Attachments:** 1. Rockhampton Regional Waste & Recycling
Monthly Operations and Annual Performance
Plan Report May and June 2017**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** Craig Dunglison - Manager RRWR

SUMMARY

The purpose of this report is to provide Council with an overview of Rockhampton Regional Waste and Recycling (RRWR) for the months of May and June 2017

COMMITTEE RECOMMENDATION

THAT the RRWR Operations and Annual Performance Plan Report May and June 2017 be received.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.5 MEMBERSHIP REQUEST TO LOCAL AUTHORITY WASTE MANAGEMENT ADVISORY COMMITTEE**

File No: 7927
Attachments: Nil
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Craig Dunglison - Manager RRWR

SUMMARY

A request has been submitted to Council asking if Council would like to join the Local Authority Waste Management Advisory Committee (LAWMAC).

COMMITTEE RECOMMENDATION

THAT the Airport, Water and Waste Committee recommend to Council that the Rockhampton Regional Council joins the Local Authority Waste Management Advisory Committee (LAWMAC) permitting the Chairperson of the Airport, Water and Waste Committee and a Council officer to attend their meetings.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.6 COMMUNITY SERVICE OBLIGATIONS FOR ROCKHAMPTON REGIONAL WASTE & RECYCLING**

File No: 7297
Attachments: Nil
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Craig Dunglison - Manager RRWR

SUMMARY

Activities conducted by Rockhampton Regional Waste & Recycling (RRWR) that are not its commercial interests are identified as a Community Service Obligation (CSO) in order to reflect the requirement for RRWR to operate as a commercial business unit. RRWR's Annual Performance Plan 2016/17 lists the existing CSOs identified for a range of RRWR's current activities.

COMMITTEE RECOMMENDATION

THAT the revised Community Service Obligations for Rockhampton Regional Waste & Recycling included in Appendix C of the report be adopted.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.7 FITZROY RIVER WATER OPERATIONAL REVIEW****File No:** 1825**Attachments:**

1. Fitzroy River Water Operational Review Report
2. State Benchmarking Report 2015-16
3. Status of Improvement Actions

Authorising Officer: Peter Kofod - General Manager Regional Services**Author:** Jason Plumb - Manager Fitzroy River Water

SUMMARY

An external consultant was engaged in early 2016 to undertake a review of FRW and its operational performance. The purpose of the review was to review the practices, procedures and outcomes associated with FRW's water and sewerage operations. A final report was prepared in September 2016 following a number of workshops and interviews with FRW and Council employees, the receipt of feedback from Councillors, and by comparing FRW and its performance to other regional and national water service providers. Overall, the report provides a comprehensive evaluation of FRW's performance as a water service provider and also provides recommendations as to how FRW's performance may be further improved.

COMMITTEE RECOMMENDATION

THAT the report be received and the progress made towards implement of the recommendations of the external review noted.

Recommendation of the Airport, Water and Waste Committee, 18 July 2017**9.3.8 SUPPORT FOR FRW EMPLOYEE TO ATTEND INTERNATIONAL CONFERENCE**

File No: 1466
Attachments: Nil
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Jason Plumb - Manager Fitzroy River Water

SUMMARY

An opportunity has arisen for an FRW employee to attend an international conference as a representative of Council and present a paper at the 10th International Conference on Energy Efficiency in Motor Driven Systems in Rome. The paper to be presented builds upon the extensive work being done by FRW to achieve significant improvements in energy efficiency in its operations by providing new insights into the theory of measuring and managing energy efficiency in pumping applications. Council approval and support for this conference attendance is sought so that it can provide a personal development opportunity for the employee, promote Council's focus on energy efficiency, and provide an opportunity for new knowledge to be gained from this leading international conference for the benefit of Council and the community.

COMMITTEE RECOMMENDATION

THAT Council approve the attendance for Troy Leyden at the 10th International Conference on Energy Efficiency in Motor Driven Systems in Rome in September 2017 and the allocation of \$1500 towards covering the expenses to attend the conference.

9.4 PARKS, RECREATION AND SPORT COMMITTEE MEETING - 19 JULY 2017**RECOMMENDATION**

THAT the Minutes of the Parks, Recreation and Sport Committee meeting, held on 19 July 2017 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, 19 July 2017**9.4.1 BUSINESS OUTSTANDING TABLE FOR PARKS, RECREATION AND SPORT 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 Parks, Recreation and Sport Committee is presented for Councillors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Parks, Recreation and Sport Committee be received.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.2 PARKS AND OPEN SPACE OPERATIONS REPORT - MAY AND JUNE 2017****File No:** 1464**Attachments:** 1. Parks Monthly Report June 2017**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Robert Holmes - Manager Parks

SUMMARY

This report provides information on the activities and services of Parks and Open Space Section for the months of May and June 2017.

COMMITTEE RECOMMENDATION

THAT the report on the activities and services of Parks and Open Space Section for May and June 2017 be received.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.3 POP-UP POLO ROCKHAMPTON****File No:** 6097**Attachments:**
1. Pop-Up Polo Brief
2. Pop-Up Polo Site Plan**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Robert Holmes - Manager Parks

SUMMARY

Following recent discussions and correspondence a local group of business people have indicated that they had worked towards holding a demonstration polo match in Rockhampton with a longer term view of it becoming an annual event. They believe that this event should and will stand on its own two feet economically; however, they would be appreciative and welcome any promotional and marketing support from the Council for Polo's maiden inception into Rockhampton.

COMMITTEE RECOMMENDATION

THAT Council support the conduct of the 'Pop-Up Polo' event to be held on 7 October 2017 in Victoria Park, Sir Raymond Huish Drive, Rockhampton by:

- a. inclusion of the event in available promotional resources leading up to the event; and
- b. meeting the costs of remediation of the field, if necessary.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.4 APPLICATION: QLD CENTENARY OF ANZAC LASTING LEGACIES GRANTS PROGRAM - ROCKHAMPTON WAR MEMORIAL**

File No: 7149
Attachments: 1. Application Guidelines - Lasting Legacies
Authorising Officer: Michael Rowe - General Manager Community Services
Robert Holmes - Manager Parks
Author: Vincent Morrice - Coordinator Park and Visitor Services

SUMMARY

Applications for the Queensland Centenary of Anzac *Lasting Legacies* Grants Program Round 5 closes 20 August 2017 and Round 6 closes January 2018 with grants up to \$80,000 available. Permission is sought to apply for funding to undertake restoration and enhancement works (commemorative walk and interpretive signage) at the Rockhampton War Memorial.

COMMITTEE RECOMMENDATION

THAT Council prepare a submission for lodgement to the Queensland Centenary of Anzac Grants Program seeking funding to support the restoration and enhancement works (commemorative walk and interpretive signage) for consideration at Council's Parks, Recreation and Sport Committee November 2017 meeting.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.5 PROPOSED DOG OFF LEASH AREA IN KOONGAL****File No: 11741****Attachments: Nil****Authorising Officer: Michael Rowe - General Manager Community Services
Robert Holmes - Manager Parks****Author: Brett Nicholls - Coordinator Parks Planning and
Projects**

SUMMARY

This report recommends that community consultation commence to establish a proposed dog off leash area within All Blacks Park, Koongal.

COMMITTEE RECOMMENDATION

THAT Council approve that the area of All Blacks Park, Koongal outlined in this report be advertised as a future dog off leash area.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.6 FORMALISING THE PLANTING PALETTE FOR THE ROCKHAMPTON REGION****File No:** 5918**Attachments:**

1. Planting Palette - Strategy
2. Planting Palette - Master Species List
3. Planting Palette - Technical Guidelines

Authorising Officer: Robert Holmes - Manager Parks**Author:** Christine Bell - Parks Planning and Land Management Officer

SUMMARY

Our streets, parks and open spaces are significant natural assets. Plantings have the potential to transform our landscape and to provide a range of aesthetic, social, environmental, cultural and economic benefits. The Planting Palette provides a practical framework for long-term planting improvements across the Rockhampton Region, helping to deliver our vision of cool and shady landscapes with a splash of colour.

COMMITTEE RECOMMENDATION

THAT this matter be considered in a Council forum following the next Parks, Recreation and Sport Committee meeting.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.7 AMENDED REQUEST FOR EXTENSION OF LEASED AREA FOR ROCKHAMPTON TOUCH FOOTBALL ASSOCIATION, REANEY STREET**

File No:	3718
Attachments:	1. Request from Rockhampton Touch Football Association for an extension to its leased area
Authorising Officer:	Robert Holmes - Manager Parks Michael Rowe - General Manager Community Services
Author:	Sophia Czarkowski - Sports and Education Supervisor
Previous Items:	9.5.3 - Freehold Lease and Trustee Lease renewals for Parks until 30 June 2018 - Parks, Recreation and Sport Committee - 22 Jun 2016 12.30 pm 11.4 - Fees associated with registration of leases, licence and permits for Parks - Ordinary Council - 27 Sep 2016 9.00 am 9.3.7 - Request for extension of leased area for Rockhampton Touch Football Association, Reaney Street - Parks, Recreation and Sport Committee - 19 Apr 2017 12.30 pm

SUMMARY

Rockhampton Touch Football Association holds a Freehold Lease and Freehold Licence over Cyril Connell Fields at Reaney Street, The Common (Lot 2 RP613517). On 19 April 2017 the Committee approved an extension to the Club's Freehold Lease area for the purposes of completing a building extension. The Club incorrectly calculated the extension and has requested this be amended.

COMMITTEE RECOMMENDATION

THAT Council accede to Rockhampton Touch Football Association's amended request to increase its Freehold Leased area by approximately 103m².

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017**9.4.8 FREEHOLD LEASE AND TRUSTEE LEASE RENEWALS FOR PARKS UNTIL 30 JUNE 2019****File No: 374****Attachments: Nil****Authorising Officer: Michael Rowe - General Manager Community Services
Robert Holmes - Manager Parks****Author: Sophia Czarkowski - Sports and Education Supervisor**

SUMMARY

In accordance with Section 236(1)(c)(iii) of the Local Government Regulation 2012 (Qld) a Council resolution is sought for the commencement of the renewal of Freehold Leases and Trustee Leases expiring up until 30 June 2019.

COMMITTEE RECOMMENDATION

THAT a further report on leases due for renewal be prepared identifying those leases which would benefit from and be suitable for a longer term lease.

Recommendation of the Parks, Recreation and Sport Committee, 19 July 2017

9.4.9 COUNCIL FREEHOLD PROPERTY IN NORMANBY STREET

File No: 2021

Responsible Officer: Michael Rowe – General Manager Community Services

SUMMARY

Councillor Wickerson raised the matter of Council freehold property in Normanby Street.

COMMITTEE RECOMMENDATION

THAT a report on options surrounding Council freehold property in Normanby Street be brought back to the Committee.

9.5 COMMUNITY SERVICES COMMITTEE MEETING - 19 JULY 2017**RECOMMENDATION**

THAT the Minutes of the Community Services Committee meeting, held on 19 July 2017 as circulated, be received and that the recommendations contained within these minutes be adopted.

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

Recommendation of the Community Services Committee, 19 July 2017**9.5.1 COMMUNITIES AND FACILITIES MONTHLY OPERATIONAL REPORT****File No:** 1464**Attachments:** 1. Communities and Facilities Monthly
Operational Report**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Cheryl Haughton - Manager Communities and Facilities

SUMMARY

This report provides information on the activities of the Communities and Facilities section for May and June 2017.

COMMITTEE RECOMMENDATION

THAT the Monthly Operational Report on the activities of the Communities and Facilities section for May and June 2017 be received.

Recommendation of the Community Services Committee, 19 July 2017**9.5.2 ARTS AND HERITAGE OPERATIONS REPORT FOR MAY AND JUNE 2017****File No:** 1464**Attachments:** 1. Arts and Heritage Operations Report for May and June 2017**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Peter Owens - Manager Arts and Heritage

SUMMARY

The report provides information on the programs and activities of the Arts and Heritage section for May and June 2017.

COMMITTEE RECOMMENDATION

THAT the Arts and Heritage Operations Report for May and June 2017 be received.

Recommendation of the Community Services Committee, 19 July 2017**9.5.3 LEASE TO ROCKHAMPTON CATTLE CLUB AT THE ROCKHAMPTON SHOWGROUNDS**

File No: 8763
Attachments: 1. Rockhampton Cattle Club Inc Sketch Plan
Authorising Officer: Michael Rowe - General Manager Community Services
Author: Peter Owens - Manager Arts and Heritage

SUMMARY

A trustee permit between Council and the Rockhampton Cattle Club Inc. for a parcel of land and associated building, wholly contained within the Rockhampton Showgrounds, has now expired and Council direction on offering the club a new tenancy agreement is now required.

COMMITTEE RECOMMENDATION**THAT**

1. Pursuant to section 236(1)(b)(ii) and (c)(iii) of the Local Government Regulation 2012 (Qld), Council approve the issuing of a Trustee Permit for three (3) years to the Rockhampton Cattle Club Inc. for the property as shown in the attached sketch plan;
2. Council authorises the Chief Executive Officer (Manager Arts & Heritage) to negotiate the terms and conditions of the agreements with the Rockhampton Cattle Club Inc. in preparation for execution by the delegated officer; and
3. Council confirms its ongoing ownership of the fixed improvements on the parcel of land shown in the sketch plan and assumes responsibility for the ongoing maintenance of the building structure.

Recommendation of the Community Services Committee, 19 July 2017**9.5.4 ARTS AND HERITAGE SOLE PROVIDER PROVISION****File No: 7104****Attachments: Nil****Authorising Officer: Michael Rowe - General Manager Community Services****Author: Peter Owens - Manager Arts and Heritage**

SUMMARY

Council presents an annual program of exhibitions and performances for which it is necessary to resolve that it would be impractical for Council to invite quotes for the supply of the exhibition content and physical productions.

COMMITTEE RECOMMENDATION

THAT Council resolve that 'it is satisfied that there is only one supplier who is reasonably available' and that 'because of the specialised nature of the services that are sought, it would be impractical for Council to invite quotes for the supply of the productions, exhibition and services' as detailed in the report.

Recommendation of the Community Services Committee, 19 July 2017**9.5.5 PUBLIC ART POLICY**

File No: 1234
Attachments: 1. Public Art Policy
Authorising Officer: Peter Owens - Manager Arts and Heritage
Michael Rowe - General Manager Community Services
Author: Bianca Acimovic - Gallery Director

SUMMARY

A report on the new Public Art Policy, a policy that will underpin Council's development, implementation and management of public art in the Rockhampton Region, is presented for Council's consideration.

COMMITTEE RECOMMENDATION

THAT this matter lay on the table pending a further meeting when the Art Gallery Director attends.

Recommendation of the Community Services Committee, 19 July 2017**9.5.6 COMMUNITY ASSISTANCE PROGRAM ASSESSMENT RATING TOOL****File No:** 1464**Attachments:** Nil**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Cheryl Haughton - Manager Communities and Facilities

SUMMARY

A rating tool to assist with assessment of applications received for sponsorship through the Community Assistance Program has been developed for consideration by Council.

COMMITTEE RECOMMENDATION

THAT the matter be returned to the Community Services Committee meeting in September 2017 for consideration.

Recommendation of the Community Services Committee, 19 July 2017**9.5.7 COMMUNITY ASSISTANCE PROGRAM****File No:** 12535**Attachments:** Nil**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Cheryl Haughton - Manager Communities and Facilities

SUMMARY

A Major Sponsorship Scheme application from the Indian Association of Central Qld for assistance with the 2017 Diwali Milan Festival of Lights is presented for Council consideration.

COMMITTEE RECOMMENDATION

THAT Council approves sponsorship of \$2000 towards the 2017 Diwali Milan Festival of Lights event.

Recommendation of the Community Services Committee, 19 July 2017**9.5.8 COMMUNITY ASSISTANCE PROGRAM****File No:** 12535**Attachments:** Nil**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Cheryl Haughton - Manager Communities and Facilities

SUMMARY

An application from the RACQ Capricorn Helicopter Rescue Service for Major Sponsorship Assistance towards the River Glow event is presented for Council consideration.

COMMITTEE RECOMMENDATION

THAT Council considers the application made under the Major Sponsorship scheme for assistance towards the staging of the River Glow event to be held on 28 October 2017 and approves \$2000 in cash sponsorship and \$3190 in-kind for bins and traffic management fees.

Recommendation of the Community Services Committee, 19 July 2017**9.5.9 DEPARTMENT OF ENVIRONMENT AND HERITAGE PROTECTION -
PROPOSED CHANGES TO ENTRIES FOR COUNCIL HERITAGE PLACES****File No: 3033****Attachments:**

1. 600752 Mount Morgan Railway Station Complex
2. 600788 Rockhampton School of Arts (former)
3. 601572 Rockhampton Town Hall

Authorising Officer: Cheryl Haughton - Manager Communities and Facilities
Michael Rowe - General Manager Community Services**Author:** Sharon Sommerville - Coordinator Facilities

SUMMARY

The Department of Environment and Heritage Protection (EHP) has proposed changes to the entries for five of Council's Queensland State heritage assets.

COMMITTEE RECOMMENDATION

THAT Council accepts the changes proposed by EHP, in the attached draft entries.

- Mount Morgan Railway Station Complex (600752)
- Rockhampton School of Arts (600788) – with the exception of a spelling error of JM Kelly builders, page 8
- Rockhampton Town Hall (601572)
- Rockhampton Botanic Gardens (600818) and Rockhampton War Memorial (601819) – further consultation is required between RRC and EHP to finalise changes to the entries.

Recommendation of the Community Services Committee, 19 July 2017**9.5.10 PROPOSAL TO RENEW CONTRACT FOR THE DELIVERY OF THE TWILIGHT MOVIES PROGRAM****File No:** 7104**Attachments:** 1. Proposal from Mr Ben Dyer of Total PartyFx to renew his agreement to provide the Twilight Movies program**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Peter Owens - Manager Arts and Heritage

SUMMARY

Mr Ben Dyer of Total PartyFx has written to Council proposing the renewal of his company's contract to deliver the annual Twilight Movie program on behalf of Council, on a fee for service basis.

COMMITTEE RECOMMENDATION

1. THAT Council advise Mr Dyer that Council will take up his offer to renew the current contract to deliver the Twilight Movie program in the Rockhampton region for the 2017/18 financial year at the quoted price of \$20,800 plus GST.
2. THAT four (4) of the Rockhampton showings be held in North Rockhampton (venue to be negotiated).

10 COUNCILLOR/DELEGATE REPORTS

10.1 APPOINTMENT OF ACTING MAYOR - 10 TO 12 AUGUST 2017

File No: 10072
Attachments: Nil
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

An Acting Mayor is required to be appointed for the period Thursday 10 August to Sunday 12 August 2017 inclusive.

OFFICER'S RECOMMENDATION

THAT Council appoint Councillor _____ as Acting Mayor for the period Thursday 10 August to Sunday 12 August 2017 inclusive.

BACKGROUND

Mayor Margaret Strelow will be taking leave from Saturday 29 July to Sunday 12 August 2017 inclusive.

The Deputy Mayor, Councillor Cherie Rutherford will be out of town from Thursday 10 August to Sunday 12 August 2017 inclusive, which means an Acting Mayor will need to be appointed for this period.

LEGISLATIVE CONTEXT

Section 165(2)(b) of the Local Government Act 2009 provides (inter alia) that:

"If the mayor and deputy mayor are both prevented, by absence, from performing the role of mayor, the local government may, by resolution, appoint an acting mayor from its councillors."

11 OFFICERS' REPORTS

11.1 PROPOSED SUBMISSION: INQUIRY INTO NATIONAL FREIGHT AND SUPPLY CHAIN PRIORITIES

File No:	12534
Attachments:	1. Inquiry Discussion Paper 2. Proposed Inquiry Submission
Authorising Officer:	Scott Waters - General Manager Regional Development and Aviation Peter Kofod - General Manager Regional Services
Author:	Penelope-Jane Fry - Regional Development Advisor Angus Russell - Senior Executive Strategic Projects

SUMMARY

A submission is tabled for an 'National Freight and Supply Chain Priorities' Inquiry.

OFFICER'S RECOMMENDATION

THAT Council endorse the Submission attached to the report into the "*National Freight and Supply Chain Priorities*" Inquiry being conducted by the Australian Government's Department of Infrastructure and Regional Development.

COMMENTARY

On 26 May 2017, the Australian Government's Department of Infrastructure and Regional Development released a Discussion Paper (attached), inviting submissions to inform the development of Australia's National Freight and Supply Chain Strategy.

Submissions close 28 July 2017. They will be published on the Department of Infrastructure and Regional Development website unless marked "In Confidence".

The attached document has been prepared for submission to the Inquiry by Rockhampton Regional Council. The proposed submission constitutes the attached submission document, accompanied by the Advance Rockhampton brochure set and Council's Advance Rockhampton Economic Action Plan.

The submission content advocates for the Transport and Logistics opportunity priorities in the Advance Rockhampton Economic Action Plan. It also provides comments to specifically address the questions raised by the Inquiry within the Discussion paper, giving Rockhampton Region examples of how Northern Australia (including the Rockhampton Region) offer great potential and benefits of national significance if given due attention in the National Supply Chain Strategy.

CORPORATE/OPERATIONAL PLAN

This report relates to Corporate Outcome 2.6 of the 'Industry Growth' community expectation associated with the Economy theme of the Corporate Plan.

CONCLUSION

This inquiry provides an opportunity to advocate on behalf of the Rockhampton Region on matters relating to Transport and Logistics in the region.

PROPOSED SUBMISSION: INQUIRY INTO NATIONAL FREIGHT AND SUPPLY CHAIN PRIORITIES

Inquiry Discussion Paper

Meeting Date: 25 July 2017

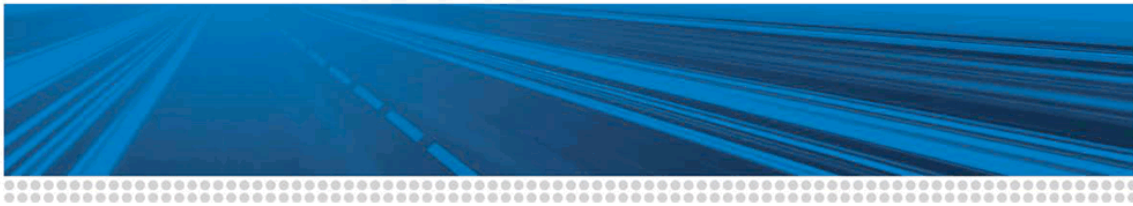
Attachment No: 1



Australian Government

Inquiry into **National Freight**
and **Supply Chain Priorities**





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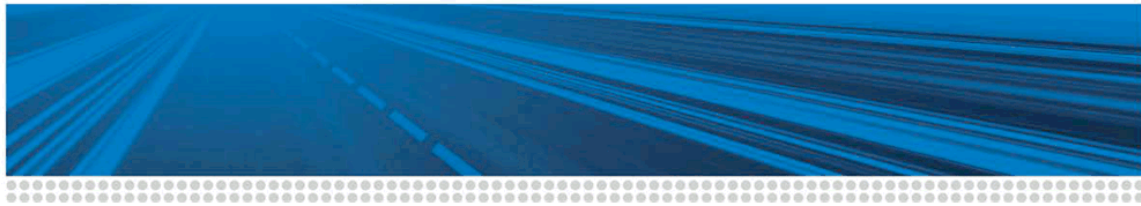
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1. Introduction

In November 2016 the Australian Government committed to the preparation of a *National Freight and Supply Chain Strategy* (the Strategy) in line with a recommendation made in Infrastructure Australia's 2016 *Infrastructure Plan*¹.

To initiate work on the Strategy, which will eventually be developed with jurisdictions through the Council of Australian Governments (COAG) Transport and Infrastructure Council, the Australian Government has initiated an Inquiry into freight and supply chain priorities. The Inquiry will be guided by an expert panel bringing industry expertise into the process.

The Inquiry will provide advice and evidence for the development of the Strategy, with clear short, medium and long term priorities for action, over a range of key reform areas.

1.1 Why do we need a National Freight and Supply Chain Strategy

The Strategy is being undertaken in the context of a growing Australia and the need for a freight system that boosts the nation's prosperity and meets community expectations for safety, security and environmental amenity into the foreseeable future.

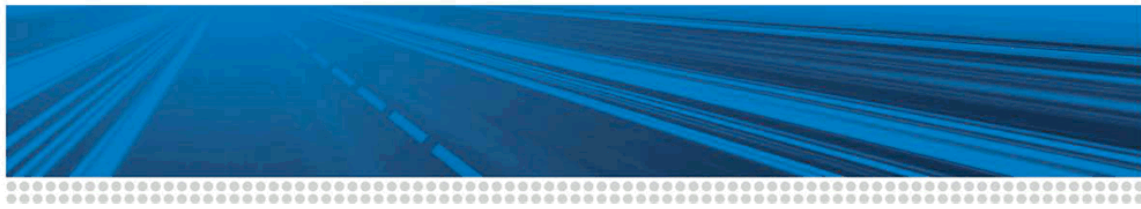
This growth is being driven by Australia's growing population and from increasing demand for Australian resources and produce, especially in Asian markets. Australia is one of the fastest growing countries in the world, with our population projected to grow from 24 million at present to 30 million by 2030, the majority in urban areas². Like Australia, global population forecasts indicate an increase in the number of extremely large cities, particularly in Asia. This will result in increased demand for mineral resources and products, particularly agricultural products. Australia needs to ensure it has the infrastructure to compete with other resource rich countries to supply the products necessary for these growing cities.

In its 2011 report, *Strategic Transport Infrastructure Needs to 2030*, the Organisation for Economic Co-operation and Development (OECD)³, acknowledged that, "major international gateway and corridor infrastructures are crucially important to the exports and imports of all the products and resources that the economies of all countries need ... [and] current gateway and inland transport infrastructure capacity will not be adequate to meet 2030 demand." Australia is no exception and

¹ Infrastructure Australia (2016), *Australian Infrastructure Plan*. http://infrastructureaustralia.gov.au/policy-publications/publications/files/Australian_Infrastructure_Plan.pdf

² Australian Bureau of Statistics Cat 3222.0 *Population Projections Australia*.

³ OECD (2012), *Strategic Transport Infrastructure Needs to 2030*, OECD Publishing, http://www.keepeek.com/Digital-Asset-Management/oecd/economics/strategic-transport-infrastructure-needs-to-2030_9789264114425-en#_WQ-suhFdBaQ#page3



must engage with emerging demands before freight infrastructure becomes a barrier to productivity growth.

However, the increasing cost of land transport infrastructure and services raises questions about future funding models. Escalating costs of transport infrastructure limit the ability of the governments to fund all necessary transport infrastructure requirements and has meant consideration of alternate funding sources⁴. Because of these escalating costs, the National Transport Commission (NTC) has noted it is imperative the allocation of funds and resources for moving Australia's freight is done in the most efficient manner possible⁵.

It is not just a matter of optimising the use of funding, but also ensuring regulatory and operational settings optimise long-term infrastructure investments, including for recently announced Australian Government commitments such as the:

- Establishment of the \$10 billion National Rail Program to fund urban and regional rail projects;
- commitment of \$8.4 billion in additional equity to deliver the Melbourne to Brisbane Inland Rail; and
- commitment of \$5.3 billion in equity to build the Western Sydney Airport.

It will be in the national interest to have a long term strategy that positions Australia's freight infrastructure to extract the best value from investment and meets future challenges related to domestic and international growth.

1.2 Building on Past Reforms

There has been considerable effort in recent years to undertake work to make freight more efficient and to streamline integrated planning and regulatory processes. The Strategy will build on recent achievements including:

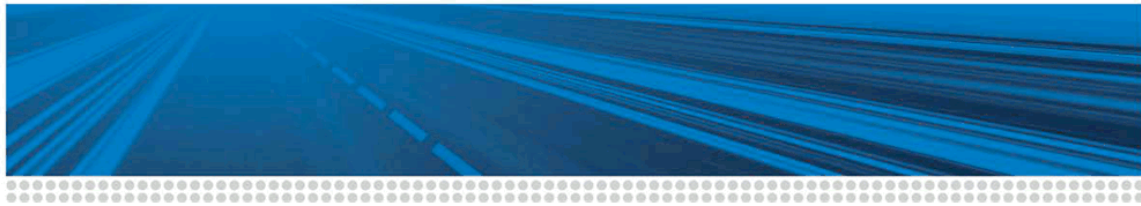
- Infrastructure Australia's 2015 *Australian Infrastructure Plan* and the 2016 Australian Government Response to the plan;
- the 2012 National Land Freight Strategy and 2011 National Ports Strategy;
- recent Productivity Commission reviews, including reviews of the National Access Regime, Infrastructure and Agriculture (2013-2016); and
- master plans for our major ports and airports.

These reforms and strategies have laid the foundation for better integrated planning between governments, particularly with regard to road and rail transport. They have enabled the delivery of the national key freight routes map⁶, state and territory-based freight strategies and plans, long

⁴ For example, see Department of Transport and Main Roads – Queensland Government, *Moving freight*, December 2013, p. 26. <http://www.tmr.qld.gov.au/movingfreight>

⁵ National Transport Commission (2017) *A National Land Transport Productivity Framework*.

⁶ Council of Transport and Infrastructure (2014), *National Key Freight Routes Map*, http://transportinfrastructurecouncil.gov.au/publications/freight_route_maps.aspx



term master plans for nationally significant ports and airports, improved freight data, performance and planning assessment and implementation tools.

The key freight routes map, for example, has already assisted governments to agree national productivity improvements, with a uniform minimum objective for 'as of right' access by heavy vehicle B-doubles up to 26 metres in length to key freight route roads across Australia.

A description of the current structure of Australia's freight network is at [Attachment A](#).

1.3 Inquiry Approach

The Inquiry terms of reference were released on 9 March 2017 ([Attachment B](#)). The Inquiry will contribute a strong evidence base for the development of the Strategy. The Inquiry will be led by the Australian Government Department of Infrastructure and Regional Development, with assistance from an expert panel. The role of the panel will be to review the Inquiry's findings, advise how Australia can best lift productivity and improve the efficiency of Australia's freight and supply chain infrastructure, and engage with industry on the Inquiry's objectives.

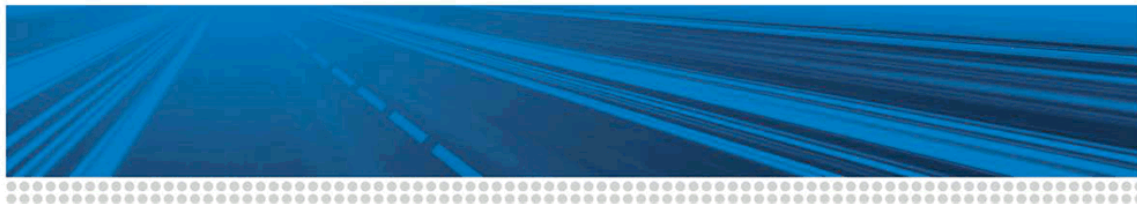
To address the terms of reference the Inquiry wishes to hear about issues and possible solutions from a broad cross-section of the users and providers of freight services, the regulators of freight, the owners and operators of freight infrastructure, and land use and transport planners, consultants, forecasters, researchers and communities engaged with freight development.

The Inquiry's formal consultation process will comprise an open-invitation to interested persons and organisations to make submissions, supplemented by one-on-one meetings with freight transport, shipper, retail, consumer, business, and infrastructure investment and insurance peak bodies, and key freight and logistics operators and research bodies. This discussion paper will be the framework for consultations.

Thought-starter questions are set out in this paper. These may be used as a framework to structure submissions, but the Inquiry is equally happy to hear about views on improving Australia's freight system efficiency and productivity, however you wish to provide them.

The Inquiry will look at transport supply chains from a number of different perspectives, both end to end commodity supply chains (particularly minerals, agricultural and urban freight supply chains) and supply chain systems (particularly import/export, inter/intra domestic and city freight supply chains). Using both approaches will allow the Inquiry to clearly articulate infrastructure service requirements and possible systemic improvements across different commodity streams. The Inquiry welcomes submissions framed in regard to specific supply chains or the freight network more generally.

The Inquiry is especially keen to learn about current freight system performance, including the costs of moving freight along transport supply chains and the opportunities for efficiency improvement and reduced costs through improved infrastructure capacity, access, pricing, competition, technological advances, data acquisition or other investment or regulatory arrangements. Particularly welcome is quantitative data about the costs of moving freight, and any information provided can be treated with high levels of confidentiality.



The Inquiry is also keen to identify key functional elements of supply chains through case studies demonstrating how Australia's freight system is working on the ground, including case studies about things working well, as well as examples of the challenges where improvements can be made. Identification of potential future trends in supply chains would also be valuable.

A range of independent research is being commissioned to supplement consultation advice. This includes work looking at future supply chain trends and international comparisons of Australian freight performance and productivity. Further work will be commissioned on a needs basis as key issues are identified through the stakeholder consultation process.

A draft Inquiry report is to be available for industry and Government comment by December 2017, and the final report should be given to the Australian Government by March 2018. The Inquiry report will inform the development of the Strategy, which is expected to be provided to governments by mid-2018.

While the Inquiry report will preferably address all issues presented during the consultations, this may not be possible. It would be appreciated if you could advise if you have previously raised issues in your submission in another public context.

There are a number of interrelated policy reforms being progressed concurrently, including Land Transport Market Reform, Coastal Shipping Reform and development of Urban Rail Plans for Australia's largest cities. While it is important that these projects inform each other and have complementary outcomes, the Inquiry will not seek to duplicate work being conducted by these other national initiatives.

1.4 How to Make a Submission

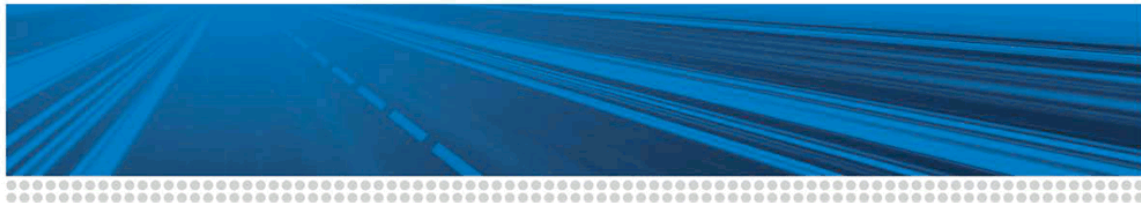
The Inquiry is interested in speaking with people from across the freight network, and critically, freight consumers and suppliers to find out what they require now and into the future from our national freight supply chains.

Formal submissions may be made by email or mail.

By email: freightstrategy@infrastructure.gov.au

By post: Freight and Supply Chain Inquiry
Department of Infrastructure and Regional Development
GPO Box 594
CANBERRA CITY ACT 2601

Submissions are open until 28 July 2017. They will be published on the Department of Infrastructure and Regional Development website unless marked "In Confidence". Stakeholders wishing to make "In Confidence" submissions will not be identified in the Report or on the Inquiry website.



1.5 Consolidated Questions

In responding to questions set out in the paper it would be appreciated if, where relevant, respondents could:

- Identify where they are in the supply chain (in terms of the system (i.e. import/export, intra/inter domestic or urban freight) and the specific commodity(s) being transported;
- Identify the priority issues, whether they be 'regulation', 'productivity', 'technology' or 'infrastructure'; and
- Identify the time horizon for each issue.

2.1 *What is moving where, why and how?*

- What infrastructure is used in your supply chain and how well does it perform?
- What changes would you like to see to make your supply chain work better?
- What data gaps are you aware of in relation to Australia's freight and supply chains?

2.2 *Competitiveness in the Australian freight sector*

- In your view, is Australia's freight system internationally competitive?
- What are the key indicators which tell us this?
- How important is freight movement to your business competitiveness?
- Are regulatory factors affecting productivity for your business? How could this be improved?

3.1 *Urban Growth Pressures*

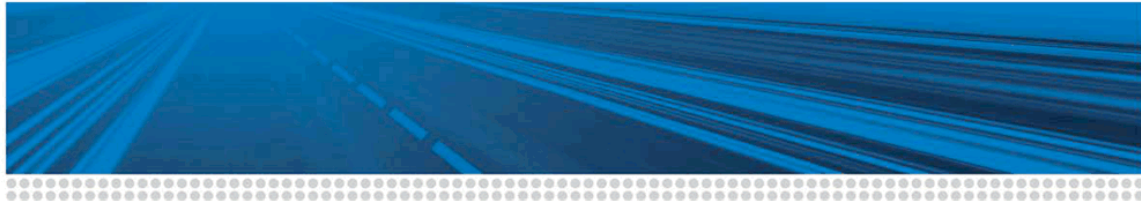
- What are the key issues for freight in Australia's major cities?
- How can Australia's urban networks better prioritise passenger and freight services in the most effective manner possible?
- How are our cities and supply chains being impacted by changing consumer behaviours such as online shopping?
- What are the critical last mile issues you face in urban areas?

3.2 *Port Corridor Pressures - Protecting Land, Sea and Air Connections*

- Do you face, or expect in the future to face, problems moving your freight through Australian air, land or sea ports?
- How can Australia's maritime channels be appropriately maintained and able to accommodate bigger ships?
- How are other countries dealing with the landside implications related to distributing cargo from bigger ships?

3.3 *End-to-end supply chain integration and regulation*

- How effective is your supply chain at transitioning your freight between modes and across boundaries?
- What regulations do you have to deal with in your supply chains?



- How could any of them be simplified?
- Are empty containers a problem for you?

3.4 *The Air Freight Market*

- Are our airports appropriately integrated into surrounding freight networks?
- Are there any international examples of where airports are used more effectively in freight networks?
- Can Australia be making greater use of air freight?

3.5 *Changing Technology*

- What emerging technological trends do you think will impact on your supply chain?
- When are these impacts likely to be felt and how does Australia's freight infrastructure need to be adapted to make best use of likely changes?
- Do you feel you can make use of the technology you need?

4.1 *Capacity Forecasting*

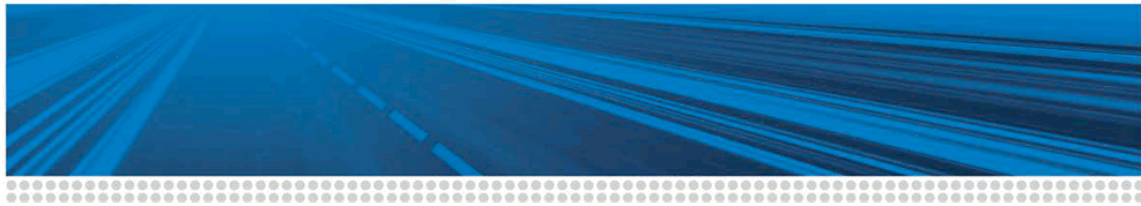
- Any data or insights you are willing to contribute to assist in capacity forecasting assessment would be appreciated

4.2 *Key Drivers of Change for Use in Scenario Planning*

- The Inquiry welcomes views on what factors and key drivers of change should be considered in the scenario planning analysis.
- The Inquiry is also keen to identify key functional elements of supply chains through case studies demonstrating how Australia's freight system is working on the ground, including case studies about things working well, as well as examples of the problems and where improvements can be made. Identification of potential future trends in supply chains would be valuable.

4.3 *A National Freight Performance Network*

- The Inquiry is particularly interested in views on the potential need for a national freight performance framework and the likely key indicators.



2. Freight in Australia – are we competitive?

All industries relying on transportation to move their goods look for ways to optimise their supply chains, reduce cycle times, improve service and cut costs. In turn, leaner and more agile supply chains reduce the cost of goods and services, encouraging increased demand and driving economic growth, while also making Australia more competitive globally.

Just as enhancements made by infrastructure owners to the transport network potentially offer supply chain managers new ways to achieve value, those supply chain managers must also ensure they choose the most efficient transport mode for a given freight task. An integrated supply chain perspective is therefore central to managing the performance and future design of each element of Australia's national freight infrastructure, whether ports, airports, roads, rail or intermodals.

2.1 What is moving where, why and how?

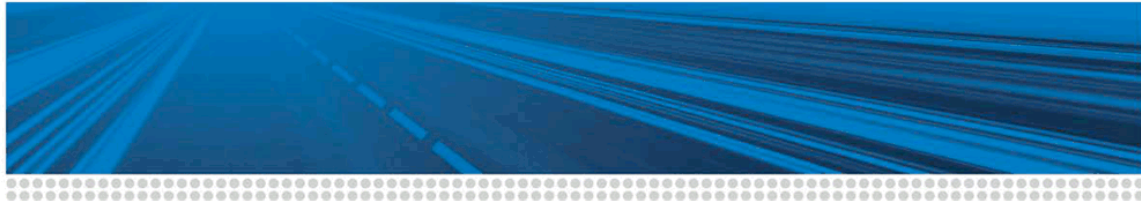
- What infrastructure is used in your supply chain and how well does it perform?
- What changes would you like to see to make your supply chain work better?
- What data gaps are you aware of in relation to Australia's freight and supply chains?

Continuing growth in freight volumes has given rise to a range of increasingly complex challenges for the Australian community. In recognition of this, all levels of government have agreed on the need to apply a national focus and to collaborate with industry to deliver a streamlined, integrated and multimodal transport and logistics system, capable of efficiently moving freight throughout Australia.

Freight transport activity is often measured in terms of tonne kilometres (the movement of one tonne of freight, one kilometre). The Australian domestic freight task has been increasing strongly for the last 40 years. Rapid growth in the rail freight task has been driven by rail's movement of iron ore in the Pilbara region and, to a lesser extent coal freight exports in NSW and Queensland. In contrast, coastal shipping freight has not changed significantly in scale over the last 40 years and has decreased slightly since 2006–07⁷. Rail now accounts for around half of the domestic freight task, road approximately a third and coastal shipping for just under one-sixth⁸.

⁷ BITRE (2016), Australian Infrastructure Statistics Yearbook 2016, Department of Infrastructure and Regional Development, https://bitre.gov.au/publications/2016/files/BITRE_yearbook_2016_statistics_full_report.pdf

⁸ National Transport Commission (2017), *Who moves what where: Better informing transport planning for Australians*, information sheet, [https://www.ntc.gov.au/Media/Reports/\(D121CACB-6406-F0FB-D940-8B1290BF2893\).pdf](https://www.ntc.gov.au/Media/Reports/(D121CACB-6406-F0FB-D940-8B1290BF2893).pdf)



The National Transport Commission notes the domestic freight task increased by 50 per cent in the 10 years to 2016 and is forecast to grow another 26 per cent by 2026⁹.

In addition to its role in meeting the national freight task, the freight sector is also a significant driver of national economic outcomes. Freight rail alone added \$13.2 billion to the Australian economy in 2013 (making up 0.7% of the total national economy), employed over 15,000 people and paid over \$1.2 billion in wages annually¹⁰. Any changes or productivity benefits gained in the industry will therefore have a direct effect on the national economy.

Air freight is comparatively small by volume but is also growing at a rapid rate and is high in value. In the 10 years to 2015-16, international air freight volumes rose 37 percent to almost a million tonnes¹¹. Estimates of domestic air freight are only available for recent years. Bureau of Infrastructure Transport and Regional Economics data indicates the volume of domestic air freight reached 435,000 tonnes in 2016¹².

Data is a valuable asset (as the recent surge of interest in big data exemplifies). However, its value depends on its fitness for purpose, accessibility and accuracy. The Productivity Commission has found that data problems such as the absence of consistent and comparable data limit analysis and benchmarking of public infrastructure used in Australia, making project selection and investment more difficult¹³. This potentially has implications for Australia's entire infrastructure selection and investment process, introducing a level of uncertainty (and therefore risk and extra costs) into major project developments.

2.2 Competitiveness in the Australian freight sector

- In your view, is Australia's freight system internationally competitive?
- What are the key indicators which tell us this?
- How important is freight movement to your business competitiveness?
- Are regulatory factors affecting productivity for your business? How could this be improved?

⁹ National Transport Commission (2017), *Who moves what where: Better informing transport planning for Australians*, discussion paper, [https://www.ntc.gov.au/Media/Reports/\(D121CACB-6406-F0FB-D940-8B1290BF2893\).pdf](https://www.ntc.gov.au/Media/Reports/(D121CACB-6406-F0FB-D940-8B1290BF2893).pdf)

¹⁰ Australasian Railway Association (2016), *Freight Transport Group: 2017-19 Strategic Plan*, Freight Rail in Australia, https://ara.net.au/sites/default/files/FTG_Strategy_Booklet_2017-19_WEB.pdf

¹¹ Bureau of Infrastructure, Transport and Regional Economics (BITRE) (2016), *Australian Infrastructure Statistics Yearbook 2016*, Department of Infrastructure and Regional Development, https://bitre.gov.au/publications/2016/files/BITRE_yearbook_2016_statistics_full_report.pdf

¹² Bureau of Infrastructure, Transport and Regional Economics (BITRE), 2017, Domestic aviation activity, Statistical Report. https://bitre.gov.au/publications/ongoing/files/Domestic_aviation_%20Dec_2016.pdf

¹³ Productivity Commission (2014), *Public Infrastructure*, Inquiry Report Volume 2, http://www.pc.gov.au/_data/assets/pdf_file/0005/137282/infrastructure-volume2.pdf



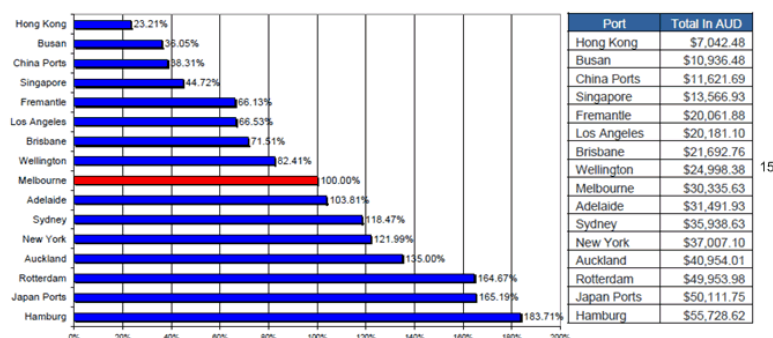
Productivity growth is a key source of long-term economic growth, business competitiveness and real per capita income growth. It is an important determinant of a country's living standards and wellbeing.

A key outcome of the Inquiry will be to establish whether inefficient infrastructure planning, delivery and operation has created congestion in freight networks and supply chains, ultimately harming national productivity and competitiveness.

A wide ranging assessment of Australia's international competitiveness prepared by McKinsey Australia for the Business Council of Australia¹⁴ concluded that Australia was competitive in a few sectors, but not currently competitive in other sectors, including the logistics and communications sector. While this was a broad brush assessment, it indicated that while labour productivity in this sector was similar to that in the USA, relative input costs were considerably higher, as they were for most other sectors.

However, there are indications that poor or decreasing productivity and high costs are not experienced across the board in the freight sector. Shipping Australia Limited compared costs in Australia's major container ports against international ports to examine relative costs (see graph below). It found that Australian ports are bunched in the middle of the table with lower costs than the assessed Japanese and European ports.

Graph: Port Price Index



¹⁴ McKinsey and Company. Compete to Prosper: Improving Australia's Global Competitiveness. July 2014

<http://www.mckinsey.com/global-locations/pacific/australia/en/latest-thinking/compete-to-prosper>

¹⁵ Shipping Australia Limited (2010), International Port Cost Comparison Project, https://shippingaustralia.com.au/wp-content/uploads/2012/01/L_InterPortCostComparison.pdf



3. National Critical Issues and Emerging Trends

3.1 Urban Growth Pressures

- What are the key issues for freight in Australia's major cities?
- How can Australia's urban networks better prioritise passenger and freight services in the most effective manner possible?
- How are our cities and supply chains being impacted by changing consumer behaviours such as online shopping?
- What are the critical last mile issues you face in urban areas?

Two thirds of the value of Australia's international trade flows through the four largest cities, Sydney, Melbourne, Brisbane and Perth¹⁶. Sydney leads Melbourne as Australia's major trading node by value due to the rise in the value of freight flowing through Kingsford-Smith Airport¹⁷.

Overall, the total road freight task in all capital cities is forecast to increase by two-thirds between 2008 and 2030, from 40.15 billion tonne kilometres (tkm) to 66.60 billion tkm. This represents an average growth rate of 2.33 per cent per annum¹⁸, outstripping the current population growth of around 1.5 per cent per annum. Nevertheless, our major cities will be much larger by 2030, with Sydney and Melbourne having around 6 million people each, and Brisbane and Perth around 3 million (see graph below).

The largest growth in the freight task is expected to occur in Brisbane, from 7.80 billion tkm in 2008 to 14.26 billion tkm in 2030, an average annual growth rate of 2.8 per cent.¹⁹

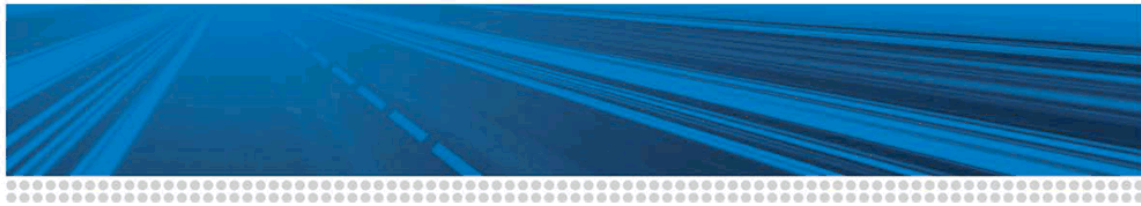
Such large increases in the freight task mean that to avoid future land use conflicts the Australian freight industry needs to build on the technological innovations that have increased productivity in recent years and continue to seek future productivity gains in a range of ways, not just rely on more roads and bigger trucks, ships and planes.

¹⁶ BITRE (2015), *International trade and Australian cities: what house prices say*, Information Sheet 67, https://bitre.gov.au/publications/2015/files/is_067.pdf

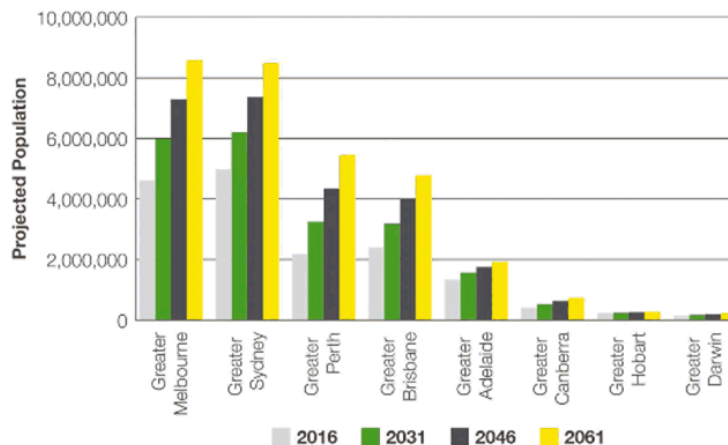
¹⁷ BITRE (2015), *International trade and Australian cities: what house prices say*, Information Sheet 67, https://bitre.gov.au/publications/2015/files/is_067.pdf

¹⁸ BITRE (2010), *Road freight estimates and forecasts in Australia: interstate, capital cities and rest of state*, Report 121, https://bitre.gov.au/publications/2010/files/report_121.pdf

¹⁹ BITRE (2010), *Road freight estimates and forecasts in Australia: interstate, capital cities and rest of state*, Report 121, https://bitre.gov.au/publications/2010/files/report_121.pdf



Australian population growth by capital city and region



20

3.2 Port Corridor Pressures - Protecting Land, Sea and Air Connections

- Do you face, or expect in the future to face, problems moving your freight through Australian air, land or sea ports?
- How can Australia's maritime channels be appropriately maintained and able to accommodate bigger ships?
- How are other countries dealing with the landside implications related to distributing cargo from bigger ships?

The performance of airport, port and intermodal terminals is strongly linked to the performance of the wider aviation, maritime and land transport networks. Impacts on the freight transport corridors, and competition for those corridors from passenger transport, will affect the performance of key terminals. Planning, technology and pricing are important means of ensuring a well-supporting network for our terminals.

Over time economic growth and the enlargement of market areas, primarily due to the growth of trade and transport, has supported the expansion of ports, airports and warehousing facilities. This continuing expansion of freight nodes is being challenged by growing population density in areas

²⁰ Australian Government (2016), *Smart Cities Plan*, <https://cities.dpmc.gov.au/htmlfile>



surrounding key transport infrastructure and increasing land costs causing conflicts over adjoining land uses, and growing congestion.

Freight corridor protection, for current and future use, is a vital component to ensuring the seamless transition to a future where the freight task will be 80 per cent greater in 2030 than the task in 2010.

The advent of bigger ships is an issue that many countries are currently grappling with. While the progressive introduction of bigger ships by international shipping lines reduces the carbon footprint and operating costs per container, many ports do not have the depth of water or landside connections required for these ships to dock. Dredging to accommodate bigger ships introduces a number of environmental concerns and must be approached with careful consideration. In addition, bigger ships create greater peaks in demand for landside infrastructure around already congested ports.

At Australia's largest container port, the Port of Melbourne, the average size of ships currently using the shipping channel is about 290 metres. Post-Panamax vessels that may be introduced to international shipping routes to Australia in the near future, are likely to be longer than 320 metres exceeding the current size restrictions at Swanson Dock²¹. Though options are currently under consideration to remedy potential limitations at the Port of Melbourne and larger ships can now access the new container terminal at Webb Dock, should larger ships become more common the Port of Melbourne's quay line capacity may be significantly impacted.

Land use conflicts near airports can result in regulations that restrict access, including through curfews and aircraft movement caps which reduce efficiency and limit the amount of air freight that can be carried. The *National Airports Safeguarding Framework*²², a collective initiative of the Commonwealth, state and territory governments, is a recent initiative to protect airports from inappropriate off-airport development.

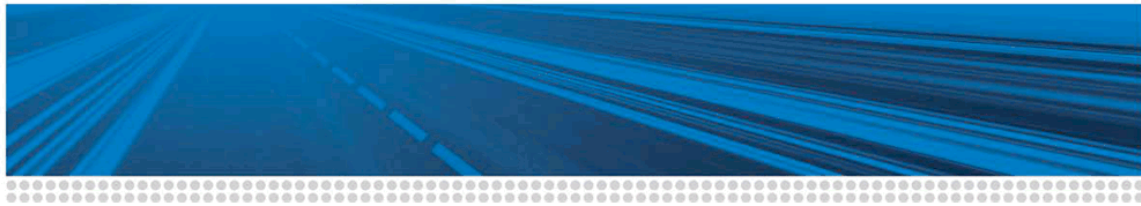
3.3 End-to-end supply chain integration and regulation

- How effective is your supply chain at transitioning your freight between modes and across boundaries?
- What regulations do you have to deal with in your supply chains?
- How could any of them be simplified?
- Are empty containers a problem for you?

A large and relatively isolated country, Australia depends on freight infrastructure to access international markets for export and import of goods and operation of domestic freight networks to allow efficient internal markets. However, the distance from international suppliers and consumers

²¹ Parsons, H and P Van Duyn (2014) *Build it – but will they come? A pre-mortem analysis of the Port of Hastings Development Project*, Institute for Supply Chain and Logistics, Victoria University

²² https://infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf/



and the multiple country and jurisdictional boundaries are challenges for the integration and regulation of Australian supply chains.

Integration

A challenge for supply chain participants and consumers is the lack of visibility of freight moving through the supply chain, i.e. from shipping containers down to parcels ordered online. The two main causal factors include the use of paper-based records and incompatible technology and data transfer across supply chain participants. These two factors in particular can result in delayed or misdirected freight movements, poor use of freight infrastructure, and suboptimal investment planning.

There are some current efforts among industry groups in Australia to remedy this situation. The Australian Logistics Council and GS1 Australia, for example, have successfully piloted the development of a harmonised national tracking data standard that can be used by all supply chain participants to identify and share information as events occur along supply chains. A challenge in implementing any common tracking data standard will be ensuring take-up by smaller supply chain participants.

A Port Community System is a digital technology used in some of the world's largest ports. It is a neutral and open computer system allowing supply chain port participants to rapidly and securely exchange commonly required information, such as the identifiers of trucks and containers. Port Community Systems enable public and private stakeholders (customs, stevedores, freight companies, etc.) to optimise, manage and automate port and logistics processes. This facilitates efficient commercial interactions between supply chain participants, while ensuring that commercially sensitive information is protected.

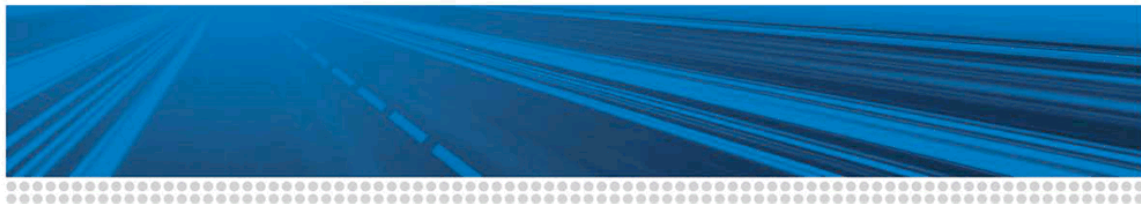
Increasingly governments are looking to the private sector to improve freight movement efficiency by using technology to manage demand and schedule vehicle movements. The ubiquity of smart-phones provides a rich, low-cost source of real time traffic data, which is increasingly being used for a range of network optimisation, planning and road management purposes.

Regulation

Australia's domestic freight network links with international networks through maritime and air transport, with air transport providing transport for time-critical and high value products and maritime catering for everything else.

Compared to other high-income OECD countries, Australia performs poorly on metrics relating to trading across borders. The cost (including time) to importers and exporters of complying with border regulations and documentary/information exchange is markedly higher than many of Australia's competitors. There is a view that unnecessary complexity exists in seaport gateway access for freight in particular, given the multiple levels of government involved in coastal shipping and landside regulation.

Consequently, minimising economic, safety, security and environmental regulatory burdens is a significant opportunity for the national economy by reducing the costs of freight entering and exiting the domestic market, as well as moving within Australia.



While governments have mechanisms to carefully scrutinise and moderate the regulatory burden, there can be unintended impacts on efficiency and productivity by uncoordinated or conflicting regulation or duplication and overlap of regulation between levels of government.

Empty Container Management

The management of empty shipping containers is an ongoing challenge for Australia, because of trade imbalances between Australia and the world, and the pressures on the dehirng and storage of empty containers in our major cities.

The volume of containerised cargo shipped from the rest of the world, predominately Asia, to Australia continues to increasingly outstrip the volume of returning full boxes. This creates an imbalance that presents a logistics challenge for the supply chain. In the past there have been capacity issues within the empty storage market, mostly brought on by increasing dwell times. However over the past five years, port managers, empty container park operators and shipping lines have worked closely together to decrease the dwell time of stored empty containers, thus increasing the overall capacity.

Effective ways to handle the growing empty container task, which is primarily a metropolitan area issue, need to be considered. Suggestions such as:

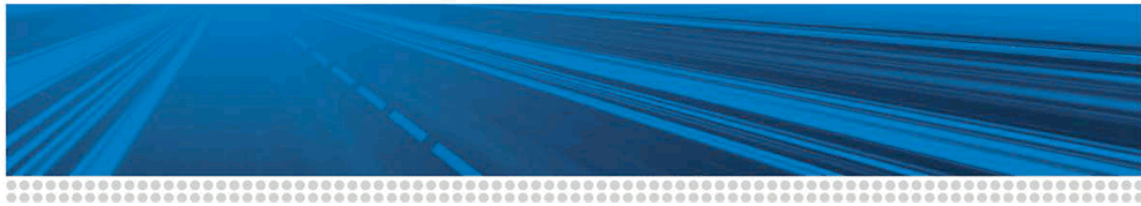
- shipping lines repositioning empty containers overseas at a faster rate to reduce their dwell time in empty container parks;
- dehirng empty containers at intermodal terminals (for return to port by rail) and industrial lands away from the main port precincts; and
- dehirng empty containers directly at stevedore terminals where a full container is being collected, to allow maximum utilisation of trucks.

Increasingly transport operators and shippers are experiencing greater pressure on movement, storage and dehirng, of empty containers.

3.4 The Air Freight Market

- Are our airports appropriately integrated into surrounding freight networks?
- Are there any international examples of where airports are used more effectively in freight networks?
- Can Australia be making greater use of air freight?

Australia's isolation from major cities and the time taken for sea freight to reach our shores means that air freight is an important part of the freight sector. Although volumes of freight are relatively small, air freight is generally high in value. Total international air freight at Australia's airports



nearly quadrupled from 1985 to 2013²³ and reached the million tonne mark in 2016. Domestic freight in 2016 totalled 435,700 tonnes²⁴.

The major outbound air freight products by weight in 2011 were perishable food, including meat, vegetables, fruit, fish and crustaceans. These represented over 40% of Australia's outbound air freight by weight. As they often come from regional locations and are perishable, such products require reliable supply chains to reach their international destinations. Major air freight imports by weight were office machines, manufactured products, clothing, machinery and electrical items²⁵.

The high value of air freight means that the value of trade value flowing through city airports can be similar to sea ports, although the volumes through seaports are much larger. Sydney and Perth Airports have about the same value of trade flowing through them as Port Botany and the Port of Fremantle²⁶. These two airports also have the highest value of international trade, followed by Melbourne and Brisbane airports.

3.5 Changing Technology

- What emerging technological trends do you think will impact on your supply chain?
- When are these impacts likely to be felt and how does Australia's freight infrastructure need to be adapted to make best use of likely changes?
- Do you feel you can make use of the technology you need?

Digital technology has the potential to transform every aspect of moving freight through a supply chain. Examples include barcoding and SMS messaging for deliveries. New and retrofitted technology such as 3D printing and the use of unmanned aerial vehicles (drones) could radically change the way freight is moved, optimising operations and increasing productivity while partially offsetting the need for ever-increasing infrastructure investment.

Supply chain optimisation, data and analytics

Businesses in Australia and globally are already innovating, developing mobile applications to schedule and streamline the collection and delivery of containers at ports, and through the supply chain more broadly. Applications such as these increase productivity and reduce costs by more efficiently utilising labour and supply chain infrastructure.

CSIRO's Data61²⁷ is working on a range of projects to optimise transport and freight networks. For example, on the Sydney Harbour Bridge, sensors and data analytics are being used to predict

²³ Gregory (2015), *Creating access for regional communities to efficient and effective aviation logistics infrastructure*, Supply Chain & Logistics Conference 26 & 27 May 2015, <http://www.smartconference.com.au/wp-content/uploads/2015/05/Phil-Gregory.pdf>

²⁴ BITRE (2016) *Statistical Report, Domestic Aviation Activity*, December 2016.

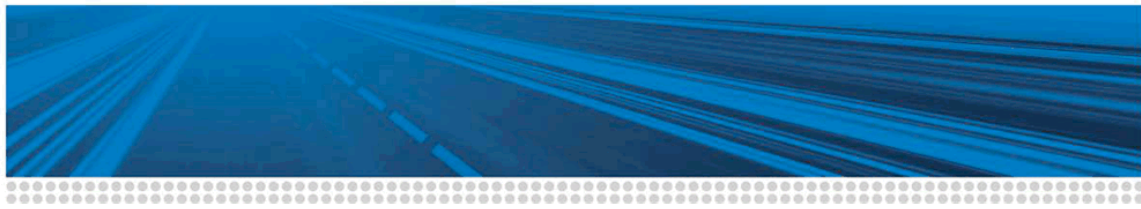
https://bitre.gov.au/publications/ongoing/files/Domestic_aviation_%20Dec_2016.pdf

²⁵ Hamal k (2011) *International Airfreight movements through Australian airports to 2030*, http://atrf.info/papers/2011/2011_Hamal.pdf

²⁶ BITRE (2015), *International trade and Australian cities: what house prices say*, Information Sheet 67,

https://bitre.gov.au/publications/2015/files/is_067.pdf

²⁷ See <https://data61.csiro.au/>



maintenance problems before they occur, reducing costs and disruption to users of a key arterial road.

Governments are developing heavy vehicle asset registers and infrastructure investment plans, requiring assessment of key road freight routes in relation to access, safety characteristics and ride quality. This data will help inform funding decisions with a focus on improving the performance and maintenance of the freight network.

Automated and connected vehicles

Over the coming decades, factors influencing freight movement by road will include:

1. Digital connectivity (to other vehicles and road-side infrastructure);
2. Electric vehicles (or other non-petroleum fuels); and
3. Automated, unmanned cars, trucks, trains, ships and planes.

These trends have the potential to be truly transformative, including for freight transport, and present a range of legal, economic, safety and security issues.

The Australian Government is working with the states and territories under the *National Policy Framework for Land Transport Technology*²⁸ to ensure the policy and regulatory settings are ready to support trialling of automated vehicles in the short term, and on-road use of vehicles with higher levels of automation in the longer term.

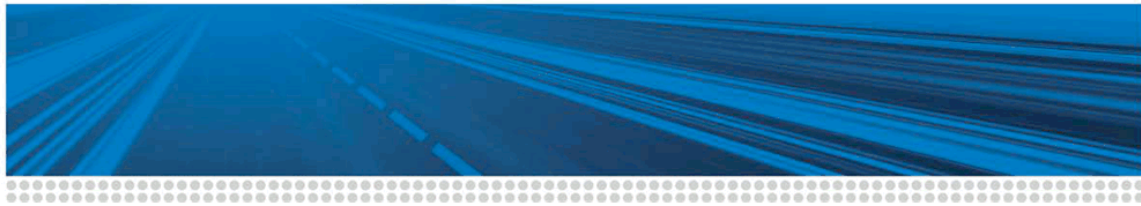
Innovation in Unmanned Aerial Vehicles (UAV) and 3-dimensional printing

Innovative movement of goods, such as the use of UAV, or Unmanned Aerial Systems (UAS) have the potential to significantly disrupt current methods of delivering freight in urban areas. UAVs also have the potential to be used to cost-effectively inspect and maintain freight infrastructure such as bridges, or to monitor operations.

The use of UAVs for freight transport presents a significant challenge to regulators, in balancing the need to maintain safety outcomes for existing aviation users and people and property on the ground, while at the same time not overly restricting innovation.

3D printing (or additive manufacturing) has the potential to reshape global trade patterns, by enabling the manufacture of goods, or components, closer to consumers. This could reduce demand for international or long haul freight movements and reduce warehousing and inventory requirements as more products are routinely customised. There are significant opportunities for innovation as manufacturing becomes a supply chain service.

²⁸ Transport and Infrastructure Council (2016) *National Policy Framework for Land Transport Technology*.
http://transportinfrastructurecouncil.gov.au/publications/files/National_Policy_Framework_for_Land_Transport_Technology.pdf



.4. Next Steps

4.1 Capacity Forecasting

The terms of reference for the Inquiry include a requirement to assess the capacity of key ports, airports and intermodal terminals to meet freight demands over the next 20 years.

Any data or insights you are willing to contribute to assist in this assessment would be appreciated.

4.2 Key Drivers of Change for Use in Scenario Planning

The terms of reference for the Inquiry include a requirement for scenario planning. This will encompass some of the potential drivers of change in freight and supply chains, including population growth and locational shifts, technological change and climate change adaption strategies.

The Inquiry welcomes views on what factors and key drivers of change should be considered in the analysis.

The Inquiry is also keen to identify key functional elements of supply chains through case studies demonstrating how Australia's freight system is working on the ground, including case studies about things working well, as well as examples of the problems and where improvements can be made. Identification of potential future trends in supply chains would be valuable.

4.3 A National Freight Performance Framework

The terms of reference for the Inquiry require identifying options for regulatory change and investment to improve performance, productivity and efficiency of freight and supply chains in Australia. To be able to determine if proposed reforms can do this, a baseline and ongoing monitoring of freight and supply chain system performance is need.

The Inquiry is particularly interested in views on the potential need for a national freight performance framework and the likely key indicators.

4.4 Submissions

The deadline for submissions is 28 July 2017. Following the completion of the public consultation process, the Department will collate and review all submissions. A draft Inquiry report will be presented to the Minister for Transport and Infrastructure by December 2017, with a final report to be provided in March 2018.

The findings from the Inquiry will inform the development of a National Freight and Supply Chain Strategy for consideration by the Council of Australian Governments Transport and Infrastructure Council in 2018.

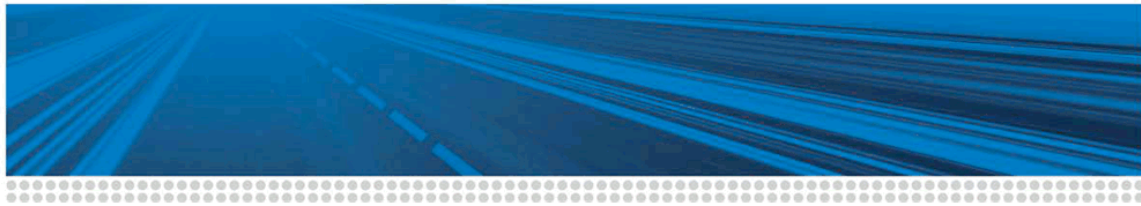


Providing input to the issues paper is your opportunity to help develop and steer the freight and supply chain at a national level for the next 20 years. Please send your submission to:

By email: freightstrategy@infrastructure.gov.au

By post: Freight and Supply Chain Priorities
Department of Infrastructure and Regional Development
GPO Box 594
CANBERRA CITY ACT 2601

Submissions are open until 28 July 2017.



Attachment A: Structure of Australia's Freight Network

Infrastructure assets are long lived (typically 35 to 100 years). The bulk of the infrastructure that will be used to handle the freight task for the foreseeable future is already in place today. Most of this infrastructure is in the form of common user facilities, which will continue to need to service a diverse range of changing and differently growing freight needs. Lifting the efficiency and productivity of existing freight transport infrastructure stock will be critical for supporting future growth.

Current freight network structure

Australia's current freight infrastructure is the legacy of land transport and coastal shipping routes that evolved from the original six independent British colonies federated under the Commonwealth of Australia in 1901. Key periods of construction and technological development included:

- from the early 1800s - coastal shipping facilities in place of effective land transport to export ports;
- 1860s to 1900s – significant regional/intrastate railway construction, including agricultural commodity routes that are still in use;
- 1920s to 1980s – staged expansion of the arterial and local road networks, and the growth of the aviation network, commencement of the National Highway System (NHS) and sealing of all NHS roads which gradually diminished the use of rail; regular container shipping services were introduced which saw significant investment as ports adapted their facilities and resulted in the opening, in 1979, of Australia's first dedicated container port at Botany in Sydney.
- 1980s to now: a significant period of major highway construction under the NHS and successive programs, the resources freight network, standardisation of the interstate rail network and the creation of the Australian Rail Track Corporation to act as a single operator for the majority of interstate track; introduction of National Competition Policy to promote efficient use of infrastructure, amongst other things; the privatisation of major airports and ports and deregulation of the airline industry; and initiation of heavy vehicle regulatory reform with the creation of the National Road Transport Commission in 1991 and the introduction of Heavy Vehicle National Law in 2014. Currently, increased demand for mineral exports has driven significant investment in rail capacity and bulk port terminals; increased demand for imports and the growth of containerisation, has led to increased demand for cargo handling, leading to investment in container terminals and landside intermodal access; automated technologies are being integrated in ports, on rail and increasingly in other modes of transport.

The current infrastructure network comprises:

- **Ports:** bulk ports (including offshore oil and gas), mixed ports for containerised and bulk goods, and ports of other significance (e.g. Antarctic shipping).
- **Airports:** major (federally leased) airports, regional (state/local government) airports, remote and private landing strips.
- **Air and sea routes:** although not physical infrastructure assets, these channels form vital domestic and international links in Australia's freight network.



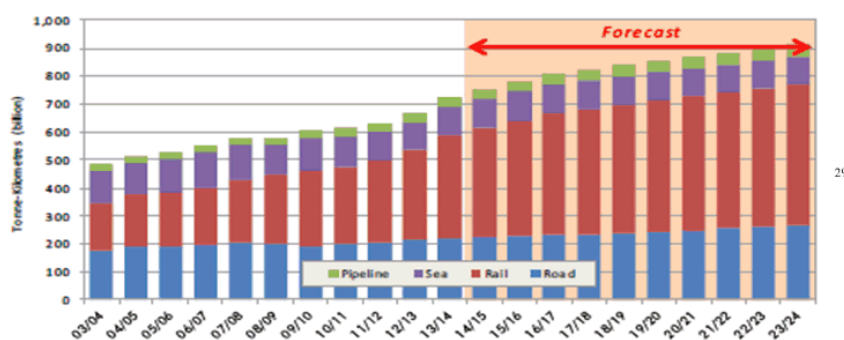
- **Roads:** Public roads – Urban highways (including toll roads), non-urban highways, arterials, local roads; and private roads such as at ports, airports, intermodal terminals and industrial sites.
- **Rail:** Interstate, intrastate/resource (bulk goods), and metropolitan rail (mixed goods mostly shared with the passenger network but there are some dedicated freight rail lines).
- **Intermodal facilities:** precincts for the interchange of mixed freight between rail and road transport. These typically have warehousing and other value-adding features.

Among these are the nationally significant places for freight and the key freight routes, which were identified and first mapped by governments in 2014. The national key freight routes map is an evolving document, available online at:

<<http://maps.infrastructure.gov.au/KeyFreightRoute/index.html>>.

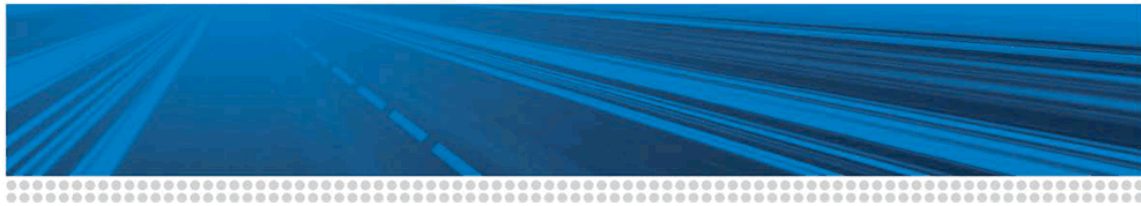
A valuable consideration for users of each mode is ensuring the right commodity is on the right mode of transport at the right time, which highlights the value of freight forwarders and users using a multi-modal approach. Current projections of growth by modal type are provided below.

Graph: Forecast Growth in the Australian Domestic Freight Task, by Mode of Transport



29

²⁹ National Transport Commission (2016), *Who Moves What Where: Freight and Passenger Transport in Australia*, information paper, <https://www.ntc.gov.au/Media/Reports/D62E6EFC-36C7-48B1-66A7-DDEF3B04CCAE.pdf>



Map: Why Ports are Important - Value of Australia's international sea freight by trading region of final destination/origin



Note: "Appendix B: Trading regions and country codes" shows the country composition of trading regions. "PNG" stands for "Papua New Guinea".

Source: ABS (2014).



Attachment B: Inquiry Terms of Reference

INQUIRY INTO NATIONAL FREIGHT AND SUPPLY CHAIN PRIORITIES

TERMS OF REFERENCE

The Australian Government is seeking to improve freight and supply chain efficiency and capacity and to reduce the costs of transporting goods through our major national container ports, airports and intermodal terminals.

To achieve this the Government is undertaking an Inquiry into Australia's National Freight and Supply Chain Priorities. Identified priorities will inform the development of a long term (20 year) National Freight and Supply Chain Strategy through the COAG Transport and Infrastructure Council.

An Expert Panel will assist in the inquiry, by reviewing inquiry findings, providing advice on how Australia can best lift productivity and the efficiency of Australia's freight and supply chain infrastructure, and leading engagement with industry on the inquiry's objectives. The Expert Panel will be able to access specialist advice to complete its role throughout the inquiry process.

Productivity is the foundation for growth in Australian incomes and living standards. The freight and supply chain sector contributes to that growth as a service provider to Australian industries, communities and regions, and as the connection to international suppliers and consumers.

Australia's freight task is expected to grow by around 50 per cent over the next two decades. Australia's freight supply chains, including road, rail, shipping and air, need to continue adapting to meet the freight task.

When examining options for new and/or adaptive capacity to meet forecast freight growth, and possible productivity and efficiency improvements for freight and supply chain infrastructure, the inquiry will need to take into account a range of factors and possible interdependencies, including: urban, regional and investment planning; efficient markets; competition; innovation; connectivity; resilience; and safety. Industry has identified the following measures as important:

- preservation of transport corridors and protection of access corridors (including shipping channels) and freight precincts from encroachment which reduces efficiency and capacity of key national port, airport and intermodal terminal assets;
- integrated land use and transport planning to ensure adequate land transport and site capacity, including airport/port/intermodal terminal master planning;
- rail access to ports and intermodals;
- efficient pricing and competitive access arrangements for key infrastructure assets;
- efficient infrastructure investment planning;
- first and last mile issues;
- road and supply chain safety;
- better use of big and open data to maximise innovation opportunities;
- the key technology changes likely to enable further efficiency and safety improvements; and
- effective supply-chain performance data and measurement.



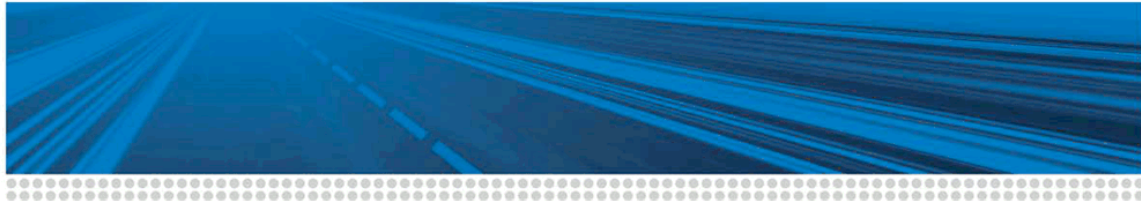
Scope of the inquiry for a national freight and supply chain strategy

Without limiting related matters, the inquiry and development of a national freight and supply chain strategy through consultation with industry will inform Transport and Infrastructure Council members, by:

1. Establishing the capacity of the key national ports, airports and intermodal terminals in comparison to international markets with similar characteristics, identifying trends occurring in the global supply chain and reviewing the adequacy of investment planning to efficiently meet forecast growth to keep Australia's position with its trading partners;
2. Determining the regulatory and investment barriers to improved efficiency and access to key national terminals, including road and rail corridors;
3. Establishing the opportunities for regulatory changes and targeted investment to lift the capacity of key supply chain nodes and improve efficiency of operations, including an analysis of the implications of the changing profile of ownership in large scale supply chain infrastructure such as ports and rail;
4. Identifying the costs and benefits of options at a national level to improve:
 - a. The efficient operation of our national supply chain system, including effective and transparent public performance measures for key national terminals; and
 - b. Broad first and last mile issues.
5. Providing options for scenario planning and predictions, where possible, related to the following areas:
 - a. Future developments across the supply chain e.g. distributed production and changes in technology;
 - b. Urban distribution and impacts of the movement of freight in urban areas due to population growth and changing consumer activities such as online shopping;
 - c. Decentralisation and redistribution of the population into regional centres;
 - d. Trade arrangements and the development of distribution systems in agriculture; and
 - e. Impacts on the supply chain following major climatic events.
6. Exploring opportunities to use big and open data and new digital technologies to improve the performance of our freight infrastructure; and
7. Identifying options and recommending regulatory changes and investment actions (public or private) that will benefit the economy over the next 20 years. Specifically through improved performance, productivity and efficiency of the freight and supply chain network and infrastructure.

The inquiry should have regard to any recent policy reviews commissioned by Australian governments relating to the productivity performance of Australia's transport infrastructure such as:

- The current land transport market reform and work program;



- Productivity Commission's National Access Regime, Infrastructure and Agriculture Reviews – 2013-2016³⁰;
 - Harper Competition Policy Review – 2015³¹;
 - Infrastructure Australia's 2015 Infrastructure Plan and 2016 government response³²;
 - Agricultural³³ and Northern Australia³⁴ White Papers – 2015;
 - Industry Innovation and Competitiveness Agenda³⁵, and National Science and Research Priorities – 2014-2015³⁶;
 - National Ports Strategy³⁷, National Land Freight Strategy³⁸ and current state and territory freight/port strategies and plans – 2012 to present;
 - Coastal shipping reviews and city deals;
 - National Rail Vision and Work Program³⁹;
- and include any international best practice guidance relevant to freight and supply chain infrastructure.

Process

The inquiry report should be supported by evidence and, where possible, provide qualitative analysis where data is not available.

A draft report is to be made available for industry and government for comment by December, and the final report should be provided to the Government by March 2018.

DARREN CHESTER

Minister for Infrastructure and Transport

9 March 2017

³⁰<http://www.pc.gov.au/>

³¹<http://competitionpolicyreview.gov.au/final-report/>

³²<http://infrastructureaustralia.gov.au/policy-publications/publications/Australian-Infrastructure-Plan.aspx>

³³<http://agwhitepaper.agriculture.gov.au/>

³⁴<http://www.northernaustralia.gov.au/sites/prod.office-northern-australia.gov.au/files/files/NAWP-FullReport.pdf>

³⁵<https://industry.gov.au/industry/Pages/Industry-Innovation-and-Competitiveness-Agenda.aspx#header>

³⁶<http://science.gov.au/scienceGov/ScienceAndResearchPriorities/Pages/default.aspx>

³⁷http://infrastructureaustralia.gov.au/policy-publications/publications/files/COAG_National_Ports_Strategy.pdf

³⁸http://transportinfrastructurecouncil.gov.au/publications/files/National_Land_Freight_Strategy_Compressed.pdf

³⁹http://transportinfrastructurecouncil.gov.au/publications/files/National_rail_vision_and_work_program.pdf

PROPOSED SUBMISSION: INQUIRY INTO NATIONAL FREIGHT AND SUPPLY CHAIN PRIORITIES

Proposed Inquiry Submission

Meeting Date: 25 July 2017

Attachment No: 2



Rockhampton Regional Council Submission

INQUIRY INTO NATIONAL FREIGHT AND SUPPLY CHAIN
PRIORITIES

JULY 2017

This document provides evidence to address the matters raised in the Inquiry Terms of Reference.



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INTRODUCTION & BACKGROUND

Rockhampton is recognised globally as the economic heart of Central Queensland. It is home to a critical mass of residents, high quality services, facilities and a dynamic and prosperous economy driven by entrepreneurial and innovative businesses, strategic investment and international exports.

Rockhampton's central location along major north, south and west transport and freight infrastructure routes, its proximity to major mining and resource development, and the large customer base and labour force all have the potential to drive growth and prosperity. Rockhampton is the nexus linking Central Queensland's goods and services to the nation and beyond, with the Gracemere and Parkhurst industrial areas having vital Type 1 Road Train access designation and 24hr heavy industry operations worthy of more investment.

In today's globalised economies, efficient and integrated transport and logistics systems are drivers of competitiveness and economic development. For Rockhampton to realise its economic potential, we must redevelop inefficient transport routes, improve national and international linkages and develop contemporary logistics facilities. To achieve these, Rockhampton has committed to working to address three critical challenges:

1. City ring road (with rail in the corridor): Vital to reduce travel times for both national freight network elements (the East Coast Rail Line and the Bruce Highway).
2. Development of regional integrated logistics and industry hub: Vital to help reduce pressure from Australia's freight growth task currently being concentrated in Brisbane.
3. Airport planning and investment connecting people with the region and goods freight to consumers: Creating new freight and passenger connections in Australian and overseas.

While the private sector will provide most of the investment needed, the State and Federal Government must prioritise and fund upgrades and improvements to critical transport infrastructure to create the networks and environment needed to mitigate risk and facilitate investment. Rockhampton Regional Council will work to ensure that critical investment is appropriately prioritised to remove constraints to investment and facilitate long awaited social benefits.

Rockhampton Regional Council has nominated 'transport and logistics' as one of its top priorities in the Advance Rockhampton Economic Action Plan (2016). It continues to collaborate with local, state and national business and government stakeholders in order to advocate for reforms and investments to boost productivity, improve reliability and stimulate diversification for the nation's economic growth.



A. FREIGHT IN AUSTRALIA – ARE WE COMPETITIVE?

In response to this section of the discussion paper, Rockhampton Regional Council makes the following points:

1. It is agreed that the Australian domestic freight task has been (and will continue) increasing and that it is causing increasingly complex challenges for Australian communities. **Comment:** Complexity and community tensions are high where import and export freight tasks are unnecessarily concentrated into already congested capital cities.
2. The road and rail freight task in Australia continues to be concentrated in southern ports, airports, and roads. This is a significant source of lost productivity for the freight headed into and out of Northern Australia, and to the businesses that depend on it. Freight being shipped between Northern Australia and Asia continues to largely be transported into and out of capital city ports, creating additional kilometres. **Comment:** Australia needs a "National Freight Redistribution Strategy" to set direction for industry and governments on opportunities to move the freight task to Northern Australia. Significant capacity is available within facilities across Northern Australia that are underutilised because coordination is needed to achieve economies of scale (i.e. not viable if 1 supply chain element moves, but viable if 5 move at once).
3. It is agreed that Australia's air freight task is growing in both volume and value. **Comment:** Rockhampton Regional Council has an internationally capable Airport, capacity in the existing infrastructure for an additional 1 million passengers, plus shovel ready plans to establish international passenger and freight capability. Regulatory factors affecting productivity for the airport include barriers to securing agreement from Customs and Immigration to establish permanent staffing for the Airport, with the capability being brought in temporarily during international freight and personnel movements associated with American, Singaporean, and New Zealand training.
4. It is agreed that congestion is harming national productivity and competitiveness. **Comment:** Planning, delivery and operation are only part of the story. A lack of competition is compounding this and new (additional) freight centres are needed.

Overall, the Rockhampton Region is willing to take a share of the growth in domestic and international freight tasks by leveraging its nationally significant road, rail, air and sea linkages and capacity to boost productivity.



B. NATIONAL CRITICAL ISSUES AND EMERGING TRENDS

Rockhampton Regional Council (RRC) notes the points raised by the discussion paper in relation to this topic and makes the following points:

1. Rockhampton Regional Council notes that the largest growth in Australia's freight task is expected to occur in Brisbane, with an average annual growth rate of 2.8% and forecast task of 14.26 billion tkm in 2030. The discussion paper states that to avoid future land use conflicts, Australia must 'build on technological innovations' to drive productivity gains. **Comments:**
 - a. Technological innovations are only part of the solution. Planning, investment and reforms to drive redistribution of the freight task is a vital lever available to address this. Supply chain elements that require bulky high-value air freight (e.g. specialised mining and other equipment) or non-time critical port, rail or road freight are candidates for such shifts.
 - b. Existing congestion and capacity problems present barriers to entry for new business/competition in an industry where market concentration is notable. A concerted effort is thus needed by Government to create competition through establishment of new locations and modes that can offer economies of scale and cost/time-competitive logistic efficiencies.
2. The Discussion Paper asks "How are other countries dealing with the landside implications related to distributing cargo from bigger ships?" **Comment:** The best example of an integrated and 'future proof' solution is the Tuas mega-port that is the high-tech centrepiece of Singapore's Next Generation Port vision. The port relocation is enabling new innovations and capacity to be developed proactively for their future freight task. It will be transformational for productivity and supply chain efficiencies associated with the ships, land side operations and distribution opportunities of the future. Australia needs to be open to a 'step change' in our approach across all logistics infrastructure categories too, if our goods exporters are to be able to compete in the world.
3. The Changing Technology section is noted and supported. **Comment:** Council is implementing "[Smart Way Forward Strategy](#)". The Rockhampton Airport was chosen by the Australian Defence Force for its [first Unmanned Aerial Vehicle](#) flight in domestic airspace. Aurizon chose the region to first [trial drone](#) technology in the Central Queensland Coal Network. We are a site selected for [electric vehicle 'fuel stations'](#), open to drone delivery, and seeking to encourage 3D printing products.



C. NEXT STEPS

Council notes the points raised in the 'Next Steps' section of the Discussion Paper, and seeks to make the following points:

1. A 'key driver for change' factor in the Scenario Planning should include "Government Policy to re-distribute portions of the air, port, road, and rail freight task to available capacity in Northern Australia (e.g. the Rockhampton Region)."
2. Rockhampton Regional Council would be willing to participate in a Case Study effort being led by the Inquiry.
3. Council has prepared specific comments on the National Freight Performance Framework, which are outlined in the next section.

D. NATIONAL FREIGHT PERFORMANCE FRAMEWORK

This section responds to the Australian Government's request for views on the potential need for a national freight performance framework and the likely key indicators.

These comments relate to both the existing freight performance indicators and the indicative proposal for additional indicators proposed by the Bureau of Infrastructure, Transport and Regional Economics (BITRE) in the "National Freight Performance Framework: Working Paper" (Department of Infrastructure and Regional Development, 2017). In particular, a set of new "Potential Supply Chain Indicators" (Table 1.3) will be developed by BITRE for "several indicative supply chains" (Department of Infrastructure and Regional Development, 2017, p. 3).

Rockhampton Regional Council understands that the document is a proposal only, and that the 'indicative supply chains' will be chosen to capture a range of freight types, locations, and modes. The indicators will then be regularly updated, to monitor changes in performance over time.

The discussion paper notes that BITRE welcomes feedback on which supply chains would be most suitable and what key indicators should be reported. Rockhampton Regional Council notes that Table 1.3 currently has "Darling Downs -> overseas" as Australia's 'Export Beef' indicative supply chain.

While the case study may be of interest for BITRE as a way to examine the impact of new air supply chain connections, it is not a good case study to inform strategy and policy for the broader settings that determine freight and supply chain priorities across Australia.



The Central Queensland (Fitzroy) supply chain for Export Beef is a better case study to monitor because:

1. Fitzroy has a higher value of cattle and calf production (\$950 million 2014/15) (ABARES, 2017) than the 'Darling Downs-Maranoa' supply chain (\$910 million 2014/15) (ABARES, 2017).
2. The Fitzroy beef export supply chain includes the opportunity to examine the performance and potential of all transport modes, whereas the proposed 'Darling Downs-Maranoa' supply chain does not have rail or sea modes.
3. Rockhampton Regional Council owns the Rockhampton Airport and is preparing to support new growth in beef air freight exports, so could provide a way to examine the performance and value improvement impact of new air supply chain opportunities within a multi-modal and inter-modal system.

Comment:

Rockhampton Regional Council requests that Central Queensland be selected as Australia's 'indicative supply chain' for 'Export beef', and the proposed indicators in this supply chain be regularly updated by BITRE to monitor changes in performance over time.

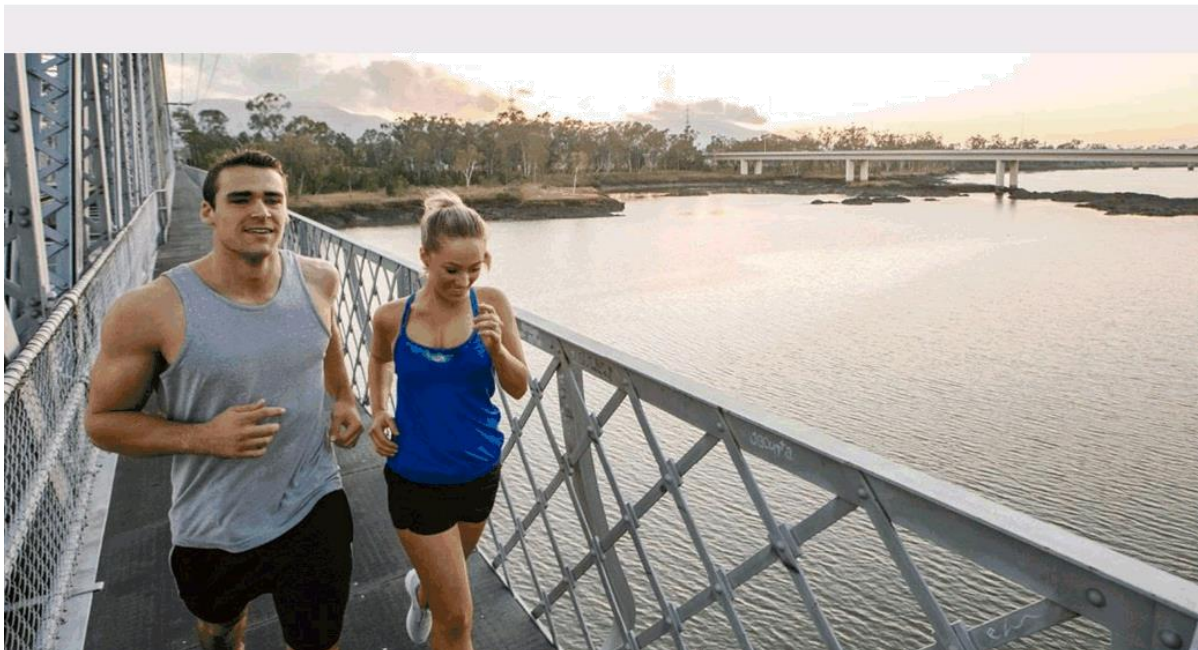
WORKS CITED

- ABARES. (2017). *About my region – Darling Downs – Maranoa Queensland*. Commonwealth of Australia.
- ABARES. (2017). <http://www.agriculture.gov.au/abares/research-topics/aboutmyregion/qld-fitzroy#agricultural-sector>. Commonwealth of Australia.
- Department of Infrastructure and Regional Development. (2017). *Inquiry into National Freight and Supply Chain Priorities, National Freight Performance Framework: Working Paper*. Canberra: Commonwealth of Australia.



CONTACT

Rockhampton Regional Council
Phone: 1300 22 55 77
Email: enquiries@rrc.qld.gov.au



11.2 INVITATION TO JOIN INVESTMENT/TRADE MISSION

File No: 8308
Attachments: Nil
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Damon Morrison - Executive Coordinator to the Mayor

SUMMARY

This report relates to an invitation for Council to participate in an investment/trade mission from 20 August to 24 August 2017.

OFFICER'S RECOMMENDATION

THAT Council approves a delegation consisting of Mayor Strelow and General Manager Regional Development and Aviation, Mr Scott Waters to participate in an investment/trade mission from 20 to 25 August 2017.

BACKGROUND

On 16 June 2017 Council received an invitation for Mayor Strelow to join a trade delegation from Central Queensland with the purpose of aligning investment opportunities with potential partners. This matter was the subject of a report to Council meeting on 27 June 2017 where approval was granted for Mayor and Ms Young Beamish to attend on Council's behalf.

The dates for this trade mission have now been amended to accommodate additional parties to join the delegation and approval is now sought for amended dates of 20 to 24 August. Mayor Strelow will be extending her stay until 25 August 2017 to allow for additional meetings to be scheduled at the conclusion of the official trade mission. Mayor Strelow will be accompanied by Mr Scott Waters, General Manager Regional Development and Aviation.

PREVIOUS DECISIONS

Council at its meeting on 27 June 2017 resolved as follows:

"THAT Council approves a delegation consisting of Mayor Strelow and Council's Senior Executive Trade and Investment, Ms Young Beamish, to participate in an investment/trade mission from 26 July to 28 July 2017."

BUDGET IMPLICATIONS

Expenditure associated with the investment/trade mission will be funded within the proposed Regional Development and Aviation 2017/2018 operational budget

CORPORATE/OPERATIONAL PLAN

The proposed trade mission and the targeted industry sectors are consistent with Council's existing Corporate Plan and strategic direction as identified and summarised in its Economic Development Strategy and Economic Action Plan.

CONCLUSION

Council has an opportunity to ensure that the investment and trade opportunities available in the Rockhampton Region are promoted to a pre-identified key market. The economic development function of Council will continue to be supported and enhanced via participation in this mission.

**11.3 ROCKHAMPTON RECREATIONAL FISHING DEVELOPMENT STRATEGY
UPDATE NO.2****File No:** 8026**Attachments:**

1. Rockhampton Recreational Fishing Voluntary Code of Practice 2017
2. Barramundi King and Blue Threadfin Spawning Areas
3. Update on all plans within the Rockhampton Recreational Fishing Development Strategy

Authorising Officer: Chris Ireland - Manager Regional Development and Promotions
Scott Waters - General Manager Regional Development and Aviation**Author:** Wade Clark - Regional Business Development Officer

SUMMARY

The Rockhampton Recreational Fishing Development Strategy (the strategy) has progressed projects across marine infrastructure, freshwater and estuarine ecology, fisheries management and marketing and business development since September 2016. This report provides an update on the strategy and seeks Council support for a Recreational Fishing Industry Forum and the Rockhampton Recreational Fishing Voluntary Code of Practice.

OFFICER'S RECOMMENDATION

THAT Council:

1. endorses the Draft Rockhampton Recreational Fishing Voluntary Code of Practice as an important measure in the management of the Fitzroy River / Fitzroy Delta Net Free Zone area;
2. support measures to maintain healthy fish stocks through the non-targeting of spawning areas for Barramundi, King and Blue Threadfin (Salmon) in the Region as set out in this report;
3. allocates \$12,500 towards promoting the Voluntary Code of Practice; and
4. allocates \$5,000 towards the Rockhampton Recreational Fishing Industry Forum.

COMMENTARY

The Rockhampton Recreational Fishing Development Strategy taskforce groups consisting of the Marine Infrastructure Taskforce (MIT), Business & Marketing Taskforce (BMT) and the Fishery Catchment Management Taskforce group (FCMG) met in March and April this year to continue coordination and implementation of the strategy's plans, projects and outcomes.

Two projects are at a stage whereby they would benefit from some direct support from Council. Recommendations are included to support the Rockhampton Recreational Fishing Voluntary Code of Practice and the Rockhampton Recreational Fisheries Forum.

Rockhampton Recreational Fishing Voluntary Code of Practice

One of the key projects to assist in maintaining healthy fish stocks is to implement a Recreational Fishing Voluntary Code of Practice (VCOP). The VCOP encourages local and visiting recreational fishers to adopt sustainable and responsible fishing practices whilst fishing in the Fitzroy River / Fitzroy Delta NFZ area.

Implementing sustainable fishing practices will improve brand equity and economic benefits as it encourages environmentally aware fishers to release trophy sized fish (one metre and above) and to take fewer legal sized fish.

In terms of the development of the VCOP InfoFish Australia (member of the FCMG) was tasked with the development of the draft VCOP. Once the VCOP was drafted and then reviewed by the FCMG, local fishing groups and enthusiasts were engaged to review the draft VCOP.

The draft VCOP, Attachment 1: Rockhampton Recreational Fishing Voluntary Code of Practice 2017, proposes the following values and practices:

- Value 1. Maintaining healthy fish stocks through sustainable harvest behaviours
- Value 2. Proper care and handling of all fish being released to maximise survival rates
- Value 3. Zero tolerance for Illegal fishing activities
- Value 4. Care and respect the environment and its plants and animals where we fish

The spawning zone boundaries listed in Attachment 2: Spawning Areas for Barramundi, King and Blue Threadfin are within three separate Council jurisdictions. As such it is recommended that the Council endorses the behaviour "Do not target or keep Barramundi, King and Blue threadfin (Salmon) within its own Council jurisdiction during spawning times.

Consultation with Recreational Fishers

The draft VCOP was distributed through local recreational fishing networks that were encouraged to further distribute the VCOP and provide feedback. It is estimated that the discussion on the draft VCOP reached 300 fishers.

The following is a summary of the feedback:

- There was strong support for limitation of the take of Barramundi and King Threadfin.
- There was strong support for the limitations proposed for those key species (two fish from 600-1000mm for each species, per fishing trip/day).
- There were only two people that objected to the proposed limits on Barramundi and King Threadfin but were satisfied that the code was voluntary.
- There was support for the protection of spawning stocks through the proposal in the VCOP however this was somewhat more contentious with a small number of objections.
- There was also some uncertainty as to the area that should be identified for spawning protection however no alternatives were offered (refer to Attachment 2).

Implementation of the Recreational Fishing Voluntary Code of Practice

It is proposed that a collaborative effort is undertaken to implement the VCOP with Council working with the Great Barrier Reef Marine Park Authority, Fitzroy Basin Association and Recreational Fishing groups.

It is proposed that the campaign should include new signage at the five boat ramps with the Council area and at the main land based fishing areas within the Region at cost of \$6,000. A request would also be made to adjacent Council's to implement new signage as well. This signage would also include information on FishWatch and the Queensland Boating and Fisheries Patrol.

Promotional and advertising collateral would cost Council \$6,500.

One of the main aspects of implementing the VCOP is to ask fishers to take a pledge to enact the VCOP values and behaviours. The pledge will be taken through an online form with those taking the pledge receiving a boat and/or tackle box sticker plus a letter thanking them for their contribution to sustainable and responsible fishing practices.

The FBA through its education courses will commit to adding the VCOP to appropriate opportunities.

Fishing Tourism Program – Rockhampton Recreational Fishing Industry Forum

The Rockhampton Recreational Fisheries Forum will provide an important platform for a broad range of stakeholders in the recreational fishing industry to meet in Rockhampton, share ideas and network.

The last two forums have been held in Mackay and been well attended.

It is estimated that there will be between 50 to 70 attendees at the forum and by holding the forum in Rockhampton it will assist building the Region as the “Home of Barramundi”.

Dates for the forum are the 31 August and 1 September. The Forum will include a tour of the Fitzroy River and marine infrastructure and the formal forum component.

\$5,000 is requested to assist with venue, catering and miscellaneous charges. It will be a unique opportunity to showcase this area to an influential group of recreational fisher stakeholders.

Update on all plans within the Strategy

A summary of progress on all projects within the plans of the strategy is provided in Attachment 3 Update on all plans within the Rockhampton Recreational Fishing Development Strategy.

BACKGROUND

In 2015, the Queensland State Government declared Net Free Zones (NFZ) in three locations across the State. The NFZ is a ban on the use of gill netting of fish in these areas.

The Fitzroy River and a significant proportion of Keppel Bay is one of three NFZ's with the others being in Mackay and Cairns.

This provides the Rockhampton Region with a unique opportunity to create a new tourism destination product for Central Queensland through recreational fishing tourism.

To take advantage of this opportunity, Council endorsed a comprehensive strategy addressing infrastructure, marketing, business development, fisheries management and the ecology/environment.

PREVIOUS DECISIONS**13 SEPTEMBER 2016 COUNCIL RESOLUTION**

THAT Council adopts the Rockhampton Recreational Fishing Development Strategy.

BUDGET IMPLICATIONS

New signage at the five boat ramps and a land based fishing areas within the Council jurisdiction and promotional and advertising material at a cost of \$12,500.

The Rockhampton Recreational Fishing Industry Forum will cost Council \$5,000.

STAFFING IMPLICATIONS

Regional Development will take the lead to organise the Rockhampton Recreational Fishing Voluntary Code of Practice campaign and the Rockhampton Recreational Fisheries Forum, liaising internally for the production and installation of signage and the undertaking of the promotional and advertising campaign.

CORPORATE/OPERATIONAL PLAN**Environment – Community Expectation – Protect, Enhance and Sustain our Natural Environment**

3.1 Contribute to healthy natural ecosystems

Environment – Community Expectation – Minimise the Environmental Footprint

3.2 Sustainable and innovative environmental practices

CONCLUSION

It is recommended that the Rockhampton Regional Council continues its leadership and stewardship role and endorses and provides limited direct support for the Rockhampton Recreational Fishing Voluntary Code of Practice and the Rockhampton Recreational Fisheries Forum. By doing so it will send a clear message that the Rockhampton community is committed to sustainable and responsible fishing practices and protect the economic potential of the NFZ.

ROCKHAMPTON RECREATIONAL FISHING DEVELOPMENT STRATEGY UPDATE NO.2

Rockhampton Recreational Fishing Voluntary Code of Practice 2017

Meeting Date: 25 July 2017

Attachment No: 1

Voluntary Code of Practice for Recreational Fishers fishing in the Fitzroy River Net Free Zone

This Voluntary Code of Practice has been developed by representatives of the Rockhampton Regional Council's Fishery and Catchment Management Taskforce group with the assistance of recreational fishers from Central Queensland.

It is designed to encourage local and visiting recreational fishers to adopt sustainable and responsible fishing practices while fishing in the Net Free Zone to ensure fish stocks remain in a very healthy state in the system.

NOTE - The code is voluntary and does not replace the Fisheries Regulations which still apply.

Value 1. Maintaining healthy fish stocks through sustainable harvest behaviours

Supporting behaviours/practices:

1. Limit your take of barramundi and King threadfin to a maximum of 2 of each species per trip between 600mm and 1000mm in size.
2. Do not target or keep barramundi, King and Blue threadfin within the known spawning area during the recommended periods as set out in Appendix 1.

Value 2. Proper care and handling of all fish being released to maximise survival rates

Supporting behaviours/practices:

1. Ensure fish longer than 400mm that are to be released are supported along their length if removed from the water prior to release (especially if being photographed)
2. Do not lay fish on hot surfaces during the removal of hooks prior to release
3. When fishing with catch and release the intention, consider using barbless or squashed barbed hooks to minimise damage to fish when removing the hooks.
4. Use knotless landing nets for catch and release fishing

Value 3. Zero tolerance for Illegal fishing activities

Supporting behaviours/practices:

1. Any illegal or suspicious fishing activity observed within the Net Free Zone is to be immediately reported to the authorities (Qld Boat & Fishing Patrol/Police)
2. Promote the Code of Practice among friends and visitors fishing the Fitzroy River

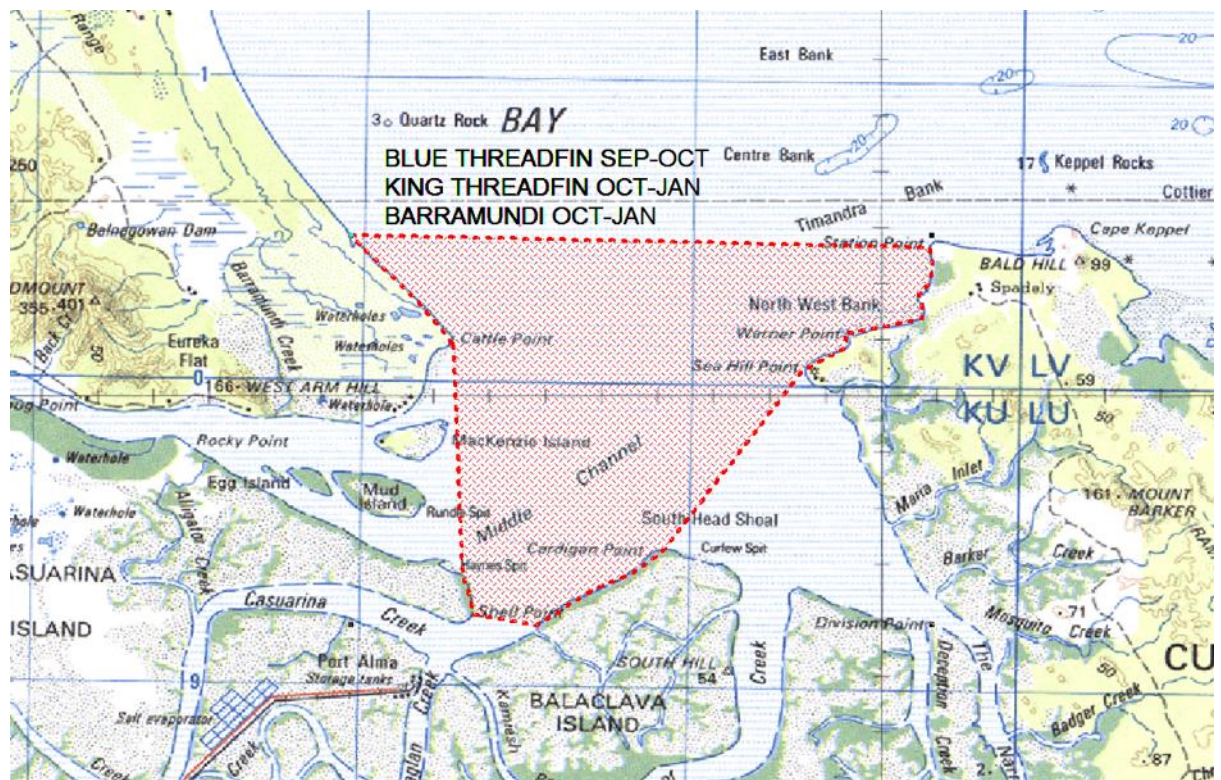
Value 4. Care and Respect the environment and its plants and animals where we fish

Supporting behaviours/practices

1. Do not litter the waterways – you bring it, you take it home
2. Look after nursery areas such as lagoons, brackish and freshwater wetlands and assist with the removal of rubbish, pest species and pest plants that impact these areas.
3. Willingly provide information and data regarding your fishing outings and experiences if requested by researchers, agencies and organisations involved in monitoring the status of the Net Free Area

APPENDIX 1.

Fitzroy River Spawning Zone Boundaries and Times



Fishers are asked not to intentionally target Barramundi, King and Blue threadfin within the red shaded area during the months indicated:

Barramundi – October – January (inclusive)

King Threadfin – October – January (inclusive)

Blue Threadfin (Salmon) – September – October (inclusive)

ROCKHAMPTON RECREATIONAL FISHING DEVELOPMENT STRATEGY UPDATE NO.2

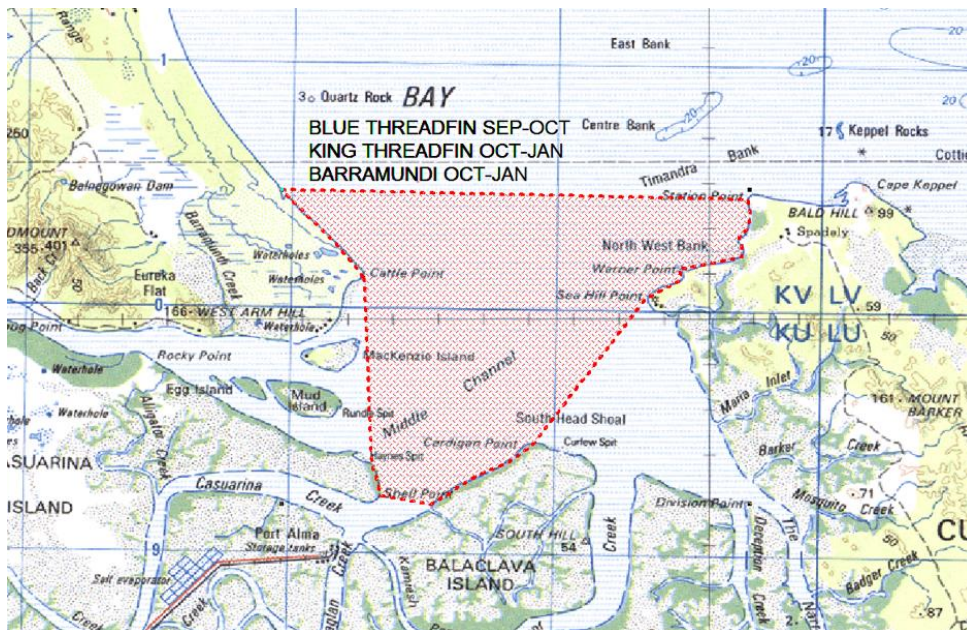
Barramundi King and Blue Threadfin Spawning Areas

Meeting Date: 25 July 2017

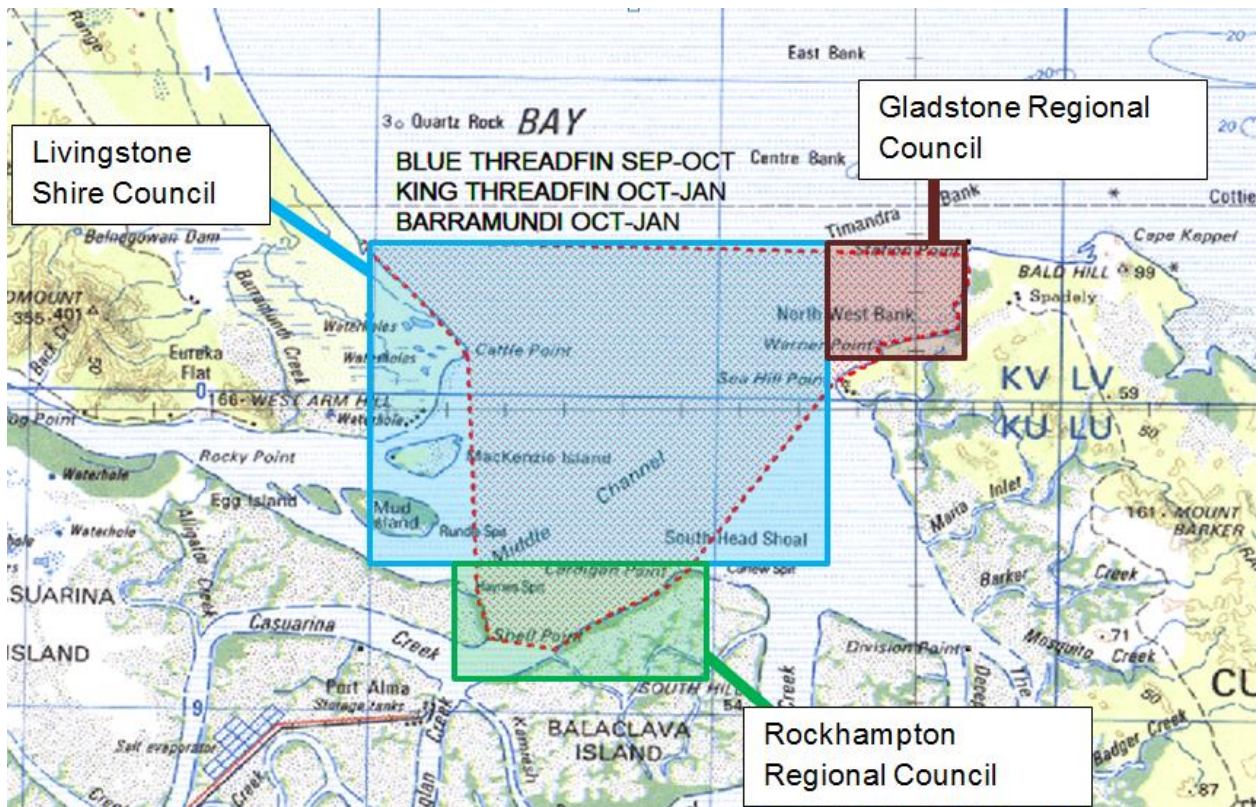
Attachment No: 2

Attachment 2: Barramundi, King and Blue Threadfin Spawning Areas

Map 1: Main Fitzroy River Spawning Zone Boundaries and Times – InfoFish Australia



Map 2: Fitzroy River Spawning Zone Boundaries, Times and Council borders



ROCKHAMPTON RECREATIONAL FISHING DEVELOPMENT STRATEGY UPDATE NO.2

**Update on all plans within the
Rockhampton Recreational Fishing
Development Strategy**

Meeting Date: 25 July 2017

Attachment No: 3

Attachment 3: Update on all plans within the Strategy

Marine Infrastructure Plan - Future water based infrastructure such as boat ramps

Project	Update	Priority allocated
New North Rockhampton Boat Ramp	<ul style="list-style-type: none"> Boat ramp and pontoon funded by the Department of Transport and Main Roads through the Marine Infrastructure Fund (DTMR) with the associated car park funded through the State Government's Works for Queensland Program. Construction work is expected to start August 2017 with the entire project completed by early 2018 (weather permitting). 	Very High
Littler Cum-Ingham Car and Trailer Parking Extension (Quay Street Boat Ramp)	<ul style="list-style-type: none"> Concept design for the extension of the car and trailer parking programmed for 2017/18. 	Very High
New/Relocated Port Alma Boat Ramp	<ul style="list-style-type: none"> DTMR will be undertaking a feasibility study to relocate and upgrade the Port Alma facility this financial year. The recently published Queensland Recreational Boating Facilities Demand Forecasting report commissioned by DTMR noted that the following is required: "A new facility at Port Alma – 4 lane ramp with a floating walkway and 90 CTU spaces. Reclamation works and an access road are also required. Decommission existing Port Alma facility." 	Very High
Ski Gardens Boat Ramp	<ul style="list-style-type: none"> Boat ramp is being rebuilt by DTMR. This project has commenced with completion expected by mid-August 2017 (weather pending). 	Medium
Fitzroy River Navigation Markers	<ul style="list-style-type: none"> After the recent flooding from TC Debbie the Harbour Master (HM) went through an audit to cross check and replace any navigational markers that were out of place in the Fitzroy River. The HM through this audit process identified some potential areas for further navigational markers, a report on the subject is being compiled by the HM. The HM has also requested a detailed hydrographic survey of the area known as the "cut-through" in the Fitzroy River. This survey is expected to be completed towards the end of the year. The HM is going through a process to improve the local mooring system adjacent to Rockhampton City / The Common. The local moorings adjacent to Rockhampton City / The Common are close to being filled and it is planned that once filled additional moorings will be allocated to the stretch of the river adjacent to Lakes Creek. It is recommended that a floating pontoon / jetty at Donovan Park would assist these additional moorings to access local shops / hotels whilst providing improved local amenity. 	Medium
Improve facilities Larcombe Street	<ul style="list-style-type: none"> Preliminary concept design programmed for 2019/20. 	Low

Boat Ramp

Marine Infrastructure Plan - Land Based Infrastructure such as fishing platforms

Project	Update	Priority allocated
North Rockhampton Fishing Platforms	<ul style="list-style-type: none"> • Concept designs have been drafted for Queens Park, Donovan Park and The Common (Callaghan Park). • A land based fishing area is being incorporated into the new North Rockhampton Boat Ramp area with the assistance of the Division 3 Councillor Capital Fund for 2017/18. • Concept designs have been reviewed by the Marine Infrastructure Taskforce group with further work required for the Donovan Park concept. • The Harbour Master is to be contacted for comment on fishing platforms. 	Very High
South Rockhampton Fishing Platforms	<ul style="list-style-type: none"> • Concept designs have been drafted for Littler Cum-Ingham, Under the Neville Hewitt Bridge, Wharf Street/Lucius Street (Depot Hill) and Gavial Creek. • The Wharf Street/Lucius Street land based fishing area is being funded through Division 6 Councillor Capital Fund for 2017/18. 	Very High
Outer Reaches Fishing Platforms	<ul style="list-style-type: none"> • Preliminary concept designs programmed for 2017/18. 	High
Rockhampton City Jetty Upgrade	<ul style="list-style-type: none"> • The recently published Queensland Recreational Boating Facilities Demand Forecasting report commissioned by DTMR noted that the replacement of the Quay Street Jetty with a more accessible pontoon system was a Priority 4 proposition which means that it is not expected to be required before 2026 however may be brought forward for construction for other reasons. 	High

Business Development and Support Plan

Project	Update	Priority allocated
Fishing Tourism Industry Partnership Program	<ul style="list-style-type: none"> • Initial engagement with a variety of Government Agencies (such as the Department of State Development) and appropriate stakeholders has taken place through the Business and Marketing Taskforce Group. • The recommended Rockhampton Recreational Fisheries Forum will assist in further development of the local recreational fishing tourism industry. 	Very High
Business Planning	<ul style="list-style-type: none"> • Potential business opportunities/gaps in the market place have been identified and fact sheets are being developed. A draft fishing tour/charter operator fact sheet has been developed with the intent of developing further facts sheets. 	Very High
Business Development	<u>Reaney Street Boat Lease Proposal</u> <ul style="list-style-type: none"> • Currently the Fitzroy River has no boat lease for short term use which limits the recreational fishing tourism product. • Initial discussions with TMR have indicated that the Reaney Street Boat Ramp could potentially 	Very High

	<p>accommodate a boat lease arrangement.</p> <ul style="list-style-type: none"> It envisaged that the parkland adjacent to the existing car park area would be used for the storage of vessels. As this would constitute a change of use a material change of use (MCU) process would need to take place. Further discussions internally on the subject. <p>Note that business development officers are available within Council to discuss other potential business opportunities with interested parties.</p>	
Market Research	<ul style="list-style-type: none"> Initial research on local fishing behaviour was completed in the Boating and Fishing Survey by Rockhampton Regional Council in 2016. Further information is being sought from the Department of Agriculture and Fisheries as DAF commissioned specific research into each of the NFZ areas. 	High
Economic Modelling	<ul style="list-style-type: none"> Further information is being sought from the Department of Agriculture and Fisheries on potential economic modelling. Some initial discussions have also been had with CQUniversity on economic modelling and there is potential scope for this organisation to undertake the task for the Rockhampton NFZ area. 	High
Tourism Development	<ul style="list-style-type: none"> Key target markets have been identified with a strategic marketing plan to be created. The recently appointed Destination Coordinator has been briefed on the strategy and will be driving the tourism development element of the strategy. 	High

Marketing and Promotions Plan

Project	Update	Priority allocated
Strategic Marketing Plan	<ul style="list-style-type: none"> A target marketing session has been undertaken and is informing the development of the Strategic Marketing Plan. It is imperative that the Strategic Marketing Plan and the implementation of Marine Infrastructure (such as boat ramps) occur hand in hand to ensure that the Region builds on tourist numbers whilst meeting their expectations. 	Very High
Preliminary Digital campaign	<ul style="list-style-type: none"> Social media outside of Council's direct control is already promoting the Region's Barramundi and King Threadfin fishing. A tailored social media campaign will be prepared and delivered as part of the strategic marketing plan. 	Very High
Rockhampton Region Fishing / Barramundi website / web pages	<ul style="list-style-type: none"> URLs have been purchased and discussions with the Destination Coordinator / Marketing team will be undertaken to direct this project. 	Very High
Rockhampton Region Barramundi / Threadfin	<ul style="list-style-type: none"> A significant marketing campaign is being tailored to target markets and a focused campaign will be implemented as part of the strategic marketing plan. 	High

marketing campaign		
Fitzroy River Fishing Tournaments	<ul style="list-style-type: none"> A variety of existing tournaments will take place in 2017 with potential tournaments being discussed. Existing tournaments include: the Bass Nation (Sep), Women That Fish (WTF) and Barra Bounty (Oct) Potential tournaments are being discussed with interested parties including a Family Fishing Tournament. It is also suggested that further discussions on a Golden Gills tournament (Mount Morgan) be undertaken with interested locals. 	High

Fisheries Management Plan

Project	Update	Priority allocated
Development of the Voluntary Code of Practice	<ul style="list-style-type: none"> A draft voluntary code of practice has been developed and Council is recommended to adopt the VCOP. 	Very High
Fisheries Management Rule Change	<ul style="list-style-type: none"> Subject to scientific investigation Council has requested (September 2016) that the Department of Agriculture and Fisheries considers a change to regulations allowing catch and release of Barramundi in the Rockhampton Net Free Zone (NFZ) including the freshwater side of the river during the closed season in areas outside of spawning grounds. As any credible scientific investigation on whether this would have a detrimental impact on the fish stock is limited Council is seeking further research to be completed in this field. 	Very High
Compliance	<ul style="list-style-type: none"> The Department of Agriculture and Fisheries recently released the Queensland Sustainable Fisheries Strategy (QSFS) (2017-2027), key actions include: <ul style="list-style-type: none"> Continue to refine strategic compliance plans to support implementation of the QSFS strategy. Boost compliance resources from 2017-18 (four new full-time Boating and Fisheries Patrol Officers located at Gladstone and one existing officer located in Yeppoon). Undertake a review to strengthen enforcement powers, particularly in relation to serious offences and black-market sales of seafood. Establish a cultural liaison role to support education and community initiatives. Establish formal arrangements to facilitate data sharing with other enforcement organisations. Implement vessel monitoring systems for all commercial boats by 2020. 	Very High
Independent monitoring of fish stocks	<ul style="list-style-type: none"> The Fishery and Catchment Management Taskforce Group has reviewed all fish monitoring activities in the Fitzroy River and identified potential research gaps. A recommendations list for the monitoring program has been created with further work being completed on higher prioritised projects. 	Very High
Operation: Take out Tilapia	<ul style="list-style-type: none"> It is noted by the Fishery and Catchment Taskforce Group that better monitoring efforts are required to assess the successfulness of tilapia eradication 	High

	<p>programs.</p> <ul style="list-style-type: none"> • Further discussions on advancing tilapia eradication programs will be undertaken. 	
Education program	<ul style="list-style-type: none"> • There has been initial work completed to scope out the type of education program to promote catchment sustainability and teaching of the importance of the fishery. Further discussions required between Council, FBA, DAF and key representatives from the recreational fishing sector. 	High
Fisheries Management Plan	<ul style="list-style-type: none"> • No work has been undertaken on a more formal Management Plan for the Capricornia area as the current focus is on developing a Voluntary Code of Practice and engaging with the Department of Agriculture and Fisheries on the aims of the Strategy. 	High
Restocking program	<ul style="list-style-type: none"> • 964 Barramundi were restocked above the barrage in February 2017. There is unlikely to be a further restocking until late in the year. 	High

Freshwater and Estuary Ecology Plan

Project	Update	Priority allocated
Improving ecosystem health	<ul style="list-style-type: none"> • DAF have approved a project proposal for the Rockhampton Regional Council called "Improving Recreational Angling in the Mt Morgan No.7 Dam". This project focuses on installing fish habitat enhancements in the dam to help improve the environment that fish live in. This would be delivered over a three year period with DAF leading the project and Council providing funding towards the building of appropriate habitats. To ensure that there are no compromises to the dam wall integrity or water quality FRW will be engaged by DAF in the development of the habitat enhancement plan, this would also be brought to Council for adoption. • FBA is leading a fish habitat enhancement project in the Yeppen Lagoon system which will see 90 fish hotels implemented in 2017/18. • The FCMG has recommended the following projects be pursued in the immediate term with appropriate stakeholders to improve ecosystem health: <ul style="list-style-type: none"> • Moores Creek – Para grass section above fish way to be reshaped and replenishing of gravel below fish way. • Develop a concept design for a fish way on the eastern side of the Fitzroy barrage. • Supporting FBA's and Greening Australia's, 2017 / 2018 Moores Creek Urban Waterways projects. • Establishing more fallen woody debris / fish habitat units / fish hotels in frequently connected wetlands (floodplain). Implement different types / styles of arrangements (e.g. root balls) in places such as: <ul style="list-style-type: none"> • Yeppen Lagoon – potential co-investment between FBA and RRC. • Woolwash Lagoon – potential co-investment between FBA and RRC. • Note further research required for nominated larger 	Very High

	scaled projects.	
Ecosystem Health Report	<ul style="list-style-type: none"> Council has noted support for the Fitzroy River Partnership for River Health project. 	High
Indigenous Sea Rangers	<ul style="list-style-type: none"> Initial meetings with the Department of Environment Heritage and Protection have been undertaken to explore the Indigenous Sea Ranger program. Next steps include seeking further information from areas that have implemented Indigenous Ranger programs for insights / lessons learnt. The FCMG is collating information on this program. 	High
Protecting important habitat areas	<ul style="list-style-type: none"> The State Government on the 30 September 2016 declared an extension to Fitzroy River Fish Habitat Area. The size of this area is now 77,878 hectares. 	High
Urban waterway management	<ul style="list-style-type: none"> This project area aims to support projects/program that provide opportunities for the community to participate in improving urban waterway health. Further discussions required with FBA to discuss what role Council could undertake in this area. 	High
Education	<ul style="list-style-type: none"> Initial meetings have been undertaken to explore education programs that increase community awareness regarding local ecosystems. Further work required. 	High

11.4 THE QUAY STREET CULTURAL PRECINCT- ROCKHAMPTON CBD

File No: 12155

Attachments:

1. Area Schedule
2. Quay Street Return Brief
3. Quay Street Return Brief Appendix

Authorising Officer: Peter Kofod - General Manager Regional Services

Author: Andrew Collins - Special Projects Officer

SUMMARY

This report seeks endorsement by Council of the return design brief that has been developed by the project design consultants through Council workshops and a master planning exercise for the Quay Street Cultural Precinct Project.

OFFICER'S RECOMMENDATION

THAT Council endorses the return design brief for the Quay Street Cultural Precinct in the CBD and progresses the project's design development to a fully costed schematic design.

COMMENTARY

The commissioned project architects have re-investigated the viability of the adaptation potential for the existing Council owned buildings on the Cultural Precinct Quay Street site for conversion to Art Gallery, exhibition space and other precinct activation elements. The Architects for the project have confirmed that reusing the existing building at 212 Quay Street will bring about structural design challenges and ultimately the project's outcome would be compromised. It would be a far superior project outcome if the Art Gallery and other spaces were designed to suit functions that activate the area rather than to fit already determined spatial restriction of the existing buildings.

Under the current design proposal it would be recommended that both the buildings on 212 and 214 Quay Street be demolished. These sites along with part demolition (rear carport section) of 220 Quay Street would provide the location for the new Art Gallery. This redeveloped site will allow the construction of a purpose built Art Gallery complex which would be setback to provide Customs House with deserved street prominence.

BACKGROUND

The Quay Street Cultural Precinct has been identified as one of the six key catalyst projects in the Rockhampton CBD Redevelopment Framework. The project's objective is to create an activated cultural precinct with a focus on culture, art and modern education in the CBD around Customs House, Quay Laneway, Quay Street and the Riverbank.

The success of the Cultural Precinct will be largely centered on the relocation of the Rockhampton Art Gallery.

The designs proposed include the construction of a new Art Gallery. This new building would be a three (3) storey structure with around 3500m² gross floor area. The building would include a number of double volume exhibition spaces, retail and café spaces, flexible multipurpose areas, administration, storage and back of house areas. The intent of the design is also to provide a visual link through and within the building to the CBD and the River. Please see attached copy of the proposed area schedule.

Key to the linkages of the Cultural Precinct with the CBD is the properties at 115 & 119 East Street. It is proposed to demolish the majority of these two buildings and provide a roofed public space / market space that provides a visual link through and into the new Art Gallery.

Works on Customs House (majority upper level), the stables and the Customs House site is also proposed under the redevelopment works. The Smart Hub installation in the basement

area of Customs House and the Bond Store for which the Central Queensland University are now undertaking will not be part of the direct design works in the current commission.

A detailed return brief has been requested from the design consultants and this is attached.

PREVIOUS DECISIONS

Council previously resolved at the meeting on the 24 January 2017 the following:

COUNCIL RESOLUTION

THAT Council

1. Endorses the design of the Quay Street Cultural Precinct in the CBD based on the key design principles identified in the CBD Framework and the concept designs outlined in the feasibility assessment, and acquire property in line with the budget allocation;
2. Allocates \$300,000 for preparation of detailed concept designs and project plans and progress the project to a point of investment ready for potential funding applications; and
3. Endorse the refurbishment of the Bond Store to allow construction to commence following the completion of the design documentation.

BUDGET IMPLICATIONS

There has been \$2M grant funding provided by the State Government in the 2017/18 budget. This will be utilised to complete the detailed design development and business case for the project.

Priced schematic design plans will be bought back to Council for further discussions and value management evaluations, prior to proceeding to detailed design.

CONCLUSION

This report seeks Council's endorsement to progress the design development of the Quay Street Cultural Precinct. The design is to be developed through to a fully costed schematic design before being bought back to Council for review and approval to proceed to the next stage which would be the detailed design component.

THE QUAY STREET CULTURAL PRECINCT- ROCKHAMPTON CBD

Area Schedule

Meeting Date: 25 July 2017

Attachment No: 1

Areas	m2
208 Quay St (includes external areas)	2160
Sub Total	2160

Customs House	
Ground Floor (refer to note 1.)	271
Level 1	580

Sub Total 851

Bond Store (refer to note 2.)	
Ground Floor	
Level 1	

Excluded

Sub Total

Stables	
Ground Floor	65

Sub Total 65

Internal Areas Total 916

External Areas	
Ground Floor External Areas	
Sub Total	1265

External Areas Total 1265

Areas are approximate take-offs from 1:500 drawings
Areas to be confirmed from survey drawings and as built

Notes:

- 1 Smart Hub excluded.
- 2 Bond Store to be fitted out by Central Queensland University.
- 3 220 Quay St is excluded and will be subject to future use.
- 4 Existing buildings to be removed. New roofed public space/market space on ground level.

Areas	m2
212 Quay St	875
214 Quay St	997
220 Quay St (refer to note 3.)	
Sub Total	1872

Art Gallery and Education Precinct	
Ground Floor	
Retail	60
Café	120
Amenities/Kitchens	50
Gallery (Visiting)	600
Functions/Circ.	767
Service Bay	275
Sub Total	1872

Level 1	
Multipurpose	210
Amenties	12
Store/Back of House	126
Circulation	145
Sub Total	493

Level 2	
Admin	160
Amenities	12
Collection/Cons.	120
Gallery (Permanent)	600
Functions/Circ.	260
Sub Total	1152

Total 3517

Areas	m2
115 Quay St	375
119 Quay St	278
Sub Total	653

Connecting laneway (refer to note 4.)	
Ground Floor	653

Sub Total 653

Total 653

Areas	m2
Quay Lane	600
Sub Total	600

Total 600

AREA SCHEDULE

Quay Street Cultural Precinct Development

PRECINCT CONCEPT AREA SCHEDULE - UPDATED 12/07/2017

CONRAD
GARGETT

clare design

brian hooper architect

THE QUAY STREET CULTURAL PRECINCT- ROCKHAMPTON CBD

Quay Street Return Brief

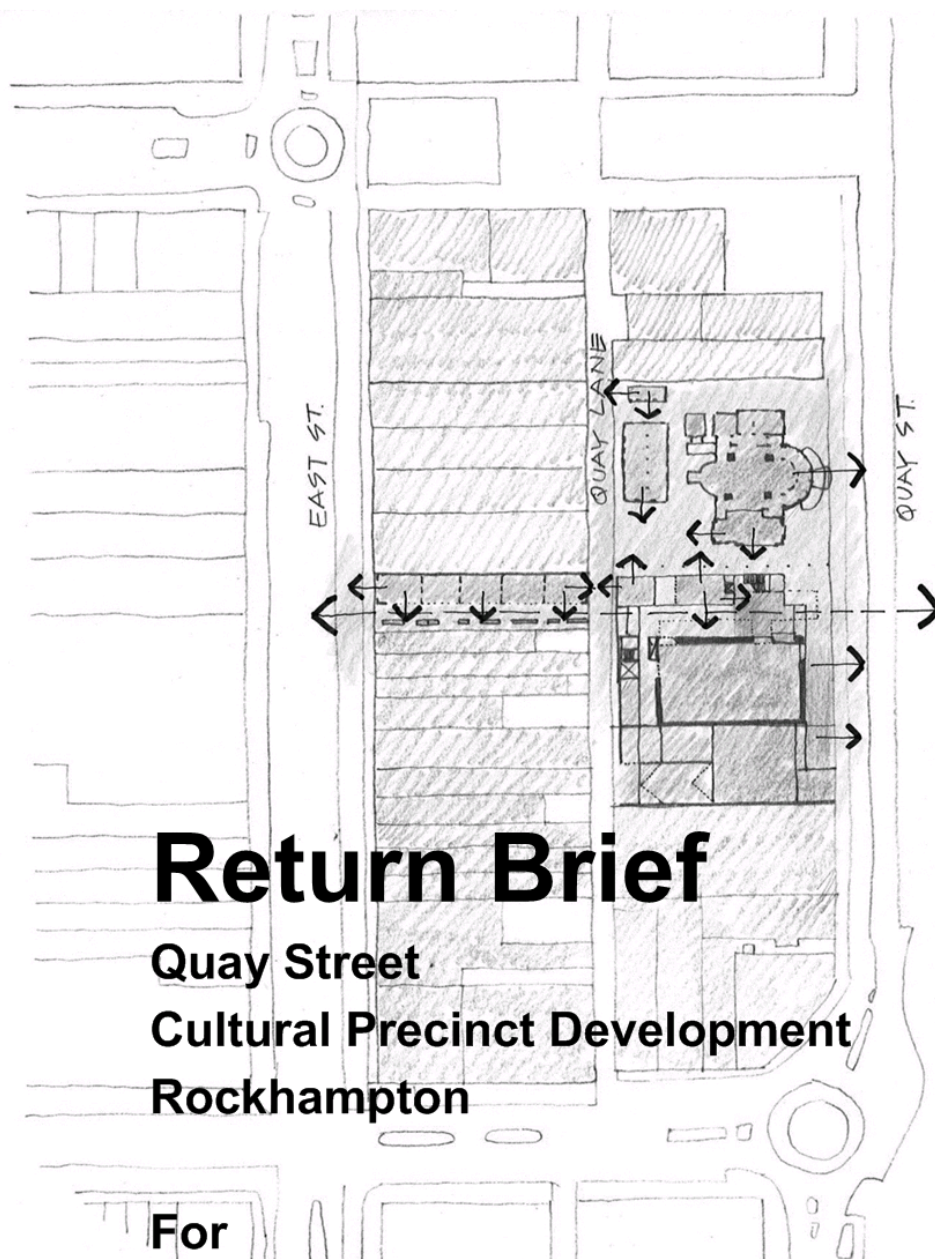
Meeting Date: 25 July 2017

Attachment No: 2

CONRAD
GARGETT

clare design

brian hooper **architect**



Return Brief

Quay Street

Cultural Precinct Development

Rockhampton

For

Rockhampton Regional Council

Revision A – 19.07.17

Return Brief – Rev A
Quay Street
Cultural Precinct Development

CONRAD
GARGETT clare design brian hooper architect

Documentation Control

Revision	Description	Issue date	Prepared by	Reviewed by
A	Issue A	19.07.2017	DG	LC, KC, BH, DO

Return Brief – Rev A
Quay Street
Cultural Precinct Development

CONRAD
GARGETT clare design brian hooper architect

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Return Brief – Rev A
Quay Street
Cultural Precinct Development

CONRAD
GARGETT clare design brian hooper architect

1.0 Introduction

The intent of this return brief is to confirm the overall project scope and requirements for the Quay Street Cultural Precinct in general terms. This brief is informed by the precinct wide masterplan design concepts presented to Rockhampton Regional Council on June 7, 2017 and July 4, 2017. It also follows a feasibility review report (Conrad Gargett, Clare Design and Brian Hooper Architect dated May 22, 2017) investigating the suitability of 212 Quay Street for reuse as an art gallery. This feasibility report recommended the demolition of 212 Quay Street in favour of the construction of a new building to house the new Art Gallery.

The masterplan design concepts for the Quay Street Cultural Precinct (refer to Appendix 8.0) broadly included;

- Reuse and refurbishment of the Customs House, Bond Store and Stables buildings on 208 Quay Street (including demolition of the existing later toilet block)
- New public landscaped spaces on 208 Quay Street around the Customs House, Bond Store and Stables buildings
- Demolition of the existing buildings on 212 and 214 Quay Street
- A new Regional Art Gallery building sited on the 212 and 214 Quay Street sites
- Demolition of existing buildings at 115 and 119 East Street (East Street facades to be retained subject to Structural assessment)
- A new shaded laneway (partially roofed) on the 115 and 119 East Street sites connecting East Street through to Quay Lane, and to the new Cultural Precinct and Quay Street
- Upgrade of Quay Lane addressing transitions, safety and equitable access to all the Cultural precinct sites
- Future development options for a new building on 220 Quay Street. Options considered for the future development and use of the site include a new 300 seat multipurpose space, a new library, offices, education spaces and a small hotel

A functional brief with detailed room data for each space will be developed following the acceptance of this return brief. This will include confirming the location, area requirements, uses, users and servicing requirements for each space.

This project scope for the Quay Street Cultural Precinct includes the following sites;

- 208 Quay Street (including the Customs House, Bond Store, Stables and external spaces)
- 212 and 214 Quay Street (combined to form the site for the new Regional Art Gallery building)
- 115 and 119 East Street (combined to form the new laneway connection)
- Quay Lane
- 220 Quay Street

The project scope excludes part of the Ground floor of Customs House building which is to become the new Smart Hub and the Bond Store fitout (both levels) which will accommodate the Central Queensland University.

The scope of works in this return brief is arranged in three parts;

- Part A. Project scope (these are the contracted works for the design team based on RRC tender design brief)
- Part B. Additional scope (scope added to the original project scope through the purchase of additional sites including 115 and 119 East Street)
- Part C. Future scope (additional 220 site purchased but subject to future development)

The project team including Conrad Gargett, Clare Design, Brian Hooper Architect and their consultants are currently engaged for the design, documentation and construction support services for Part A above.

Return Brief – Rev A
Quay Street
Cultural Precinct Development

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2.0 Subject Sites

The Quay Street Cultural Precinct Development covers multiples sites which include;

- 208 Quay Street (including the Customs House, Bond Store, Stables and external spaces)
- 212 and 214 Quay Street (combined to form the site for the new Regional Art Gallery building)
- 115 and 119 East Street (combined to form the new laneway connection)
- Quay Lane
- 220 Quay Street



Figure 1 Aerial image (10 March 2017) with subject sites noted – (Source: Nearmap)

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Cultural Precinct Development

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3.0 Project Objectives

The Rockhampton Regional Council design brief confirmed that;

"This project will create an integrated hub of activation focused on culture, art, technology and modern education, which captures the unique qualities of the Rockhampton CBD and riverbank."

"The project's main objective is to create a vibrant cultural hub and an active community space in the CBD and around the historic Customs House. The relocation of the Art Gallery to this precinct is a key element in the success of the project and the creation of a Cultural Precinct."

Other objectives of the project outlined in the design brief are;

- To optimise use of the buildings and grounds of the properties and provide high quality built form and streetscape appearance;
- To provide a design that embraces the local climate;
- To support increased activation of the CBD, Quay Street and the riverfront and have clear connection and integration with these public spaces;
- To address space needs for the Council and to achieve other economic, technology and cultural development priorities
- To leverage off current riverfront redevelopment efforts.

Key Objectives include;

- To support the CBD Redevelopment Framework for economic, community and cultural development.
- Complement the Riverside Redevelopment
- To provide benchmark cultural facilities
- Activate the heritage precinct and attract significantly increased levels of visitation with flow on economic benefits to the Rockhampton region
- House the renowned Rockhampton Art Gallery collection and visiting exhibitions
- Attract and retain critical Arts and Culture and skilled workers
- Provide state-of-the-art back of house facilities
- Promote education uses in a range of spaces and venues
- Promote function uses utilising a range of spaces and venues

Cultural Objectives include;

- Create a cultural precinct and Art Gallery as a flexible centre of community engagement and creative development, focused on connecting with community needs across the spectrum of creative participation, education, pleasure and social interaction
- To provide opportunities for a range of cultural activities to encourage engagement of people of all ages, social groups and ethnic backgrounds
- To engage and include Aboriginal and Torres Strait Island culture
- To celebrate the heritage of the site including public access to the heritage buildings and on site interpretation/ information for visitors

Urban and Landscape Design Objectives include;

- Extend and connect the high quality public realm of Quay Street through to Quay Lane and East Street
- Create a range of new public spaces to facilitate recreational, education and cultural uses
- Create linkages and interaction between buildings and public spaces
- Create shaded outdoor areas with appropriate seating

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Quay Street
Cultural Precinct Development

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Architectural Objectives include;

- Place making
- Clarity of arrival, entry and wayfinding
- Open and engaging
- Appropriate character and materials
- Environmentally sustainable design
- Climate responsive design
- Response to Customs House
- Response to Quay Street and Quay Lane
- Response to Streetscape
- Building upgrades of existing to achieve compliance with relevant codes and standards

Conservation Objectives (for the heritage listed sites) include;

- To conserve the heritage listed buildings in accordance with the policies of Conservation Management Plans (May 2001 and December 2011) and the articles of the "Burra Charter" (The Australia ICOMOS Burra Charter for the conservation of places of cultural heritage significance)
- To reuse the heritage buildings including new fitout and services in accordance with the policies of Conservation Management Plans (May 2001 and December 2011) and the articles of the "Burra Charter" (The Australia ICOMOS Burra Charter for the conservation of places of cultural heritage significance)
- To enhance the setting of the Customs House, Bond Store and Stables buildings
- To identify opportunities for interpretation of the heritage precinct

Art Gallery Objectives

To deliver an art museum to the people who make, arrange and exhibit art and to the people who will visit the place and engage with it – a building that:

- Is fit for purpose, planned and constructed for longevity
- Belongs to its city and the characteristics of the region.
- Frames views to Mount Archer and River
- Is proportioned and sited as one of the cultural pivots of the regional river city
- Is a meeting place for all peoples, cultures + art forms
- Is permeable for connectivity through the building by the public
- Provides flexible after-hours use
- Achieves efficient operational costs
- Is diverse in spatial qualities for modern art installations
- Supports curatorial outcomes and discrete and seamless art delivery and
- Is serviced appropriately and meets air quality, light and security requirements

Return Brief – Rev A
Quay Street
Cultural Precinct Development

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4.0 Cultural Precinct Area Schedule

The following table summarises the areas for each of the site components based on the masterplan:

Areas	m2
208 Quay St (inc External Areas)	2160
Sub Total	2160
Customs House	
Ground Floor (refer to note 1.)	271
Level 1	580
Sub Total	851
Bond Store (refer to note 2.)	
Ground Floor	Excluded
Level 1	Excluded
Sub Total	0
Stables	
Ground Floor	65
Sub Total	65
Internal Areas	Total
	916
External Areas	
Ground Floor External Areas	1265
Sub Total	1265
External Areas	Total
	1265
Total	2181

Return Brief – Rev A
 Quay Street
 Cultural Precinct Development

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Areas	m2
212 Quay St	875
214 Quay St	997
220 Quay St (refer to note 3.)	
Sub Total	1872
Art Gallery and Education Precinct	
Ground Floor	
Retail	60
Café	120
Amenities/Kitchens	50
Gallery (Visiting)	600
Functions/Circ.	767
Service Bay	275
Sub Total	1872
Level 1	
Multipurpose	210
Amenties	12
Store/Back of House	126
Circulation	145
Sub Total	493
Level 2	
Admin	160
Amenities	12
Collection/Cons.	120
Gallery (Permanent)	600
Functions/Circ.	260
Sub Total	1152
Total	3517

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Quay Street
Cultural Precinct Development

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Areas	m2
115 Quay St	375
119 Quay St	278
Sub Total	653
Connecting Laneway (refer to note 4.)	
Ground Floor	653
Sub Total	653
Total	653

Areas	m2
Quay Lane	600
Sub Total	600
Total	600

Areas are approximate take-offs from 1:500 drawings

Areas to be confirmed from survey drawings and as-builts

Notes:

1. Smart Hub excluded.
2. Bond Store to be fitted out by Central Queensland University.
3. 220 Quay St is excluded and will be subject to future use.
4. Existing buildings to be removed. New roofed public space/market space on ground level.

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Quay Street
Cultural Precinct Development

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5.0 Part A – Project Scope

5.1 208 Quay Street – Refurbishment of the Customs House Building

Interior works including;

Ground Floor – refurbishing all areas other than the Smart Hub spaces. Smart Hub tenancy fitout is by others

- Thresholds with Smart Hub Tenancy spaces
- New fitout to accommodate Rod Laver collection and display
- Repair and conservation of heritage building fabric as required
- Floor, wall and ceiling finishes
- Refurbish doors and windows
- Refurbish and upgrade existing internal stair
- Refurbish and upgrade commercial kitchen (as required)
- New toilet facilities
- New cleaners cupboard
- Upgrade existing lift (retained in the current location)

First Floor – refurbishing all areas including;

- Thresholds with Smart Hub Tenancy spaces
- New fitout for office
- New integrated bar service area (Long Room)
- Repair and conservation of heritage building fabric (as required)
- Floor, wall and ceiling finishes to all spaces
- Refurbish doors and windows
- New toilet facilities
- New cleaners cupboard
- Furniture store
- Plate up area
- Upgrade existing lift (retained in the current location)

Exterior works including;

- Stonework including cleaning, repointing as required, stone repairs as required
- Window and door repair and repainting
- Upgrade drainage
- Upgrading of external service runs where required
- Stair and first floor colonnade balustrade and other compliance upgrades (if required)
- Roof repairs (as required)
- Roof access and safety

Building services upgrade including;

- Vertical transport
- Mechanical
- Electrical and lighting
- Data and communications
- Fire safety
- Security system including CCTV
- PA System

5.2 208 Quay Street – Refurbishment of the Bond Store Building

Interior works (to be fitted out by Central Queensland University)

Exterior works including;

- Thresholds with external spaces
- Drainage
- Signage

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Quay Street
Cultural Precinct Development

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5.3 208 Quay Street – Refurbishment of the Stables Building

Interior works including;

- Thresholds with external spaces
- New fitout
- Repair and conservation of heritage building fabric as required
- Floor, wall and ceiling finishes

Exterior works including;

- Consider reinstating former stable openings, make good render and new doors

New services upgrade including;

- Mechanical
- Electrical and lighting

5.4 208 Quay Street – External Public Landscaped Spaces

Demolition including;

- Removal of existing surface finishes, edges and pavements
- Capping off existing services

Protection including;

- Existing heritage listed fences and gates
- Existing heritage listed palm trees

New work to create a range of new public landscaped spaces including;

- Civil works
- Drainage works
- Ramping and threshold works
- New hard landscape
- New soft landscape, lawn areas, garden beds and feature trees
- New external lighting

5.5 212 and 214 Quay Street – New Art Gallery

Demolition including;

- Removal of existing buildings on 212 and 214 Quay Street including footings
- Capping off existing services

New building including;

Ground Floor public spaces;

- Main entry (to Quay Street)
- Airlock
- Reception/ Customer service
- Cloakroom
- Foyer and functions / lounge space (linking through to Quay Lane)
- Gallery 1 space (Touring / Contemporary Art Gallery)
- Retail shop (address on Quay Street)
- Retail café / restaurant including kitchen
- Secondary entry from 208 Quay Street (Customs House) including airlock
- Quay Lane entry including airlock
- Toilets including parents room and compliant PWD and ambulant WC
- Public lift, stairs and circulation spaces
- Fire stairs

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Quay Street
Cultural Precinct Development

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Ground Floor service and back of house spaces including;

- Loading dock
- Art / Goods lift
- Registration, conservation and photography
- Workshop
- Object store
- General store
- Crate store
- Plant, communications and switch rooms
- Cleaners room
- Garbage store – Gallery
- Garbage store – Cafe
- Services risers

First Floor public spaces including;

- Public lift, stairs and foyer and circulation spaces including bridge links
- Two (connected) education, meeting and multipurpose spaces including storage and wet area
- Theatre with retractable seating (flat floor)
- Toilets including parents room and compliant PWD and ambulant WC
- Fire stairs

First Floor service and back of house spaces including;

- Art / Goods lift
- Cleaners room
- Store
- Services risers

Second Floor public spaces including;

- Public lift, stairs and foyer and circulation spaces including bridge links
- Gallery 2 space including permanent collection and regional gallery spaces
- Gallery 3 space
- Gallery programmable space
- Collection preview and study area
- Functions and lounge space (linking to terrace)
- External terrace (facing Quay Street)
- Airlock between terrace and functions space
- Administration offices
- Circulation including bridge links
- Toilets including parents room and compliant PWD and ambulant WC
- Fire stairs

Second Floor service and back of house spaces including;

- Art / Goods lift
- Conservation area
- Collections store
- Plant, communications and switch rooms
- Cleaners room
- Services risers

Roof level including;

- Plant room
- Upgrades for safe access and servicing

New building services including;

- Vertical transport
- Mechanical
- Electrical and lighting
- Data and communications
- Fire safety
- Security system including CCTV
- PA System

Return Brief – Rev A
Quay Street
Cultural Precinct Development

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5.6 Precinct Generally

Other precinct wide items including;

- Selection of FF and E
- Security
- Lighting
- Equitable access
- Signage and wayfinding
- Identify locations for interpretation of site history and heritage including Aboriginal and Torres Strait Islander history, Customs House and Bond Store history
- Opportunities for digital projection from the new Art Gallery onto the Customs House and into Quay Lane and the new East Street Laneway

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Quay Street
Cultural Precinct Development

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6.0 Part B – Additional Project Scope

6.1 115 and 119 East Street – New Laneway

Works including;

- Create a new public link and public space
- Create a space to facilitate pop up market use
- Review existing building fabric for potential demolition or reuse
- New shade and weather protection structure
- New landscape treatment including hard and soft landscape
- New lighting, electrical and security
- Upgrade levels and falls to facilitate equitable access

6.2 Quay Lane Upgrade

Works including;

- New lighting, electrical and security
- Upgrade levels and falls to facilitate equitable access
- Threshold treatment

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Quay Street
Cultural Precinct Development

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7.0 Part C – Future Project Scope

7.1 220 Quay Street

Work including identification of future uses that will complement the Cultural Precinct including (but not limited to);

- Flat floor theatre (300 people)
- Relocate the existing library
- Offices
- University facilities
- Boutique Hotel

Work on the interface and thresholds between 220 Quay Street and 214 Quay Street to enable future access and staged construction

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Quay Street
Cultural Precinct Development

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8.0 Appendix

8.1 Masterplan Drawings

CONRAD GARGETT PTY LTD**Brisbane Studio**

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Sydney Studio

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Mountain Street
Ultimo NSW 2007
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Newcastle Studio

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Cooks Hill Newcastle
NSW 2300
T (02) 8218 9100
F (02) 8218 9199

THE QUAY STREET CULTURAL PRECINCT- ROCKHAMPTON CBD

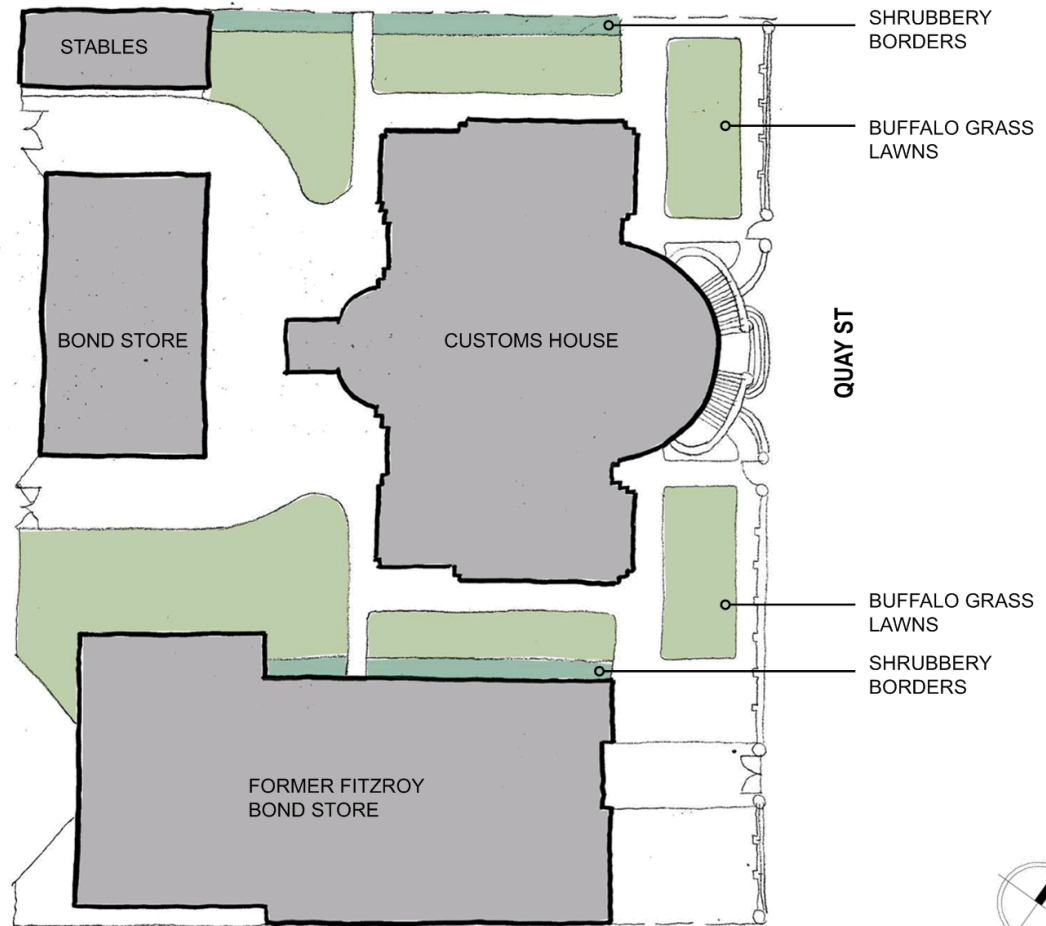
Quay Street Return Brief Appendix

Meeting Date: 25 July 2017

Attachment No: 3

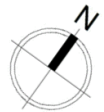
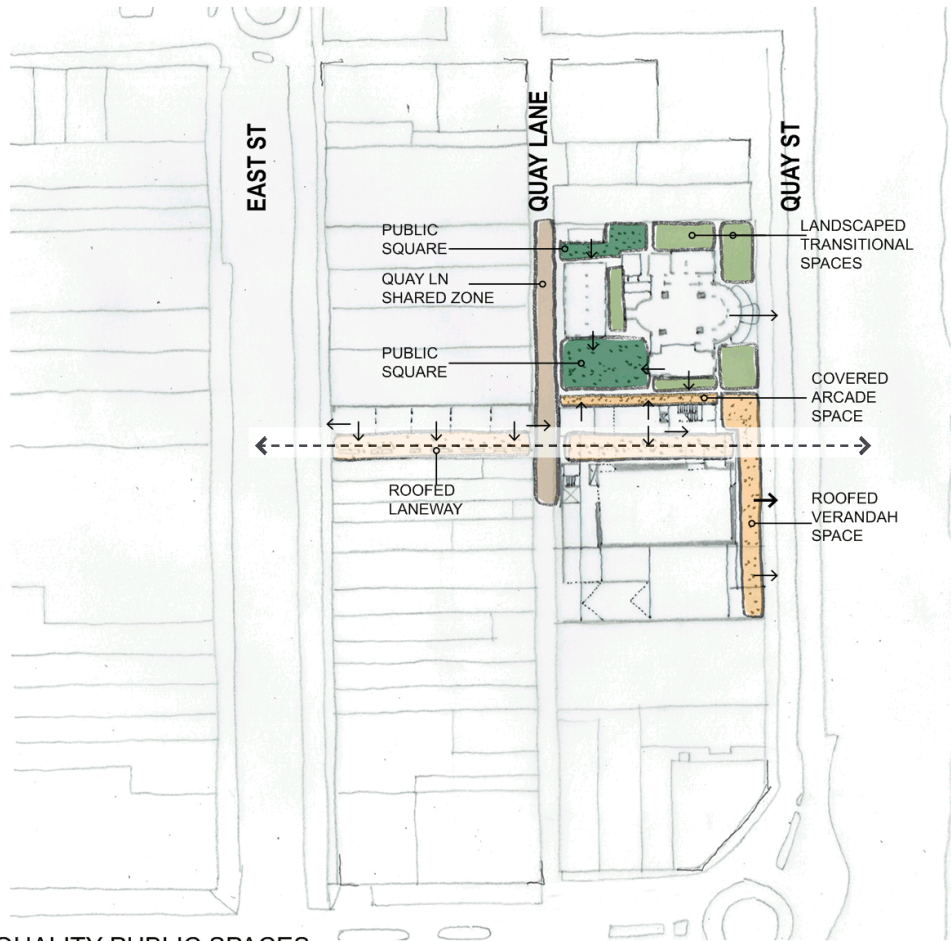
CUSTOMS HOUSE CIRCA 1900

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
ORIGINAL SITE PLAN



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SEQUENCE OF ACTIVATED, QUALITY PUBLIC SPACES
(INTERNAL AND EXTERNAL)

Quay Street Cultural Precinct Development

07.06.2017 WORKSHOP 1 CONCEPTS

PRECINCT CONCEPT SKETCHES

SCALE: 1:1000 @A3

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ACTIVATED CULTURAL PRECINCT AS
KEY PART OF CBD REVITALISATION

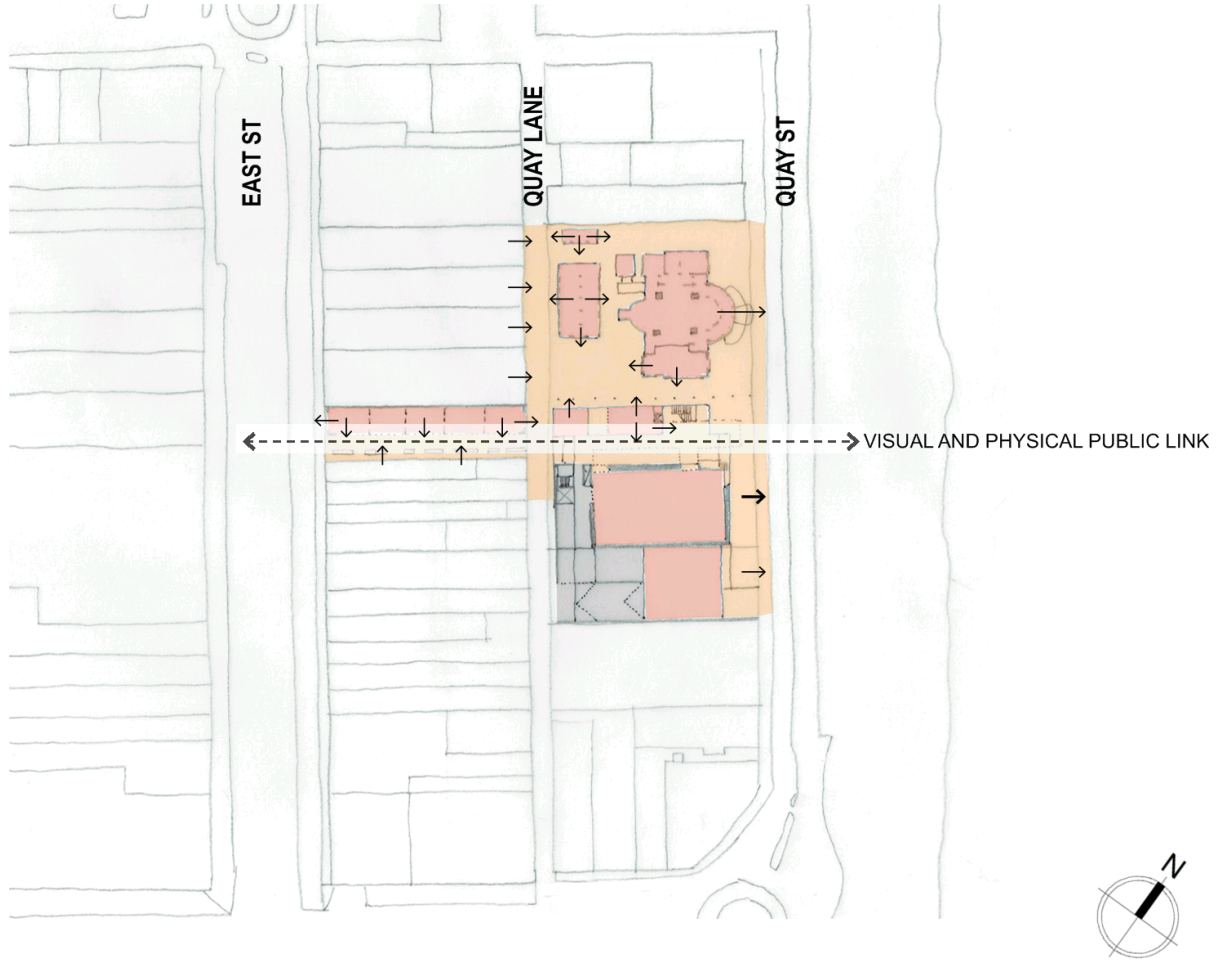
PUBLIC ACTIVITY (INTERNAL)
- ORANGE

PUBLIC ACCESS (INTERNAL
& EXTERNAL) - YELLOW

PRECINCT PLAN

Quay Street Cultural Precinct Development

07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES
SCALE: 1:1000 @A3



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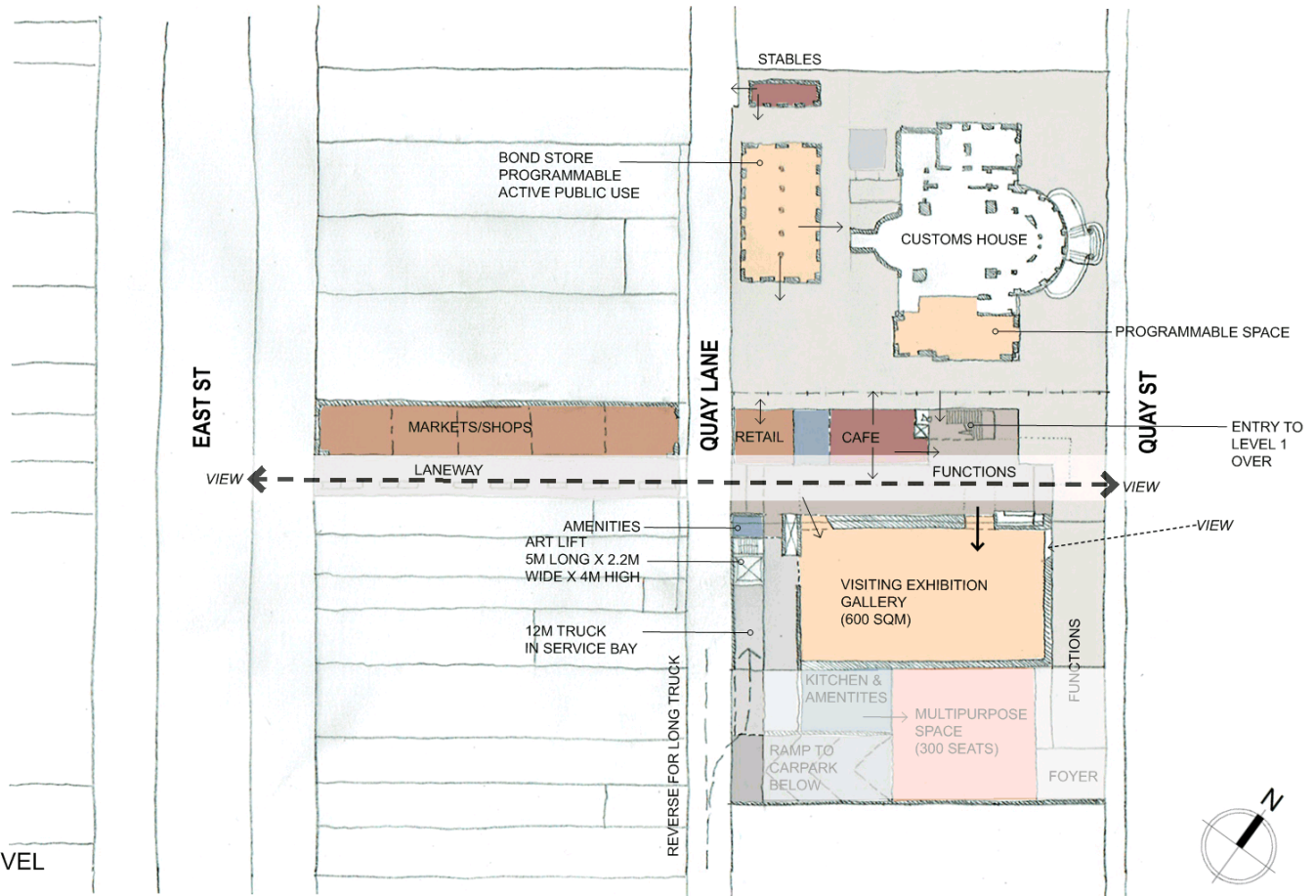
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GROUND LEVEL

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES



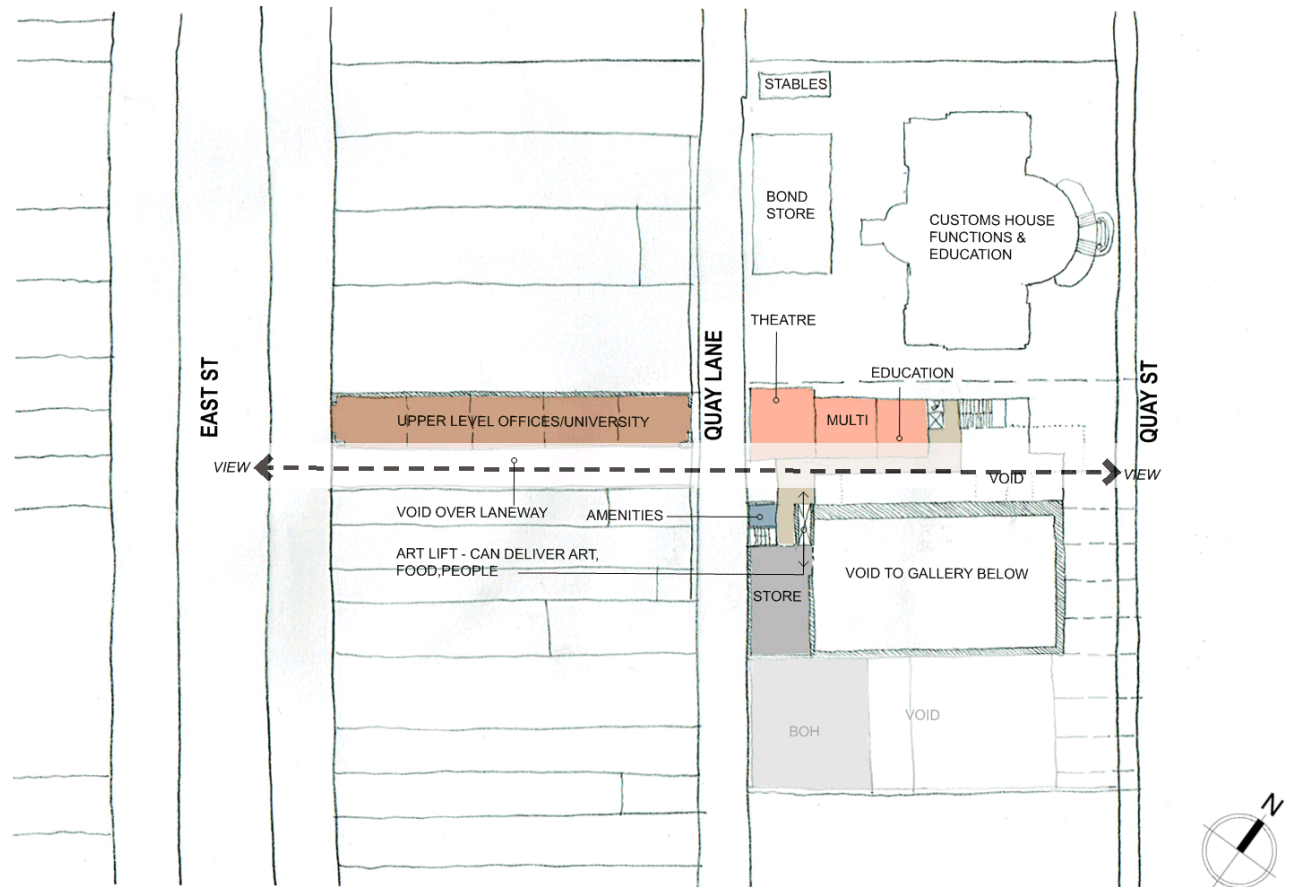
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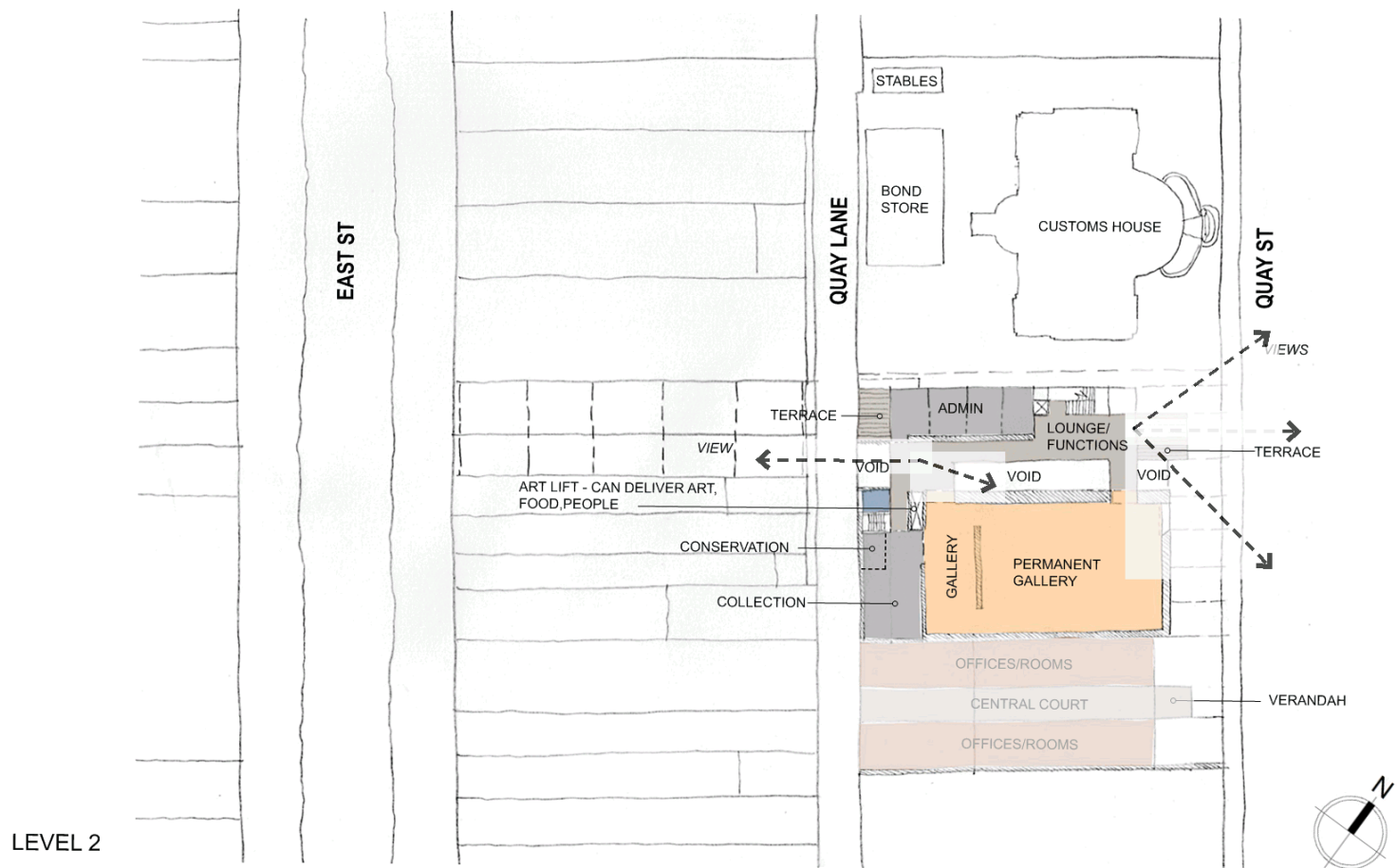
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LEVEL 1

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES



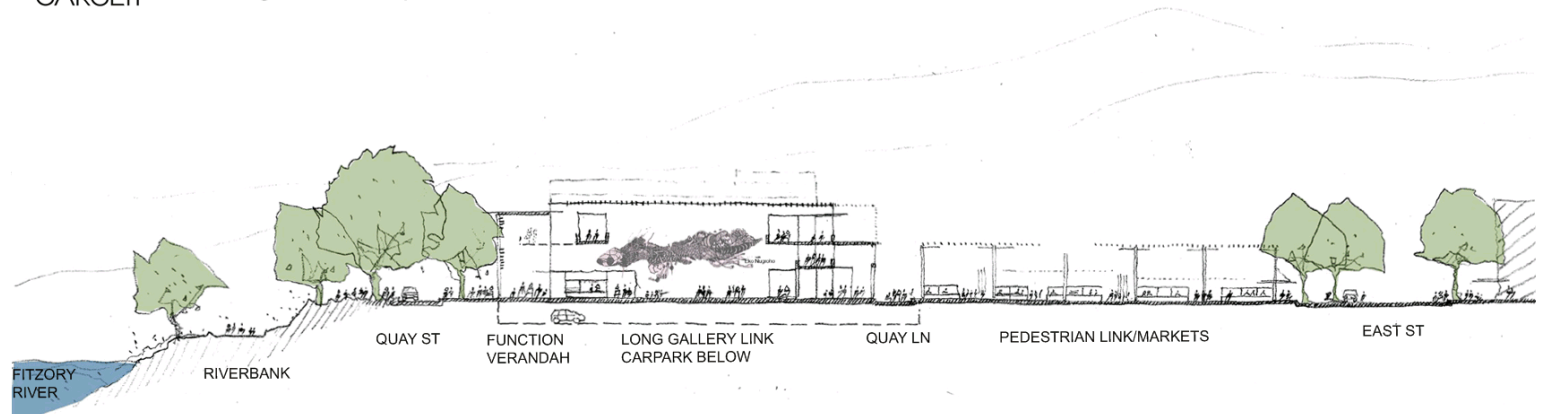


Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES

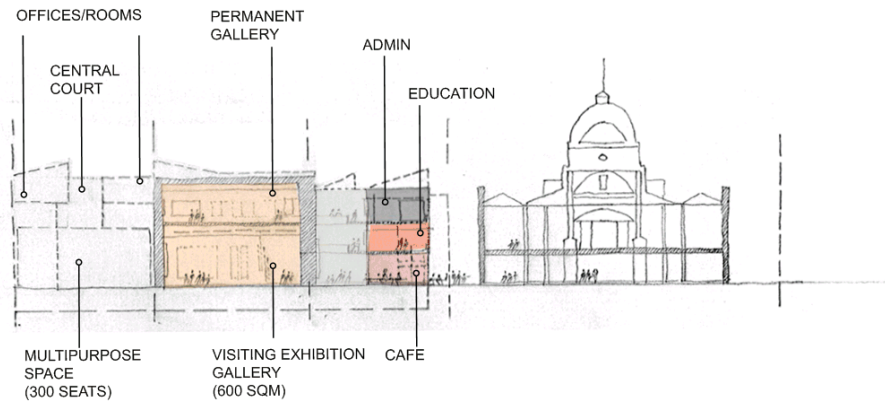
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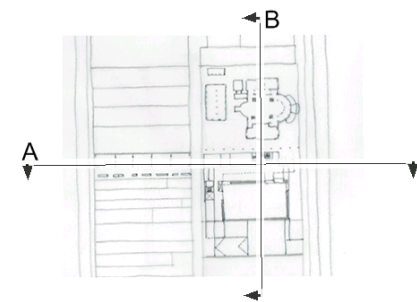
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SECTION A



SECTION B

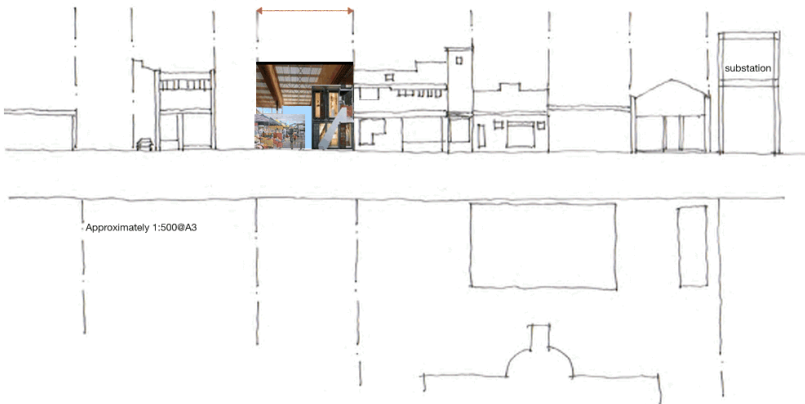


Quay Street Cultural Precinct Development

07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES

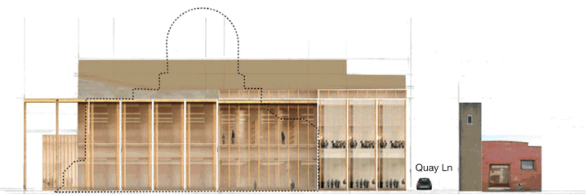


QUAY LANE LOOKING WEST



QUAY STREET LOOKING WEST - SCALE STUDY

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
PRECINCT CONCEPT SKETCHES



GALLERY NORTH ELEVATION (FACING CUSTOMS HOUSE) - SCALE STUDY

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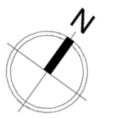
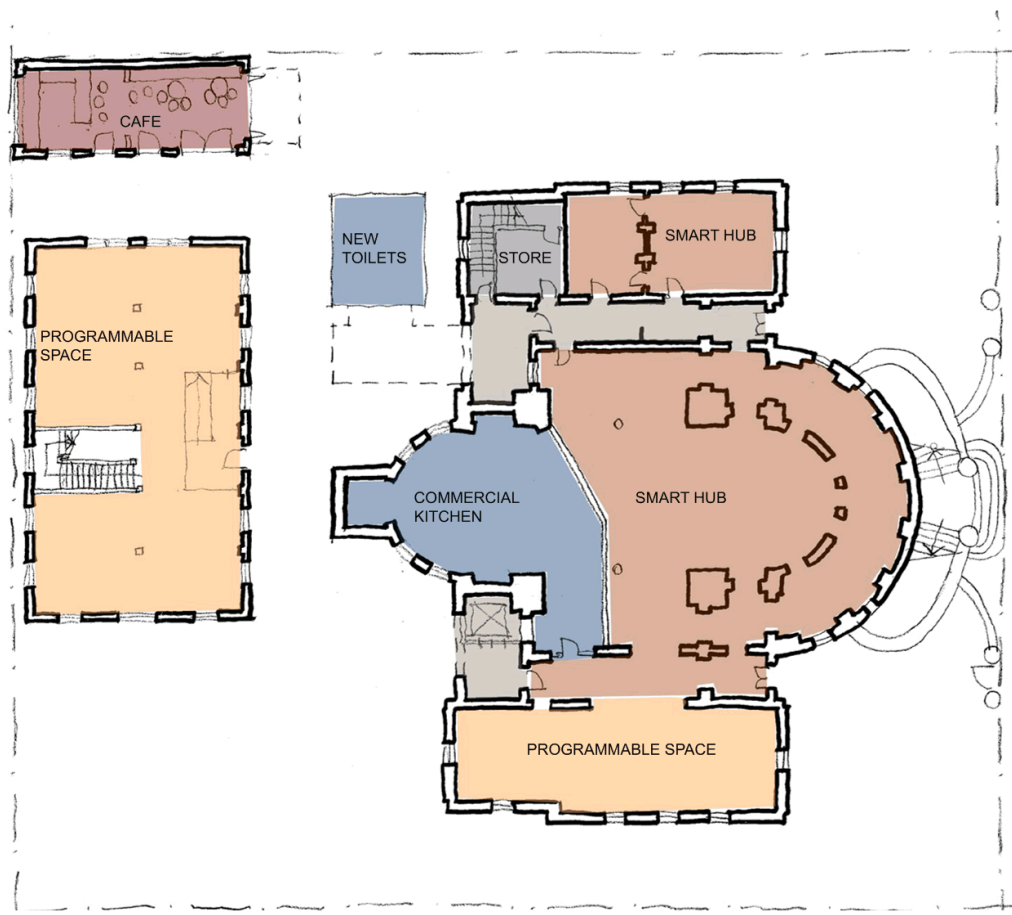
FLOOR PLAN - GROUND LEVEL

Quay Street Cultural Precinct Development
 07.06.2017 WORKSHOP 1 CONCEPTS
 CUSTOMS HOUSE REUSE CONCEPTS
 SCALE: 1:200 @A3

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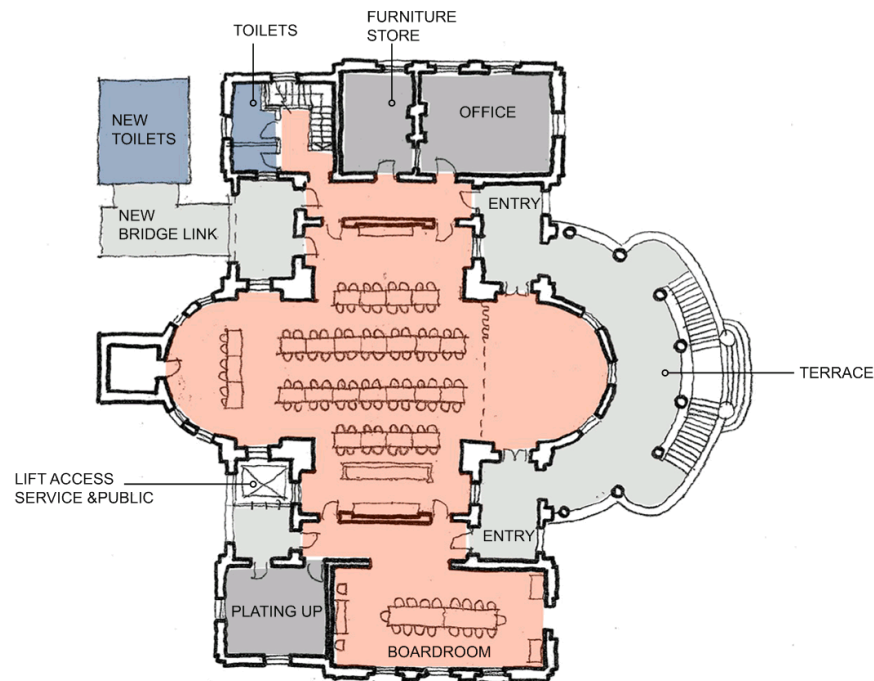
FLOOR PLAN - GROUND LEVEL (ALTERNATIVE)

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
CUSTOMS HOUSE REUSE CONCEPTS
SCALE: 1:200 @A3

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LONG TABLE
BANQUET FUNCTION

96 COVERS



FLOOR PLAN - FIRST LEVEL

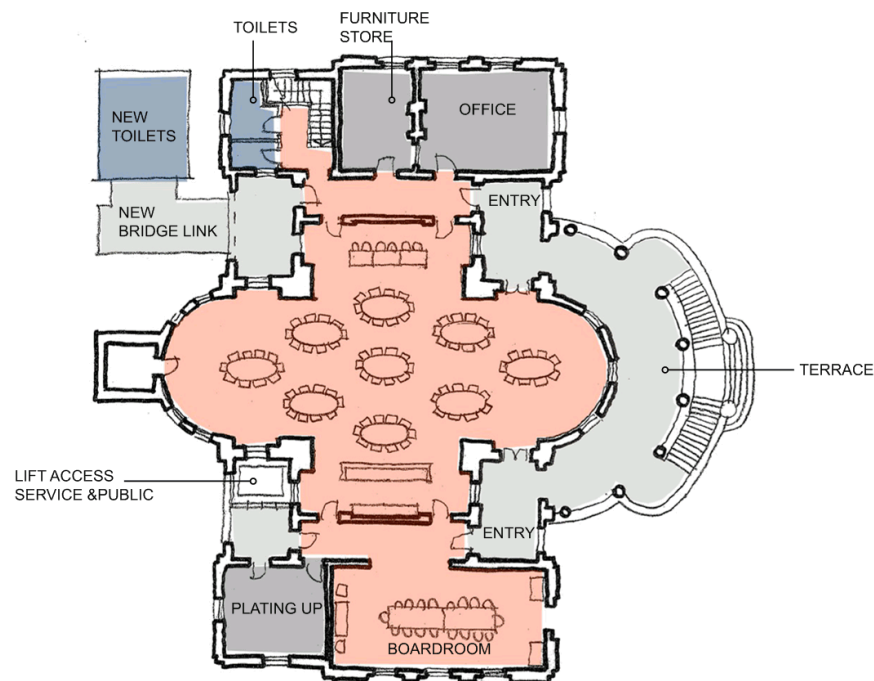
Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
CUSTOMS HOUSE REUSE CONCEPTS
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BANQUET FUNCTION
96 COVERS



FLOOR PLAN - FIRST LEVEL

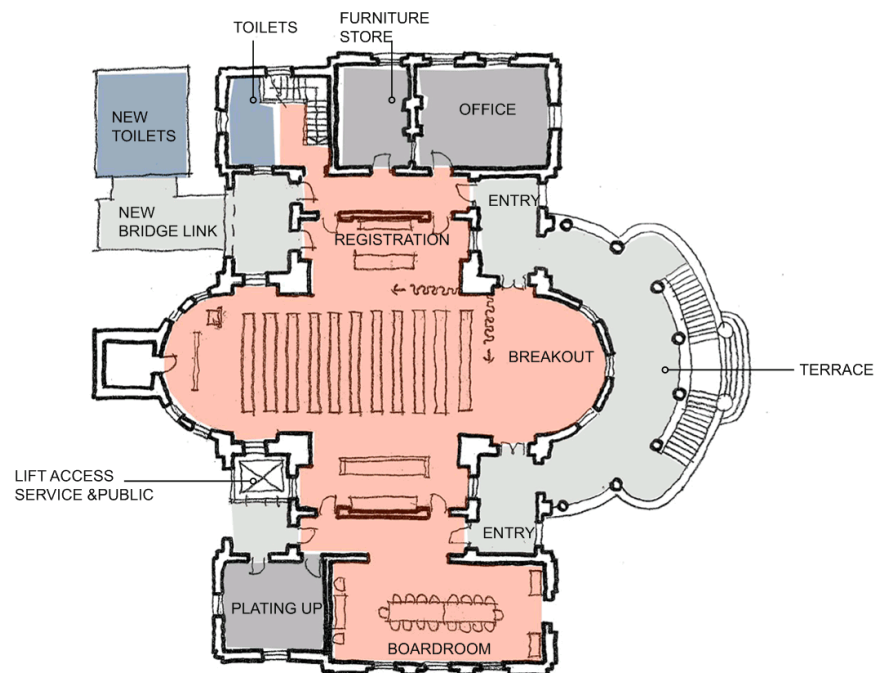
Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
CUSTOMS HOUSE REUSE CONCEPTS
SCALE: 1:200 @A3

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THEATRE
100 SEATS



FLOOR PLAN - FIRST LEVEL

Quay Street Cultural Precinct Development
 07.06.2017 WORKSHOP 1 CONCEPTS
 CUSTOMS HOUSE REUSE CONCEPTS
 SCALE: 1:200 @A3

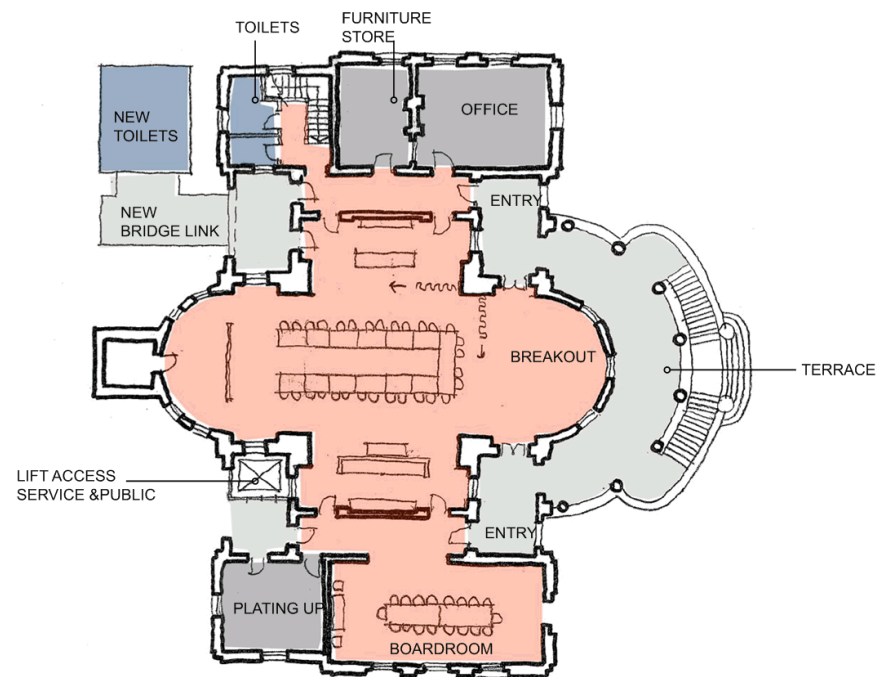
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SEMINAR ROOM
30 - 50 COVERS



FLOOR PLAN - FIRST LEVEL

Quay Street Cultural Precinct Development
07.06.2017 WORKSHOP 1 CONCEPTS
CUSTOMS HOUSE REUSE CONCEPTS
SCALE: 1:200 @A3

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11.5 CBD REDEVELOPMENT FRAMEWORK AND STREETSCAPE DESIGN MANUAL ADOPTION

File No:	12020
Attachments:	Nil
Authorising Officer:	Evan Pardon - Chief Executive Officer
Author:	Robert Truscott - Acting General Manager Regional Development
Previous Items:	11.1 - CBD Redevelopment Framework and Streetscape Design Manual Adoption - Ordinary Council - 11 Jul 2017 9.00 am

SUMMARY

The purpose of this report is to present the draft CBD Redevelopment Framework and Streetscape Design Manual for adoption. The framework and supporting streetscape design manual provide a long term blueprint for the redevelopment, renewal and activation of the CBD.

OFFICER'S RECOMMENDATION

THAT Council adopt the Rockhampton CBD Redevelopment Framework and supporting Rockhampton CBD Streetscape Design Manual.

BACKGROUND

The "Advance Rockhampton Region – Economic Action Plan" and the earlier Economic Development Strategy make urban renewal, with a particular focus on the Rockhampton CBD, a central objective.

Council engaged consultants Urbis to support the preparation of a Redevelopment Framework and Streetscape Design Manual in early 2016. The Framework is to provide a comprehensive planning document to capture existing projects and guide the future redevelopment, renewal and economic revival of the CBD. The Framework is proposed to have a 20 year planning horizon to provide planning, funding and project development continuity in the medium to long term. To achieve this it will need to be a live document that is reviewed and updated on a regular basis.

To support and inform the detail design of the major streets and associated public places in the CBD a Streetscape Design Manual has also been prepared.

The preparation of the draft Framework has now progressed through policy development, document drafting, internal Council review and most recently a comprehensive Community Consultation. Council have reviewed the outcomes from the community consultation and made a number of changes. The CBD Steering Committee considered the final draft documents on 29 June, 2017. No further changes were recommended.

DISCUSSION

Significant progress is already being made on some of the Catalyst Projects identified by the Framework. Once adopted additional focus can commence on the other 100 plus change making projects identified by the Framework. Much of this work will require the active support and participation of the community and CBD businesses.

Work has already commenced towards identifying and implementing a number of "Quick Win" projects in partnership with CBD businesses. A comprehensive review of the over 100 Change Making projects identified by the Framework is underway to identify additional short term activation projects.

BUDGET IMPLICATIONS

Budget allocation has been made to progress a number of the catalyst projects. A number require further project development and feasibility assessment. This work will determine the need and priority for future budget allocations. The scale of these projects will typically require funding support from Council and other levels of government over a number of years.

Some budget allocation has also been made for 'Quick Win' or 'Initial Investigation' change making and place activation work in the proposed 2017/18 budget. As each of the change making projects are further developed and tested additional budget allocations will be proposed in later years to progress those that are able to demonstrate they will deliver real value to the community.

PROPOSAL

Adopt the draft Rockhampton CBD Redevelopment Framework and Streetscape Design Manual as reviewed by Council and the CBD Steering Committee.

Progress the staged project development and construction of the Catalyst Projects.

Finalise a detailed 3 year action plan that prioritises and guides next steps and 'Quick Wins'.

CONCLUSION

The Rockhampton CBD Redevelopment Framework and Streetscape Design Manual have been developed in consultation with Council and the community. The Framework provides a strategic blueprint and aspiration for the form, role and function of the CBD.

The focus should now shift to project development, implementing 'Quick Wins', building community partnerships and gaining support from other levels of government to progress the objectives.

This matter was discussed at Council meeting on 11 July 2017 and was then referred for further discussion at Councillor workshop on 19 July 2017 before further consideration by Council on 25 July 2017.

11.6 REQUEST FOR IN PRINCIPLE SUPPORT FOR ATHELSTANE TENNIS CLUB INC DEVELOPMENT OF ADDITIONAL TENNIS COURTS

File No:	5488
Attachments:	1. Copy of letter from Athelstane Tennis Club Inc re conversion of bowling green 2. Rockhampton Botanic Gardens map showing proposed lease areas
Authorising Officer:	Michael Rowe - General Manager Community Services Robert Holmes - Manager Parks
Author:	Sophia Czarkowski - Sports and Education Supervisor
Previous Items:	9.3.9 - Request from Athelstane Tennis Club regarding retention of existing toilet block - Parks, Recreation and Sport Committee - 19 Apr 2017 12.30 pm 8.4 Request to amend lease boundaries – Athelstane Tennis Club and Rockhampton Mallet Sports Club – Parks and Recreation Committee – 4 August 2015 – 9.00am

SUMMARY

Athelstane Tennis Club Inc submitted a letter to Council in June 2016 seeking approval to obtain tenure and to convert a bowling green from the adjacent Athelstane Bowls Club into two (2) tennis courts. A grant opportunity has become available and the Club is seeking support for its proposal so that it can submit a grant under the Department of National Parks, Sport and Racing's Get Playing Places and Spaces program.

OFFICER'S RECOMMENDATION

1. THAT Council provides in principle support for Athelstane Tennis Club Inc to develop two (2) additional tennis courts at Athelstane Bowls Club subject to Athelstane Tennis Club Inc successfully obtaining a grant under the Department of National Parks, Sport and Racing's Get Playing Places and Spaces program and meeting all other requirements as detailed in the report.
OR
2. THAT Council declines the request to provide in principle support for the development and proposes to reconsider the request after adoption of the Sport, Parks, Active Recreation and Community Strategy and an assessment of the provision of tennis facilities within the Region has occurred.

COMMENTARY

The Rockhampton Botanic Gardens is located at 100 Spencer Street, The Range (being Lot 521 SP120476), the following organisations lease part of this Reserve:

- Athelstane Tennis Club Inc – currently being amended
- Rockhampton Mallet Sports Club Inc – lease expired 30 June 2020
- Rotary Club of Rockhampton South Inc – currently being renewed
- Marianne Williams T/A Gardens Tearooms – lease expires 30 November 2018

Athelstane Tennis Club Inc was built in 1941 and continues to provide tennis and related activities to the community. The Club has 4 synthetic tennis courts with lights, a small clubhouse and a toilet block. The Club commenced construction of a second toilet block in July 2017.

BACKGROUND

In June 2016, Athelstane Tennis Club (the Club) requested approval to convert a bowling green located at the adjacent Athelstane Bowls Club into two (2) tennis courts to cater for its membership base. At the time of the request the Club had over 200 players per week using the existing four (4) courts between membership, court hire and coaching.

The request had merit and would see an underutilised bowling green converted to allow use for tennis; however, it was advised that Council Officers would consider the request as part of the Sport, Parks, Active Recreation Community (SPARC) Strategy and planning for the Rockhampton Botanic Gardens. An assessment of existing tennis facilities was also seen as important to the review process to ensure current facilities are at capacity before new ones are constructed.

In June 2017, the Club again raised the proposal seeking earlier consideration of it due to the availability of funding from the Department of National Parks, Sport and Racing through the Get Playing Places and Spaces program - up to \$150,000 with 100% funding is available in the current round which closes on 11 August 2017.

Whilst it is preferable that consideration of this request is carried out after the adoption of SPARC and a facility provision assessment it is understood that this impacts on the club's ability to access a grant.

Development

The proposed development will see two (2) tennis courts constructed over one (1) bowling green at Athelstane Bowls Club which is currently leased by Rotary Club of Rockhampton South Inc. The Rotary Club has indicated support for the development.

If successful with the grant application a number of changes will need to be made to the Trustee Leases for both Clubs and a further report would be presented to Council on this matter. Generally the Trustee Lease for Rotary Club of Rockhampton South Inc would need to be amended to decrease the size of the leased area and the Trustee Lease for Athelstane Tennis Club would need to be increased to accommodate the additional tennis courts (see attached map). Consideration would also need to be given to player safety given its leased area would straddle a public thoroughfare.

As the amendments to the Trustee Leases include new survey plans, registrations and surrenders of agreements this would be at Athelstane Tennis Club's expense.

Though Council's in principle support would be subject to the Club successfully obtaining a grant under the Department of National Parks, Sport and Racing's Get Playing Places and Spaces program, the Club would subsequently need to meet all other requirements associated with the proposal as detailed below.

Planning and Approvals

Athelstane Tennis Club is located within a heritage listed area being the Rockhampton Botanic Gardens. The *Rockhampton Botanic Gardens Conservation Management Plan* produced for Rockhampton Regional Council in June 2001 identifies that the sporting club buildings are not significant (p. 35) and under Policy 4 (pp. 39-40) no additional sports or other uses should be permitted, including expansion of the existing clubs. The *Rockhampton Botanic Gardens Conservation Management Plan* completed by Riddel Architecture in August 2012 reaffirms this position.

Whilst the proposal is considered an expansion of an existing club it is noted that this expansion is within the existing footprint of the other sports' uses. It is further noted that the proposal may impact on the intensity of the land and therefore a review of it against the planning scheme requirements will be required to determine if a Development Application will be triggered.

The proposal is located within a heritage protected area and any development will be subject to the relevant Environment and Heritage Protection exemption certificate being obtained.

Other approvals may include building permits and other requirements resulting from the proximity of the works to the Rockhampton Airport.

PREVIOUS DECISIONS

04 August 2015: Parks and Recreation Committee

Request to amend lease boundaries – Athelstane Tennis Club and Rockhampton Mallet Sports Club

19 April 2017: Parks, Recreation and Sport Committee

Request from Athelstane Tennis Club regarding retention of existing toilet block

BUDGET IMPLICATIONS

The Club has not sought financial assistance from Council at this time.

CONCLUSION

Consideration of the proposal to convert one (1) bowling green into two (2) tennis courts will afford Athelstane Tennis Club Inc the opportunity to apply for a grant through the Department of National Parks, Sport and Racing's Get Playing Places and Spaces fund.

**REQUEST FOR IN PRINCIPLE
SUPPORT FOR ATHELSTANE TENNIS
CLUB INC DEVELOPMENT OF
ADDITIONAL TENNIS COURTS**

**Copy of letter from Athelstane Tennis
Club Inc re conversion of bowling
green**

Meeting Date: 25 July 2017

Attachment No: 1

22 June 2016

Sophia Czarkowski
Supervisor Sports and Education Services | Parks
Rockhampton Regional Council
Email: Sophia.Czarkowski@rrc.qld.gov.au

Dear Sophia

Re: Proposed conversion of bowling green

Athelstane Tennis Club is interested in converting the currently unused green at the bowling club into two tennis courts.

Athelstane is an established club with a growing membership base. We attract members from North Rockhampton, Rockhampton, Gracemere and surrounds and are fast reaching capacity in our existing space.

The club has 135 financial members, 55% of whom are ladies. The average age of these players is approximately 65. These players benefit from the soft synthetic grass courts as it is easier on their joints.

We also hire the courts to non-members. St Anthony's Catholic Primary School use the courts during their school term and 4 tennis coaches utilise the courts throughout the week to teach children. This brings the total number of players per week to over 200.

The Rockhampton South Rotary Club are in favour of us converting the bowling green to courts as there are not enough bowlers to utilise both greens. We think it would be mutually beneficial for the space to be repurposed. Athelstane Tennis Club has funds available to support an application to the Queensland Government's Department of National Parks, Sport and Racing.

If Council are agreeable, please would you seek approval from the Historical Society for us to proceed with this proposal.

Please let me know if you require any further information in order to progress our request.

Yours faithfully

Allan Laver
Vice President
Athelstane Tennis Club

**REQUEST FOR IN PRINCIPLE
SUPPORT FOR ATHELSTANE TENNIS
CLUB INC DEVELOPMENT OF
ADDITIONAL TENNIS COURTS**

**Rockhampton Botanic Gardens map
showing proposed lease areas**

Meeting Date: 25 July 2017

Attachment No: 2



11.7 RISK REGISTERS - QUARTERLY UPDATE AS AT 16 JUNE 2017**File No:** 8780

Attachments:

1. Potential and Current Risk Exposure Profile as at 16 June 2017
2. Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 16 June 2017
3. Corporate Risk Register - Quarterly Update as at 16 June 2017
4. Operational Risk Register as at 16 June 2017

Authorising Officer: John Wallace - Chief Audit Executive
Evan Pardon - Chief Executive Officer

Author: Kisane Ramm - Senior Risk and Assurance Advisor

SUMMARY

Submission of the quarterly risk register updates, as at 16 June 2017, for adoption by Council.

OFFICER'S RECOMMENDATION

THAT the quarterly risk register updates as at 16 June 2017, as presented in the attachments to this report, be adopted by Council.

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.

BACKGROUND

Council has in place an overarching Enterprise Risk Management Framework, Policy, and Procedure developed in line with the *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines* standard.

Council's *Enterprise Risk Management Framework*, section 8.5 *Monitor and Review*, requires the following to be presented to Council quarterly:

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

To assist and comply with the requirements of the: Legislation; Standard; and Council's own processes the quarterly updates, as attached, are presented for the consideration of Council.

CORPORATE/OPERATIONAL PLAN

The 2017-2022 Corporate Plan has been released for public comment and was adopted at Council's Ordinary Meeting 27 June 2017. This could have an impact on the risk registers. Management will need to work through the objectives outlined in the plan, identifying and recording the risks to achieving those objectives in the risk registers. Any objectives currently identified in the risk registers will also need to be checked to see if they have become obsolete, resulting in the objective and risk being removed from the register.

COMMENTARY

Six new risks have been identified and documented by the project management team this quarter. These are related to capital projects which meet the criteria of: will last more than three months; and have a budget over \$1m; or have been assessed as having a potential exposure of 3. Moderate. These newly identified risks have been presented at the start of attachment number 4.

Besides the changes identified above the following table highlights some additional changes in this quarter's updates:

RISK NUMBER	CHANGE	RISK OWNER
101	Changed from ALARP to Treat Risk with a future control added	Chief Audit Executive
112	Future Controls have been listed as 100% completed. Next reporting period this risk will be removed from the Further Treatment Summary Table unless it later falls within the reporting parameters.	Manager Regional Development and Promotions
114	Future Control completion date changed from 31/12/16 to 30/12/18.	Chief Audit Executive
213	Future Control completion date extended from 30/10/16 to 31/8/17 to 31/12/17.	Manager Corporate and Technology
223	Future Control completion date expired 31/12/16	Manager Corporate and Technology
235	Treat risk changed to ALARP with a decision based on Cost v Benefit not to go ahead with the proposed control solution	Chief Audit Executive
328	Evaluation changed from ALARP to Treat Risk with future controls consisting of minor capital upgrades and administrative improvements, as per Audit Recommendations, being identified and added.	Manager Fitzroy River Water
339	Risk has been reassessed from 2 C (Moderate 6) to a higher risk rating of Moderate 5 (2 D). <i>Note: Likelihood reassessed as likely to occur more frequently than previously identified.</i> Completion date expired 21/12/16.	Manager Rockhampton Regional Waste and Recycling
407	Percentage completion amended from 85% to 90%. Completion date has been amended from 20/6/15, 30/6/16, 31/12/16, 30/3/17, to 30/9/17 with a comment "now only awaiting budget outcomes".	Manager Arts and Heritage

RISK NUMBER	CHANGE	RISK OWNER
411	Percentage completion amended from 75% to 90%. Completion date has been amended from 30/6/14, 30/6/15, 31/12/15, 30/9/2016, 30/6/17, to 30/9/17. <i>Note: this is currently an Internal Audit engagement.</i>	General Manager Community Services
424	Owing to legislative change this risk was changed from ALARP to Treat last quarter – 0% complete with a completion date of 31/12/17. This quarter it is noted as being 70% completed, with a notation that “ <i>dependent future control awaiting adoption and budget resourcing</i> ”.	Manager Planning and Regulatory Services
427	Percentage completion amended from 30% to 40%. Completion date has been amended from 30/6/15, 30/6/16, 30/6/17 to 31/12/17.	Manager Planning and Regulatory Services
429	Percentage complete amended from 5% to 65%. Completion date has been amended from 31/12/14, 30/12/16, 31/1/17 to 30/3/18. <i>Note: Local Laws scheduled for completion and change gazettal in February 2018.</i>	Manager Planning and Regulatory Services
431	Percentage complete to be amended from 20% to 35%. Completion date has been amended from 30/6/16, 30/11/16 to 31/12/17.	Manager Parks
440	Future Control completion date expired 28/2/17.	Manager Parks
443	Completion date has been amended from 30/6/16, 30/6/17 to 31/12/17. <i>Note: Peer review underway.</i>	Manager Parks
444	Completion date has been amended from 31/12/16, 30/4/17 to 31/3/18.	Manager Parks
446	Percentage complete amended from 15% to 50%. Completion date amended from 1/12/15, 30/6/17 to 30/6/18.	Manager Parks
P 447	Percentage complete amended from 5% to 10%. Completion date amended from 30/6/17, 31/12/17 to 31/1/18.	Manager Planning & Regulatory Services
2	Future Control completion date expired 30/6/16.	CEO

CONCLUSION

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

RISK REGISTERS - QUARTERLY UPDATE AS AT 16 JUNE 2017

Potential and Current Risk Exposure Profile as at 16 June 2017

Meeting Date: 25 July 2017

Attachment No: 1

POTENTIAL EXPOSURE RISK RATINGS as at 16 JUNE 2017

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

	1	2	3	4	5	
	Insignificant	Minor	Moderate	Major	Catastrophic	
Corporate Risks	0	0	2	6	3	11
Community Services	0	6	22	26	1	55
Corporate Services	0	6	11	33	1	51
Office of the CEO	0	0	2	6	0	8
Regional Development & Aviation	0	1	5	6	1	13
Regional Services	0	0	13	18	4	35
Dept Totals	0	13	55	95	10	173

COUNCIL'S POTENTIAL EXPOSURE RISK RATING PROFILE			
Risk Rating	Number of Risks This Period	Number of Risks Last Period	%
Catastrophic	10	9	5.78
Major	95	90	54.91
Moderate	55	55	31.79
Minor	13	13	7.51
Insignificant	0	0	0.00
Total number of risks	173	167	

Note: 6 new (project) risks showing this quarter.

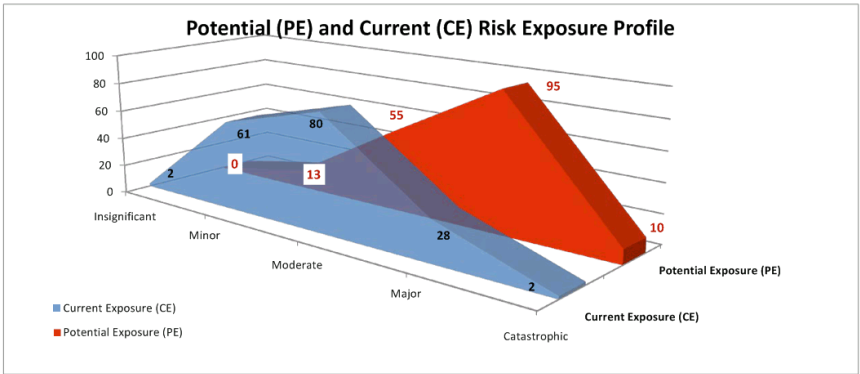
CURRENT RISK RATINGS as at 16 JUNE 2017

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

	1	2	3	4	5	
	Insignificant	Minor	Moderate	Major	Catastrophic	
Corporate Risks	0	2	5	4	0	11
Community Services	1	21	29	4	0	55
Corporate Services	1	28	18	4	0	51
Office of the CEO	0	1	5	2	0	8
Regional Development & Aviation	0	3	8	2	0	13
Regional Services	0	6	15	12	2	35
Dept Totals	2	61	80	28	2	173

COUNCIL'S CURRENT RISK RATING PROFILE			
Risk Rating	Number of Risks This Period	Number of Risks Last Period	%
Catastrophic	2	2	1.16
Major	28	27	16.18
Moderate	80	76	46.24
Minor	61	60	35.26
Insignificant	2	2	1.16
Total number of risks	173	167	

* 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.



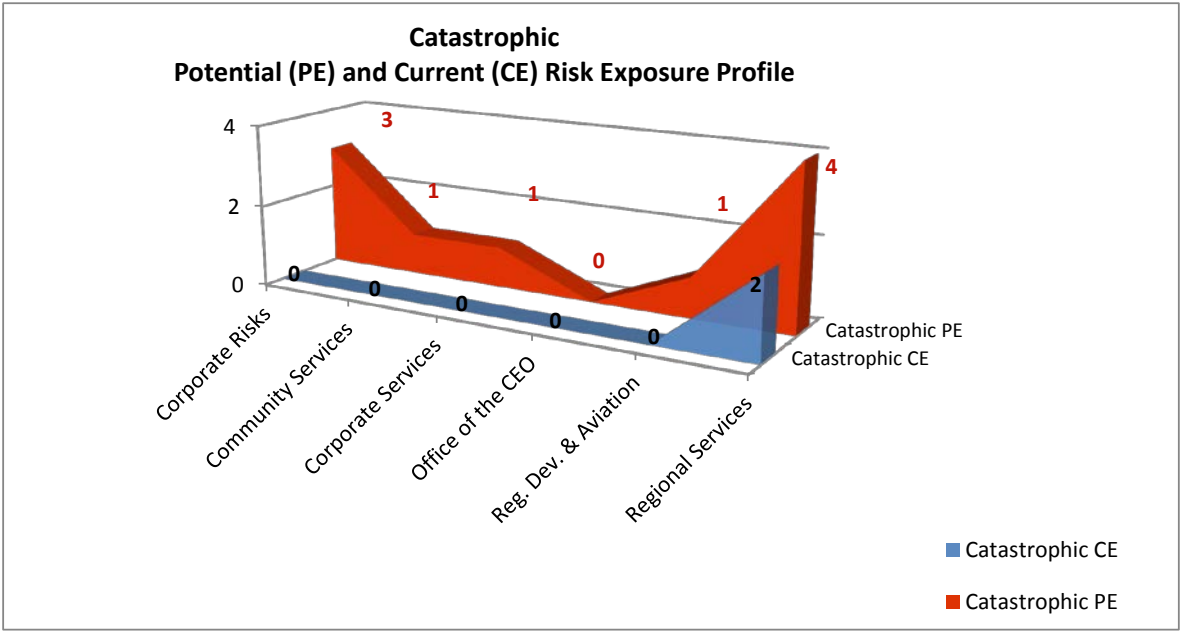
RISK REGISTERS - QUARTERLY UPDATE AS AT 16 JUNE 2017

Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 16 June 2017

Meeting Date: 25 July 2017

Attachment No: 2

COMPARISON OF CURRENT AND POTENTIAL EXPOSURE RISK RATINGS BROKEN DOWN BY CATEGORY as at 16 JUNE 2017



	PE	CE
CORP RISK	3	0
Com Serv	1	0
Corp Serv	1	0
Office of CEO	0	0
Reg Dev & Avi.	1	0
Reg Serv	4	2

	Risk #	
CORP RISK	3	
	9	
	10	
Com Serv	4	10
Corp Serv	2	14
Office of CEO	-	
Reg Dev & Avi.	2	44
Reg Serv	3	04
	3	08
	3	21
	P 4	52

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).

P 452 - CBD Cultural Precinct Project - Failure to obtain sufficient budget which will result in the inability to complete the project to the specifications impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.

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

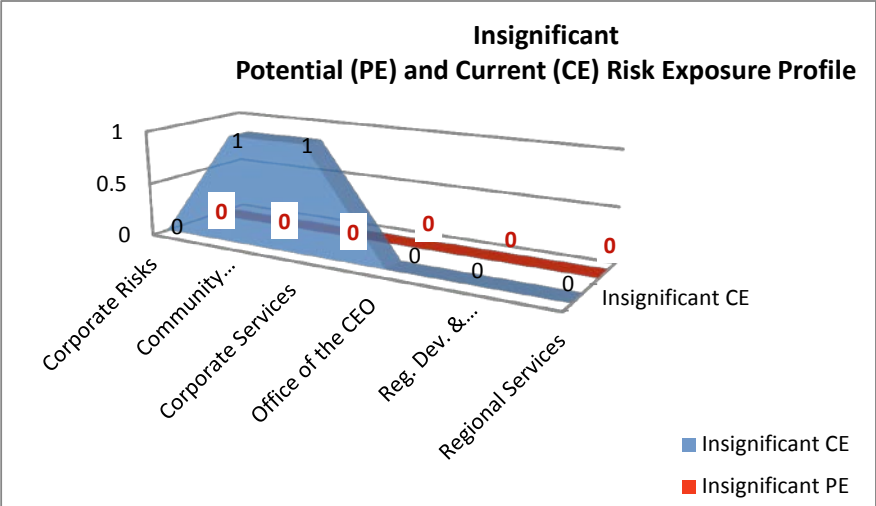
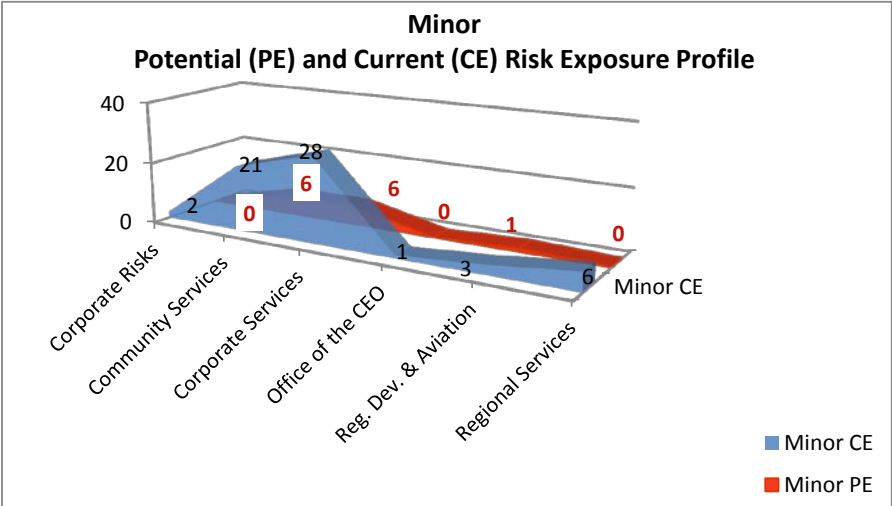
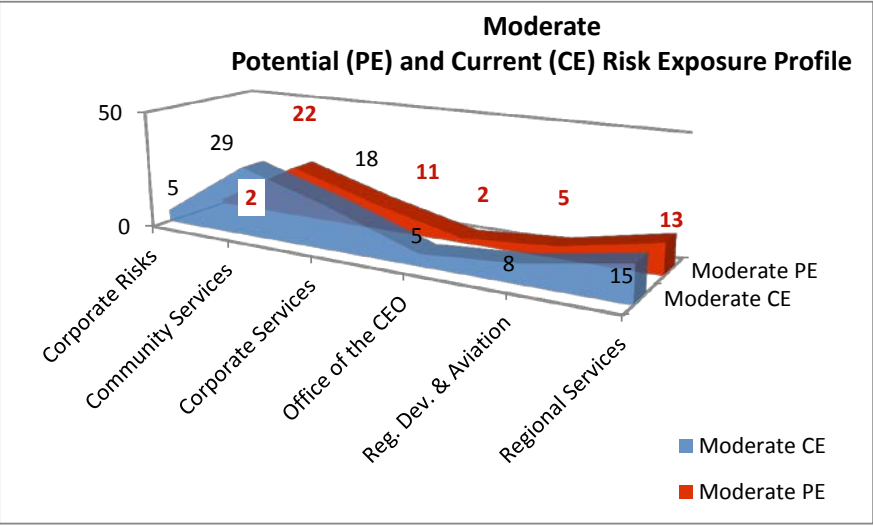
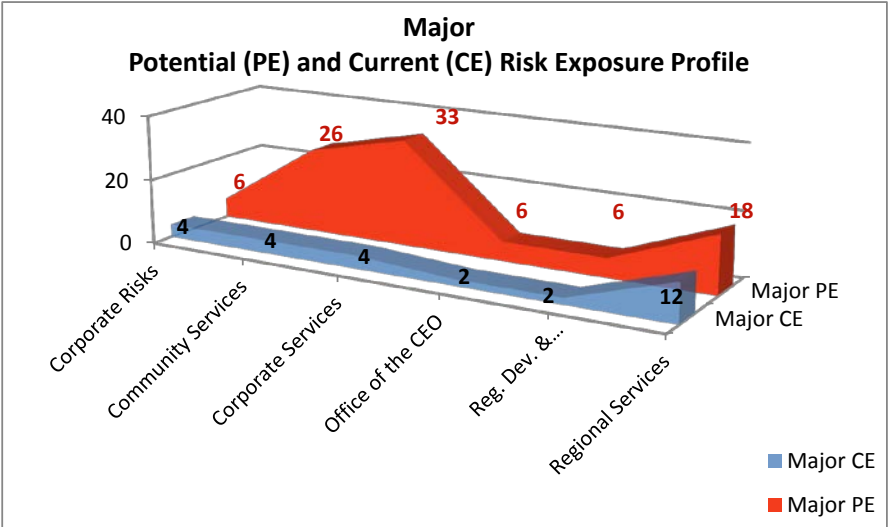
244 - Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport. (3/3/17 -This risk previously showed in Corporate Services but owing to a restructure now is in Regional Development and Aviation).

#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.



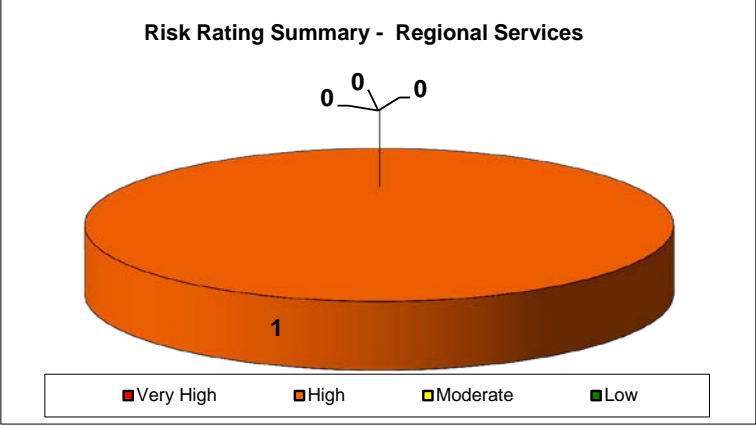
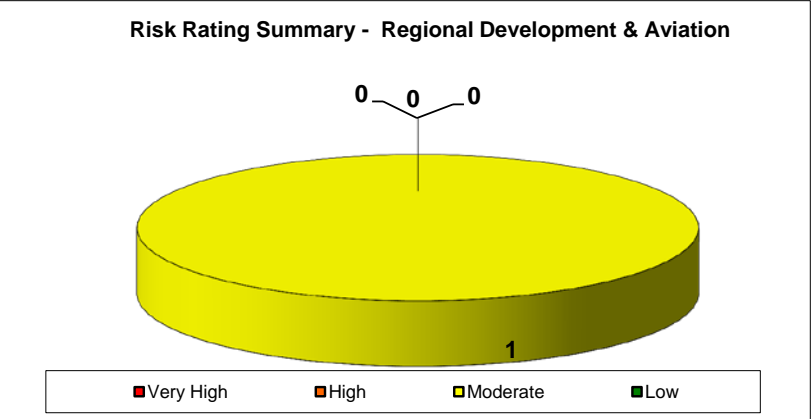
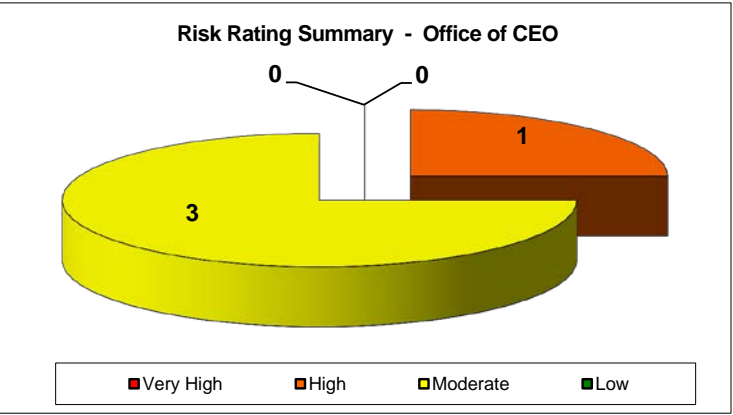
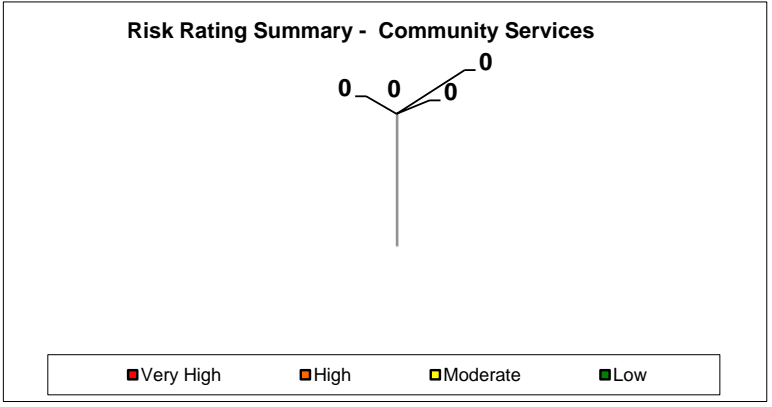
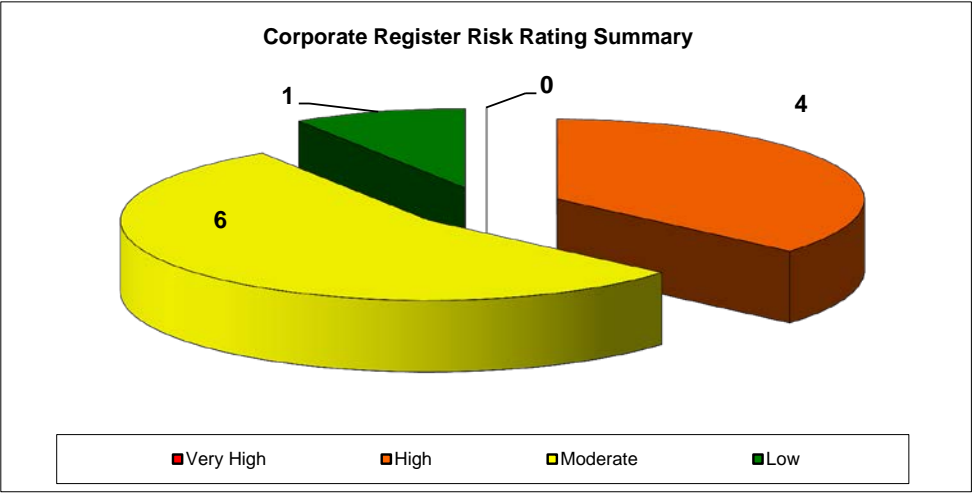
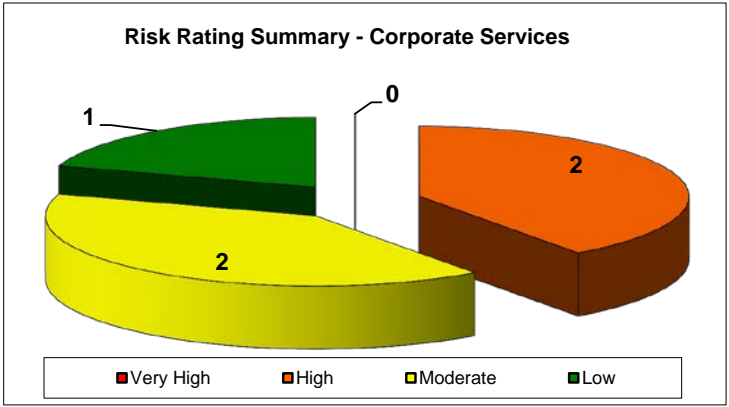
RISK REGISTERS - QUARTERLY UPDATE AS AT 16 JUNE 2017

Corporate Risk Register - Quarterly Update as at 16 June 2017

Meeting Date: 25 July 2017

Attachment No: 3

ERM RISK SUMMARY REPORT
Corporate Current Risk Rating Profile as at 16/6/2017



CORPORATE RISKS
Very High' and 'High' as at 16/6/17

Risk No.	Link to Planning (Objective)	Risk	Current Risk Rating	Current Controls	Risk Evaluation
1	Provide leadership, corporate oversight and strategic direction.	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	Maintain a disaster management response capability able to meet the community's needs when required.	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	Provide an Asset Services Section focusing on a clear communicative process and accurate data.; Provide professional accounting and financial management functions and ensure statutory compliance is met.; Manage the Council rating function in aspects of maintenance, levying and collection of rate revenue for Council.; Manage the Treasury functions of Council to ensure effective and optimised cash management as well as compliance with taxation.; Provide accurate Geographical Information System (GIS) and spatial data information.	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	Provide leadership, corporate oversight and strategic direction.	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 as at 16/6/2017

Risk No.	Link to Planning (Objective)	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	Department
2	Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.	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. Additional continuity plans to be implemented across the organisation. 2. 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	16/6/17: Will request IA to undertake desktop review of the plans. 3/3/17: -	Office of the CEO

RISK REGISTERS - QUARTERLY UPDATE AS AT 16 JUNE 2017

Operational Risk Register as at 16 June 2017

Meeting Date: 25 July 2017

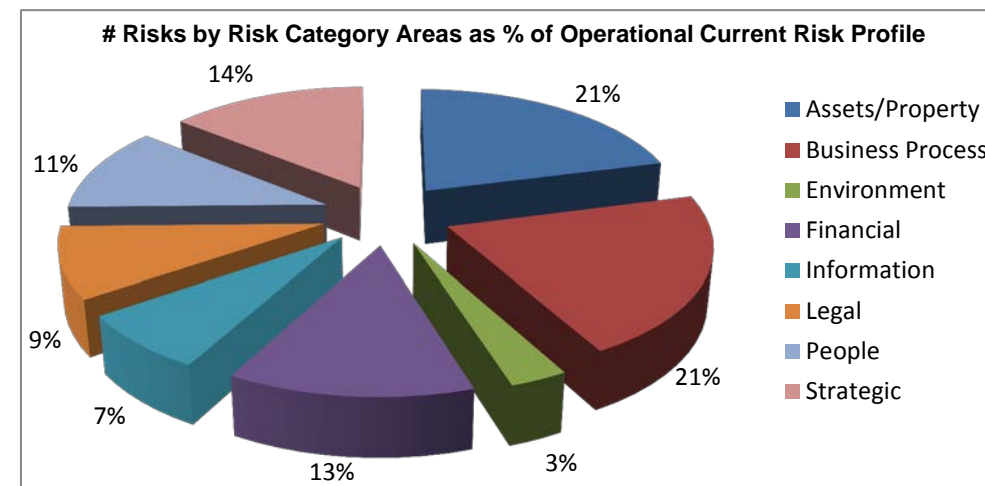
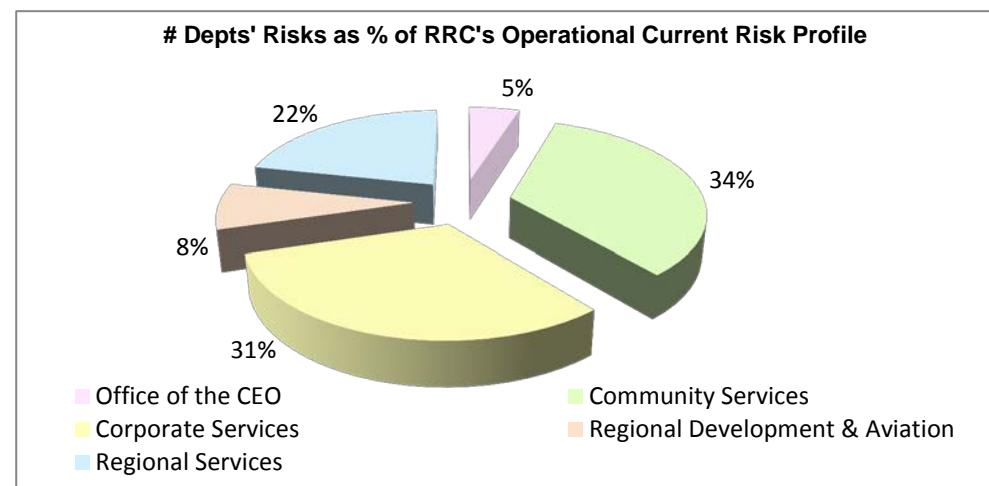
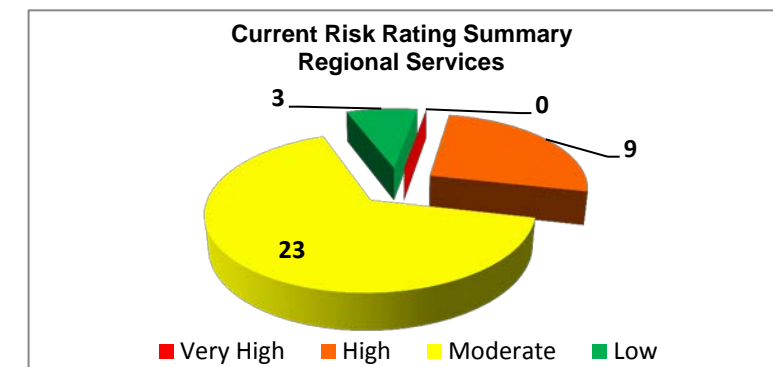
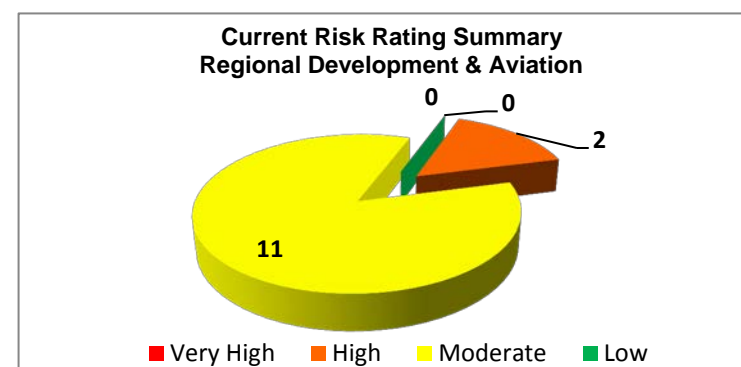
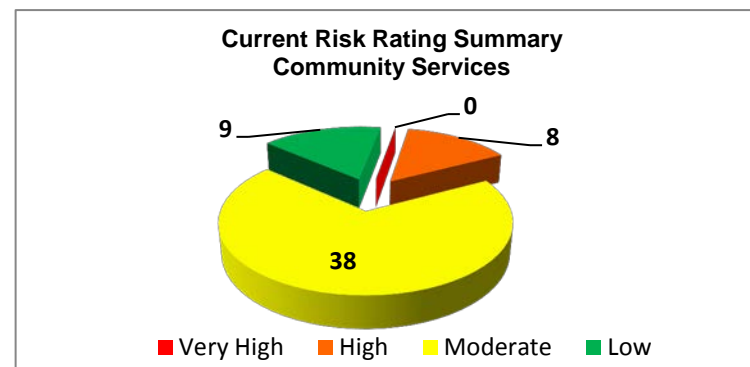
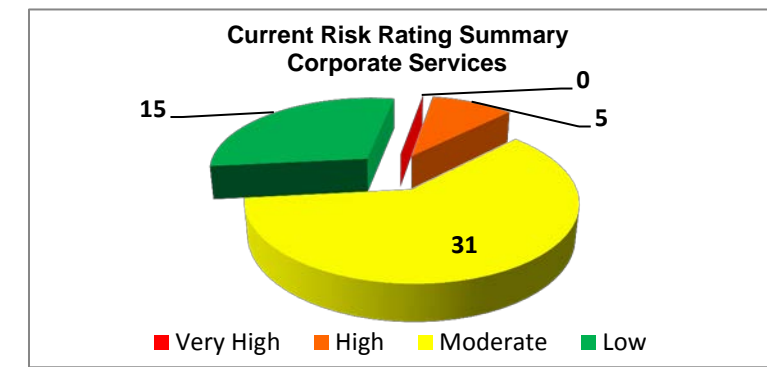
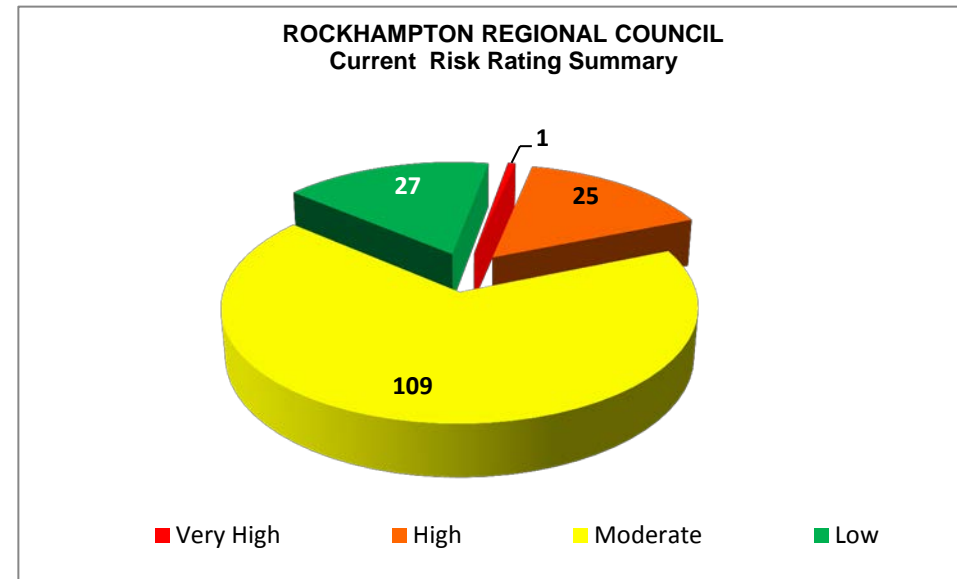
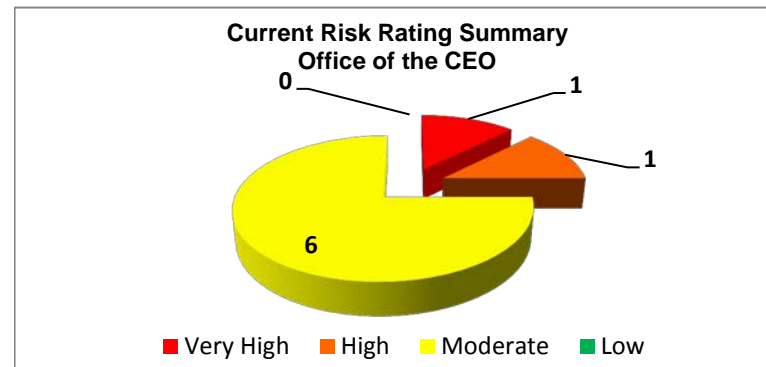
Attachment No: 4

ROCKHAMPTON REGIONAL COUNCIL																	
RISK REGISTER - Operational - 2017 Reporting Copy as at 16/6/17 (To be adopted by Council 25/7/2017)																	
IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS											RISK ANALYSIS			RISK EVALUATION & FURTHER RISK TREATMENT			
A	B	C	D	E	F	G	H	I	J	K	L	M	N	U	V	W	Y
Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Risk Categories	Secondary Risk Categories	Risk Causations [Source]	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 results of ACTION TABLE and/or Cost-Benefit Analysis)	Section / Unit	Risk Owner	Dept	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and U - W
NEW RISKS LISTED BELOW HERE																	
P 381	Delivery of grant funded project through providing value for money in the construction of capital projects.	Riverbank Project - budget overrun resulting in the inability to complete the project to the scope/specification, impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the Community being impacted.	Financial	Assets/Property	1. Ineffective project planning, design not meeting community and council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impact and adopted processes. 4. Natural disaster – flooding, disruption to programme and abortive works.	4. Major	1. Capital budget and asset policies and processes followed. 2. Appropriate planning and development with well developed and documented Scope. 3. Project Manager and/or Superintendents Representative only authorised to amend Scope. 4. Project Management, Contract and Procurement Policies processes followed and reviewed. 5. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	4. Substantially Effective	Project Manager / Superintendent's Representative	3	C	Moderate 5	Accept Risk (ALARP)		General Manager Regional Services	Regional Services	
P 217	Plan for appropriate open space within the Region	Smart Hub Project Cultural - Heritage Application Rejected which will result in the inability to complete the project to the specifications, impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	Legal	Assets/Property	1. Lack of understanding of the requirements for Cultural Heritage. 2. Working within constraints of Heritage listed building. 3. Ad hoc decision making without full consideration of impact and adopted processes. 4. Time constraints for Cultural Heritage Application to be submitted and approved prior to commencement of works on site to meet scheduled date for completion of works. 5. Compromised/inappropriate design/fit out.	4. Major	1. Appropriate planning and development with well developed and documented scope. 2. Project Manager and/or Superintendents Representative only authorised to amend scope. 3. Project Management, Contract and Procurement Policies processes followed and reviewed. 4. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	3. Partially Effective	Project Manager / Superintendent's Representative	4	C	High 4	Accept Risk (ALARP)		Manager Corporate and Technology	Corporate Services	
P 450	Plan for appropriate open space within the Region	Cedric Archer Park - Water Play Project failure to meet grant funding conditions which will result in the inability to complete the project to the scope/specifications impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	Financial	Assets/Property	1. Ineffective project planning, design not meeting community and council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impact and adopted processes.	4. Major	1. Capital budget and asset policies and processes followed. 2. Appropriate planning and development with well developed and documented scope. 3. Project Manager and/or Superintendents Representative only authorised to amend scope. 4. Project Management, Contract and Procurement Policies processes followed and reviewed. 5. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	4. Substantially Effective	Project Manager / Superintendent's Representative	3	B	Moderate 6	Accept Risk (ALARP)	Parks	Manager Parks	Community Services	
P 451	Plan for appropriate open space within the Region	North Rockhampton Boat Ramp Car Parking and Walkways Project not being fit for purpose based on third party tender and contract delivery which will result in Council's ability to fulfil expectations leading to Council's reputation being tarnished and Corporate/Operational Plan objectives not effectively addressed.	Strategic	Financial	1. Ineffective project planning, design not meeting community and council expectations. 2. Lack of appropriate project management.	4. Major	1. Well developed and documented scope. 3. Project Manager and/or Superintendents Representative only authorised to increase scope. 4. Project Management, Contract and Procurement Policies processes followed and reviewed. 5. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	3. Partially Effective	Project Manager / Superintendent's Representative	3	B	Moderate 6	Accept Risk (ALARP)	Parks	Manager Parks & Superintendent's Representation	Community Services	
P 452	Plan for appropriate open space within the Region	CBD Cultural Precinct Project failure to obtain sufficient budget which will result in the inability to complete the project to the specifications impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	Financial	Asset/Property	1. Ineffective project planning, design not meeting community and council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impact and adopted processes.	5. Catastrophic	1. Capital budget and assorted asset policies and processes followed. 2. Appropriate planning and development with well developed and documented scope. 3. Project Management, Contract and Procurement Policies processes followed and reviewed.	4. Substantially Effective	Project Manager / Superintendent's Representative	2	C	Moderate 6	Accept Risk (ALARP)		General Manager Regional Services	Regional Services	
P 453	Plan for appropriate open space within the Region	42nd Battalion Memorial Pool - Water Play Project failure to meet grant funding conditions which will result in the inability to complete the project to the specifications impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	Financial	Assets/Property	1. Ineffective project planning, design not meeting community and council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impact and adopted processes.	4. Major	1. Capital budget and assorted asset policies and processes followed; 2. Appropriate planning and development with well developed and documented scope. 3. Project Manager and/or Superintendents Representative only authorised to amend scope. 4. Project Management, Contract and Procurement Policies processes followed and reviewed. 5. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	4. Substantially Effective	Project Manager / Superintendent's Representative	3	B	Moderate 6	Accept Risk (ALARP)	Parks	Manager Parks	Community Services	

ERM RISK SUMMARY REPORT

Rockhampton Regional Council's Current Risk Rating Profile

based on the Operational Register as at 16/6/17



ROCKHAMPTON REGIONAL COUNCIL
Very High and High Current Risk Ratings as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
330	Assist in the implementation of a growth management framework which facilitates economic growth whilst preserving the region's character.	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.	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.	High 4	Accept Risk (ALARP)	Coordinator Strategic Planning
109	Assist industry and developers with business expansion within the Region and advocate associated benefits.	Failure to take advantage of Rockhampton Region's economic development opportunities which can result in limited growth of Council's rate base.	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.	High 5	Accept Risk (ALARP)	Manager Regional Development and Promotions Manager Economic Development
414	Deliver a range of individual and organisational development services and programmes.	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.	1. Development and implementation of processes for engagement and training of volunteers. 2. Supervision of volunteer work on Council sites. 3/3/17: 3. Training procedures for volunteers developed and distributed to sections. 3/3/17: 4. Responsibility for volunteers at some sites have transitioned to community organisations.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities
417	Deliver a range of individual and organisational development services and programmes.	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.	1. Policy, procedure and funding regulations implemented and reviewed regularly.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities

ROCKHAMPTON REGIONAL COUNCIL
Very High and High Current Risk Ratings as at 16/6/17

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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.	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.	High 5	Accept Risk (ALARP)	Manager Corporate and Technology
422	Deliver Facilities maintenance programmes and projects.	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.	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. 3/3/17: 5. Renewal schedule within Asset Management Plan, and maintenance planned in accordance with budget allocation.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities
213	Deliver fleet and plant asset management in an efficient operating environment.	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	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.	High 4	Treat Risk	Manager Corporate and Technology
223	Ensure Council's recordkeeping practices are in accordance with legislative, policy obligations and Council's Recordkeeping Charter.	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.	Manual system in place for the disposal of hardcopy documents only (electronic documents continue to grow exponentially)	High 4	Treat Risk	Manager Corporate and Technology
429	Plan and deliver Local Laws programmes, partnerships, regulation and education.	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	1. Staff trained. 2. Local Law review. 3. Process and procedure review.	High 4	Treat Risk	26/8/16: Manager Planning and Regulatory Services Manager Community Standards and Compliance

ROCKHAMPTON REGIONAL COUNCIL
Very High and High Current Risk Ratings as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
P 217	Plan for appropriate open space within the Region	Smart Hub Project Cultural - Heritage Application Rejected which will result in the inability to complete the project to the specifications, impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	1. Appropriate planning and development with well developed and documented scope. 2. Project Manager and/or Superintendents Representative only authorised to amend scope. 3. Project Management, Contract and Procurement Policies processes followed and reviewed. 4. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	High 4	Accept Risk (ALARP)	Manager Corporate and Technology
101	Provide assurance, consulting and assigned investigation services.	Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict.	(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	High 4	Treat Risk	Chief Audit Executive
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.	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 16/6/17: 5. (4) Assurance Gap Analysis incorporated into ERM Process Procedure	Very High 3	Treat Risk	Chief Audit Executive
P 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.	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.	High 4	Treat Risk	Manager Planning & Regulatory Services
427	Provide compliance and regulatory services inline with legislative and community standards.	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.	1. Budget submission for appropriate resources to address required compliance service levels. 2. Infringement financial management system (Pathways module).	High 4	Treat Risk	26/8/16: Manager Planning and Regulatory Services Manager Community Standards and Compliance
310	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	(2.) Production of specific training & development plans for technical & professional staff has commenced for Design Services only at this stage.	High 4	Treat Risk	Manager Engineering Services

ROCKHAMPTON REGIONAL COUNCIL

Very High and High Current Risk Ratings as at 16/6/17

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311	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	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.	High 4	Treat Risk	Manager Engineering Services
312	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	1. The Adopted Infrastructure Charges Resolution (AICR) under State Planning Regulatory Provisions (SPRP) has been adopted by Council. 2. 28/10/16 - Local Government Infrastructure Plan (LGIP) adopted with new planning scheme, and AICR amended to reflect changes.	High 5	Accept Risk (ALARP)	Manager Engineering Services
313	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	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.	High 4	Treat Risk	Manager Engineering Services
315	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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).	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.	High 4	Treat Risk	Manager Engineering Services
251	Provide professional accounting and financial management functions and ensure statutory compliance is met.	The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions.	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.	High 5	Accept Risk (ALARP)	Manager Finance

ROCKHAMPTON REGIONAL COUNCIL
Very High and High Current Risk Ratings as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
331	Provide regulatory and compliance services in line with statutory requirements and best practice.	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.	Current fees address service level requirements.	High 4	Accept Risk (ALARP)	Manager Planning and Regulatory Services Manager Development and Building
332	Provide regulatory and compliance services in line with statutory requirements and best practice.	Failure to collect revenue results in less funds available and lack of confidence in Council business practices.	(1) Customer financial management system (Pathway)	High 5	Treat Risk	Manager Planning and Regulatory Services Manager Development and Building
301	Provide value for money construction, maintenance and community response services for transport and drainage assets.	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.	(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.	High 4	Treat Risk	Manager Civil Operations
302	Provide value for money construction, maintenance and community response services for transport and drainage assets.	Increased input costs not factored in to budgets thus resulting in inability to fully complete stated work programs.	1. Anticipate increased input costs when drafting budget. 2. When preparing budget for main material and resource components, forecast costs are obtained where possible.	High 4	Accept Risk (ALARP)	Manager Civil Operations
304	Provide value for money construction, maintenance and community response services for transport and drainage assets.	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.	(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.	High 4	Treat Risk	Manager Civil Operations
308	Provide value for money construction, maintenance and community response services for transport and drainage assets.	Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses a threat to safety of road users resulting in public liability.	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.	High 5	Accept Risk (ALARP)	Manager Civil Operations

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
112	Deliver and facilitate community events and celebrations	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		16/6/17: 100% 0%	26/8/16: 30/10/2016 19/2/16: 30/05/2016 01/08/2015	Manager Regional Development and Promotions	16/6/17: Change Control and Risk Owner to Manager Regional Development and Promotions (GM RD&A). Change S to 100% complete insurance has been obtained for the 2017 event.
213	Deliver fleet and plant asset management in an efficient operating environment.	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 (26/8/16 - Completed) . 2. Integrated regional solution taking in the Gracemere infrastructure.	19/2/16: \$855,000	3/3/17: Ongoing delay due to resolving land tenure. DNRM gazettal now March 2017. Following final survey, tower design and construction tender will be undertaken. Construction expected to be completed by Aug 2017.	19/2/16: 60% 02/10/15: 15% 40%	Stage 2 - 30/10/2016— (16/6/17: 31/12/2017 - 31/3/17: 31/8/2017) Stage 1 completed.	Manager Corporate and Technology	16/6/17: A dispute regarding the surveyed boundaries has impacted the construction date. Revised plans submitted to DNRM have been approved. Now expect completion by Dec 2017.
411	Deliver targeted social programmes relating to child care, youth and aged services.	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.	16/6/17: 90% 17/7/15: 75% 17/4/15: 70%	16/6/17: 30/9/2017 2/12/16: 30/06/2017 27/5/16: 30/09/2016 17/7/15: 31/12/2015 17/4/15: 30/06/2015 (30/4/15: 30/06/2014)	General Manager Community Services: 30/1/15	16/6/17: Blue card internal system currently undergoing Internal Audit. Blue card Risk Management Strategy complete. Alter column S to 90% and column T to 30.09.2017.
407	Develop and deliver targeted arts and heritage programmes.	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.	16/6/17: 90% 2/12/16: 85% 27/5/16: 70% 25%	16/6/17: 30/09/2017 2/12/16: 30/03/2017 26/8/16: 31/12/2016 27/5/16: 30/06/2016 30/06/2015	Manager Arts and Heritage	16/06/17 - amend completion date in column T to 30/09/17. Amend column S to 90% as now only awaiting budget outcomes.
443	Ensure botanical collections are maintained and developed.	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.		26/8/16: 80% (40%)	16/6/17: 31/12/2017 26/8/16: 30/06/2017 (30/06/2016)	Manager Parks	16/6/17: Peer review underway. Alter column T to 31.12.2017
235	Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.	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 16/6/17: Research on software completed. Future Risk Control "Implement Software to support ERM functions" to be deleted. For present, on a Cost vs Net Benefit to Council basis, current spreadsheets provide for an adequate and more appropriate RM process and are a known quantity. Current process is more efficient and effective vs Tech1 solution.	26/8/16: Budget proposed 2016/17. 17/4/15: Budget proposed 2015/16	3/3/16: Investigation into Tech1 (Performance Planning software) is continuing. 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.		26/8/16: 30/06/2017 (30/06/2016)	Chief Audit Executive	16/6/17: Research on software completed. Future Risk Control "Implement Software to support ERM functions" to be deleted. For present, on a Cost vs Net Benefit to Council basis, current spreadsheets provide for an adequate and more appropriate RM process and are a known quantity. Current process is more efficient and effective vs Tech1 solution.
223	Ensure Council's recordkeeping practices are in accordance with legislative, policy obligations and Council's Recordkeeping Charter.	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 (RARD) 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.	3/3/17: File plan completed and scheduled for annual review. 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: 31/12/2016 27/5/16: 30/06/2016 To be advised	Manager Corporate and Technology	16/6/17:
424	Implement Pest Management Plan actions to control declared pests.	Council does not have appropriate and implemented pest management planning for pest plants and pest animal management leading to public complaints about service delivery, localised damage to Council's reputation, temporary redirection/addition of staff/resources required.	Moderate 5	Advised of major changes to legislation occurring in 2016 - 1. Review and realign plan with newly identified changes; 2. Review of service level arrangements / requirements (Dependent on 1.)	Existing.		16/6/17: 70%	31/12/2017	26/8/16: Manager Planning and Regulatory Services Manager-Community Standards and Compliance-	16/6/17: Plan workshoped with Council. Report to Council being prepared to enable Council adoption. Dependent future control awaiting adoption and budget resourcing. Alter column S to 70%.
440	Maintain the Region's sports fields, parks, gardens, playgrounds and open spaces.	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 to align with adopted policy. 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.	3/3/17: Tree Management Policy adopted, work proceeding on Procedure to support.	(3/3/17: 70%) 60%	2/12/16: 28/02/2017 19/2/16: 30/04/2016 31/12/2015	Manager Parks	16/6/17: No change in status

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
446	Maintain the Region's sports fields, parks, gardens, playgrounds and open spaces.	Integrity of land-fill caps, where Council is now using the space for public use (eg: parks), is impacted through an event occurring causing exposure of toxins, hazards etc (eg: TC Marcia causing tree fall and erosion) resulting in: public health and safety; financial; and environmental repercussions.	Moderate 7	1. Continuous review and updating of Site Management Plan 2. Site remediation priorities to be determined, planned and implemented	Yet to be determined (Kershaw remediation is now estimated at \$8.4m. The amount for other sites is hard to assess generically.)	(Note: Remediation Plan for Kershaw Gardens in effect) Public perception Funding	16/6/17: 50% 02/40/2015-15% 2%	16/6/17: 30/06/2018 19/2/16-30/06/2017 04/12/2015	Manager Parks	16/6/17: Remediation works via \$2.5M contract underway. Alter column T to 30.06.2018 and column S to 50%.
326	Operate and maintain sewerage network and treatment assets including re-use schemes.	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% (30/4/14-35%)	2/12/16: 30/06/2018 19/2/16-31/12/2016 02/40/15-30/06/2018 30/06/2017	Manager FRW	16/6/17: Constructing of rising main required to decommission West Rockhampton STP approx. 20% complete and augmentation of Gracemere STP currently progressing through design phase. Add additional control - Periodic review and updating of Asset Management Plans for sewerage infrastructure.
327	Operate and maintain sewerage network and treatment assets including re-use schemes.	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. (1) Complete process upgrades to Glenmore Water Treatment Plant. 2. FRW to prepare all hazards treatment option report for Council consideration.			02/10/15: 80% 17/04/15-30% 2/40/15-30/06/2016 30/06/2015	2/12/16: 30/06/2018 2/40/15-30/06/2016 30/06/2015	Manager FRW	16/6/17: Capital upgrade project nearing completion. (Installation of new treatment process for extreme raw water events)
244	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	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	3/3/17: Failure of contractor to supply required documentation to be submitted to CASA: and decommissioning delays owing to Exercise Wallaby commencement. 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% 2/40/2015-85% 17/7/2015-80% (17/4/2015-70%)	3/3/17: 31/07/2017 2/42/16-31/3/2017 26/8/16-30/11/2016 27/5/16-31/07/2016 19/2/16-30/06/2016 17/7/15-31/12/2015 (Stage 3-30/6/2016)	Manager Rton Airport	16/6/17:
245	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	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	3/3/17: A number of locks have failed and a cause needs to be identified by the manufacturer before roll-out of the balance of the locks is done. 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% 2/40/2015-85% 17/7/2015-75% (17/4/2015-60%)	2/12/16: 31/07/2017 19/2/16-30/06/2016 17/7/15-31/12/2015 (17/11/14-30/06/2015)	Manager Rton Airport	16/6/17:
248	Operate and maintain the Rockhampton Airport to meet the transport needs of the regional community and in a manner that provides a commercial return.	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.	3/3/17: Draft AMP completed and is to be worked through by Airport Facilities Team. 2/40/15: 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.	2/12/16 : 80% 2/40/2015-80% 17/4/2015-80% (21/4/15-80%)	17/7/15: 30/6/2017 (17/11/14-30/06/2015)	Manager Rton Airport	16/6/17:
322	Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable.	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% (30/4/15-15%)	31/12/2019	Manager FRW	16/6/17: No Change

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
323	Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable.	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	3/3/17: Construction of rising main, required to decommission West Rockhampton STP, currently commencing; and augmentation of Gracemere STP currently progressing through design phase.	17/7/15: 15% (30/4/15: 40%)	31/12/2019	Manager FRW	16/6/17: Constructing of rising main required to decommission West Rockhampton STP approx. 20% complete and augmentation of Gracemere STP currently progressing through design phase. Add additional controls - Periodic review and updating of Asset Management Plans for water infrastructure.
324	Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable.	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 to be update and renewed at all sites and update as necessary. 2. Finalise and implement FRW Maintenance Strategy to be finalised (note: implementation is occurring as components are developed).	(1 & 2) Staff (1) Budget	Staff availability	17/7/15: 75% (20%)	2/12/16: 30/06/2017 19/2/16: 30/06/2016 17/7/15: 31/12/2015 (31/12/2014)	Manager FRW	16/6/17: Limited progress on signage due to recent natural disasters.
325	Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable.	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 to be finalised (note: implementation is occurring as components are developed). 3. Investigate backup power options.	(1, 2 & 3) Staff (1) Budget	(1) Awaiting budget approval. (2 & 3) Staff availability.	17/7/15: 50% (30/4/15: 20%)	3/03/17: 30/06/2017 2/10/15: 30/06/2016 17/7/15: 31/12/2015 (31/12/2014)	Manager FRW	16/6/17: No change.
328	Operate water supplies and networks to ensure future regional water demand (potable water) is sustainable.	Fire in FRW buildings resulting in injury to staff; loss of plant and equipment.	Moderate 6	16/6/17: Additional controls to reduce the risk of fire in FRW buildings being implemented as per Audit Recommendations (minor capital upgrades and administrative improvements)					Manager FRW	16/6/17: Additional controls to reduce the risk of fire in FRW buildings being implemented as per Audit recommendations (minor capital upgrades and administrative improvements).
429	Plan and deliver Local Laws programmes, partnerships, regulation and education.	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	16/6/17: 65% 5%	16/6/17: 31/3/2018 27/5/16: 31/01/2017 (17/4/15: 30/12/2016) 31/12/2014	26/8/16: Manager Planning and Regulatory Services Manager-Community Standards and Compliance-	16/6/17: Reviews well underway. Local law review scheduled for completion and change gazettal in February 2018. Alter column S to 65% and column T to 31.03.2018
444	Plan for appropriate open space within the Region.	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).		26/8/16: Sport, Parks, Active Recreation and Community (SPARC) Strategy currently in preparation	70%	16/6/17: 31/03/2018 26/8/16: 30/04/2017 (31/12/2016)	Manager Parks	16/6/17: Status unchanged. Alter column T to 31.03.2018
431	Provide a well maintained and managed zoological collection.	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.)	16/6/17: 35% 19/2/16: 20% 40%	16/6/17: 31/12/2017 26/8/16: 30/11/2016 (30/06/2016)	Manager Parks	16/6/17: Work ongoing. Alter column S to 35% and column T to 31.12.2017
101	Provide assurance, consulting and assigned investigation services.	Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict.	High 4	16/6/17: Formal Internal Succession Plan for Unit to be recommended by CAE and approved by CEO				16/6/17: 31/07/2018	Chief Audit Executive	16/6/17: CHANGE ALARP - to TREAT RISK - CEO to approve CAE Recommended Formal Internal Succession Plan for Unit. Completion date 31/7/18.
114	Provide assurance, consulting and assigned investigation services.	Non Conformance with IPPF; Act or Reg.	Moderate 6	External Assessment (Mandatory every 5 years)	Budget allocation \$20,000	3/3/17: Budget constraint in 2016-17 and 2017-18 financial years	0%	16/6/17: 30/12/2018 31/12/2016	Chief Audit Executive	16/6/17: Change completion date to 30/12/18
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.	Very High 3	(6) Educating the relevant managers what assurance is and what is required.		Budget	0%	31/12/2018	Chief Audit Executive	16/6/17: Add (5) in Existing Controls - Assurance Gap Analysis has been incorporated into new and updated ERM process procedure by Senior Risk & Assurance Advisor - 100% implemented.

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
P 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.	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	16/6/17: 10% 5%	16/6/17: 31/01/2018 2/12/16: 31/12/2017 30/06/2017	Manager Planning & Regulatory Services	16/6/17: Development application in appellant stage. Alter column S to 10% and column T to 31.01.2018
427	Provide compliance and regulatory services inline with legislative and community standards.	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	16/6/17: 40% 17/7/15: 30% (25%)	16/6/17: 31/12/2017 26/8/16: 30/06/2017 17/4/15: 30/06/2016 (30/06/2015)	26/8/16: Manager Planning and Regulatory Services Manager-Community-Standards-and-Compliance-	16/6/17: Budget resourcing applied for. Alter column S to 40% and column T to 31.12.2017
310	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	26/8/16: 70% 2/10/15: 60% 30/4/15: 40%	3/3/17: 31/12/2017 17/7/15: 1/7/2016 (30/4/15: 31/12/2015)	Manager Engineering Services	16/6/17: No change
311	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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% (30/4/15: 40%)	3/3/17: 31/12/2017 31/12/2016	Manager Engineering Services	16/6/17: No change
313	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	3/3/17: 60% 26/8/16: 50% 30/4/15: 30%	30/06/2018	Manager Engineering Services	16/6/17: No change
315	Provide engineering, infrastructure planning and project management services to meet the current and future needs of the community and organisation.	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.	3/3/17: Draft 10 year Capital Program has been developed. Availability of personnel to do this work.	17/7/15: 75% (50%)	3/3/17: 01/07/2018 01/07/2016	Manager Engineering Services	16/6/17: No change
332	Provide regulatory and compliance services in line with statutory requirements and best practice.	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: 30/6/2017 19/2/16: 30/06/2016 31/12/2015	Manager Planning and Regulatory Services Manager-Development-and-Building	16/6/17: 3/3/17: - 2/12/16: -
301	Provide value for money construction, maintenance and community response services for transport and drainage assets.	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%)	3/3/17: 30/06/2018 17/4/15: 30/12/2016 (31/1/15: 30/06/2014)	Manager Civil Operations	16/6/17:
303	Provide value for money construction, maintenance and community response services for transport and drainage assets.	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%	3/3/17: 31/12/2017 19/2/16: 30/06/2016 30/06/2015	Manager Civil Operations	16/6/17:

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 16/6/17

Risk Identification	Links To Planning	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
304	Provide value for money construction, maintenance and community response services for transport and drainage assets.	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.	High 4	(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% (47/4/15: 40%)	3/3/17: 31/12/2018 19/2/16: 31/12/2016 17/4/15: 31/12/2015 28/02/2015	Manager Civil Operations	16/6/17:
336	Provide waste management facilities and services which meet the community's needs through the development and implementation of a Strategic Waste Management Plan.	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			19/2/16: 1. Continuous 2. 2021 3. TBA 26/02/2016	General Manager Regional Services	16/6/17: No changes
339	Provide waste management facilities and services which meet the community's needs through the development and implementation of a Strategic Waste Management Plan.	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	Lack of resources		21/12/2016	Manager Rockhampton Regional Waste and Recycling	16/6/17: Current Risk rating was 2 C = Moderate 6; changed to 2 D = Moderate 5. Rating reassessed as probability/likelihood to occur more frequently.

11.8 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 30 JUNE 2017

File No: 8148
Attachments: 1. Income Statement- June 2017
2. Key Indicator Graphs- June 2017
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Alicia Cutler - Manager Finance

SUMMARY

The Manager Finance presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 30 June 2017.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 30 June 2017 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 30 June 2017), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial results provide a reasonable indication of Council's financial performance for the 2016/2017 financial year. However, Councillors should note in reading this report that numerous end of financial year transactions such as accrued expenses are yet to be processed, which will influence the final financial results for 2016/2017. These transactions will be processed throughout July and August.

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

Total Operating Revenue is reported at 102% of revised budget. Key components of this result are:

- Net Rates and Utility Charges are at 101% of budget. This result is mainly attributable to an increase in the level of pre-paid rates during 2016/2017.
- Fees and Charges are slightly behind revised budget at 96%. A key area that is below budget expectations is Waste and Recycling due to a reduction in commercial tonnage waste fees.
- Private and Recoverable Works revenue is behind budget at 89%. This is offset by a reduction in related operational expenditure.
- Grants and Subsidies are ahead of revised budget expectations at 119%. Council has received the first half of the Federal Assistance Grant for 2017/2018 which was \$3,623,000. Queensland Reconstruction Authority also provided an initial payment for Tropical Cyclone Debbie's counter disaster and emergent works of \$2,250,000.
- All other revenue items are in proximity to the revised budget.

Total Operating Expenditure is at 99% of the revised budget with committals, or 96% of budget without committals. Key components of this result are:

- Employee costs are below budget at 96%. Employee Costs are expected to increase following the finalisation of all entries for employee expenses and entitlements during July.

- Contractors and Consultants expenditure is ahead of budget at 104%. This is solely due to committed expenditure, as actual expenditure is 88% of budget. End of year processing will influence this result due to the number of committals in this area
- Materials and Plant is at 83% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is at 79% of budget.
- Asset Operational is ahead of revised budget at 115% with committals and 101% without committals. End of year processing will impact on this area as a number of licences for 2017/2018 have been prepaid.
- Other Expenses is behind budget expectations at 85% mainly due to the ongoing rollout of the Community sponsorship program.
- All other expenses items are in proximity to the revised budget.

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

Total Capital Income is at 89% of revised budget. Developers Contributions are yet to be finalised with contributions to be transferred to Capital Income on completion of related performance obligations which will be processed in July. Grants and Subsidies are at 90% of revised budget. It was anticipated that all

Total Capital Expenditure is at 135% of the revised budget with committals. However there are a number of projects where the committals figure includes orders for works across both the 2016/17 and 2017/18 financial years which is driving this variance. These projects include the Riverbank redevelopment and Kershaw Gardens restoration. Capital expenditure excluding committals is currently sitting at 93% of the March Revised Budget. During June \$11.6M was spent on capital projects.

Total Investments are approximately \$101.6M as at 30 June 2017. The forecast cash position in the 17/18 adopted budget was \$84.5 million. The difference will be represented by unspent capital works and an additional operational surplus and the NDRRA grant received ahead of budget.

Total Loans are \$143.2M as at 30 June 2017 following the final quarterly loan repayment for 2016/2017 and the drawdown of new loans.

CONCLUSION

The main accounting processes for the 2016/2017 financial year are yet to be completed and include accrued revenue, employee entitlement adjustments, and creditor accruals. The value of these accounting entries is difficult to predict accurately at the time of writing this report. To a large extent, committed expenditure, which is not included in the final financial statements, should compensate for the impact of expenditure accruals. The current operating surplus of \$6.1M (including \$6.9M of committed expenditure) is well ahead of the March Revised Budget surplus of \$.7M. The final operational result is expected to show a similar improvement.

Capital revenue is below behind budget at 89%, however the processing of Developers Contributions is yet to be finalised. Capital Expenditure is at 135% when committals are included or 93% when excluding committals. Given the large volume of committals, capital expenditure levels will increase due to end of financial year processing of accrued expenditure. It is important to note that the level of unspent capital works is at its lowest level for many years.

Full analysis for the Financial Year will be provided when the 2016/17 Financial Statements are complete and ready for External Audit in early September 2017.

SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 30 JUNE 2017

Income Statement- June 2017

Meeting Date: 25 July 2017

Attachment No: 1



Income Statement
For Period July 2016 to June 2017
100% of Year Gone

	Adopted Budget	Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
	\$	\$	\$	\$	\$	
OPERATING						
Revenues						
Net rates and utility charges	(133,058,706)	(132,415,844)	(134,281,553)	0	(134,281,553)	101%
Fees and Charges	(25,644,218)	(23,480,063)	(22,548,095)	0	(22,548,095)	96%
Private and recoverable works	(6,387,977)	(6,101,325)	(5,442,355)	0	(5,442,355)	89%
Rent/Lease Revenue	(3,050,752)	(3,018,652)	(3,027,904)	0	(3,027,904)	100%
Grants Subsidies & Contributions	(10,559,423)	(15,738,799)	(18,803,753)	0	(18,803,753)	119%
Interest revenue	(3,018,000)	(3,018,000)	(3,114,278)	0	(3,114,278)	103%
Other income	(4,797,801)	(4,365,416)	(4,472,827)	0	(4,472,827)	102%
Total Revenues	(186,516,876)	(188,138,099)	(191,690,764)	0	(191,690,764)	102%
Expenses						
Employee Costs	76,845,984	73,758,605	71,002,251	119,893	71,122,144	96%
Contractors & Consultants	17,324,546	17,061,933	14,970,689	2,848,187	17,818,876	104%
Materials & Plant	10,700,883	12,380,311	9,753,694	532,590	10,286,284	83%
Asset Operational	18,663,845	18,283,420	18,435,808	2,669,532	21,105,341	115%
Administrative Expenses	12,435,624	12,867,088	11,960,000	767,460	12,727,460	99%
Depreciation	47,164,385	51,329,911	51,473,424	0	51,473,424	100%
Finance costs	8,884,407	8,884,407	8,524,115	0	8,524,115	96%
Other Expenses	1,381,963	1,315,783	1,114,510	5,845	1,120,355	85%
Total Expenses	193,201,636	195,680,558	187,234,491	6,943,508	194,177,999	99%
Transfer / Overhead Allocation						
Transfer/Overhead Allocation	(7,734,627)	(8,274,055)	(8,644,978)	4,059	(8,640,919)	104%
Total Transfer / Overhead Allocation	(7,734,627)	(8,274,055)	(8,644,978)	4,059	(8,640,919)	104%
TOTAL OPERATING POSITION (SURPLUS)/DEFICIT	(1,049,867)	(731,595)	(13,101,251)	6,947,567	(6,153,684)	841%
CAPITAL						
	Adopted Budget	March Revised (inc Carry Forward)	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
Total Developers Contributions Received	(3,925,700)	(2,108,054)	(1,492,203)	0	(1,492,203)	71%
Total Capital Grants and Subsidies Received	(30,026,786)	(42,210,460)	(37,936,804)	0	(37,936,804)	90%
Total Proceeds from Sale of Assets	0	(6,818)	(6,818)	0	(6,818)	100%
Total Capital Income	(33,952,486)	(44,325,332)	(39,435,825)	0	(39,435,825)	89%
Total Capital Expenditure	88,730,329	103,019,987	95,683,742	43,421,294	139,105,036	135%
Net Capital Position	54,777,843	58,694,655	56,247,917	43,421,294	99,669,211	170%
TOTAL INVESTMENTS			101,613,698			
TOTAL BORROWINGS			143,220,773			

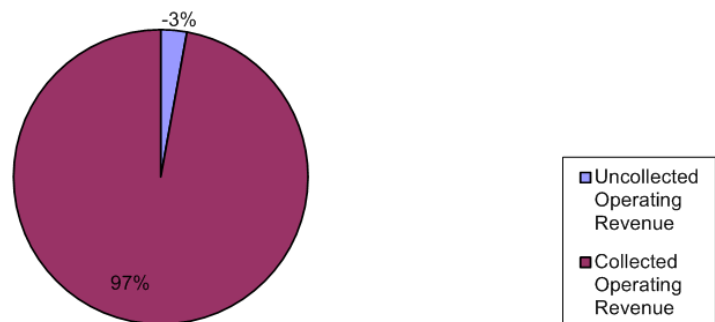
SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 30 JUNE 2017

Key Indicator Graphs- June 2017

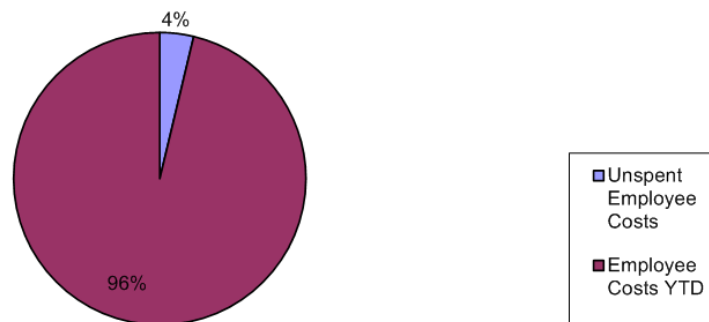
Meeting Date: 25 July 2017

Attachment No: 2

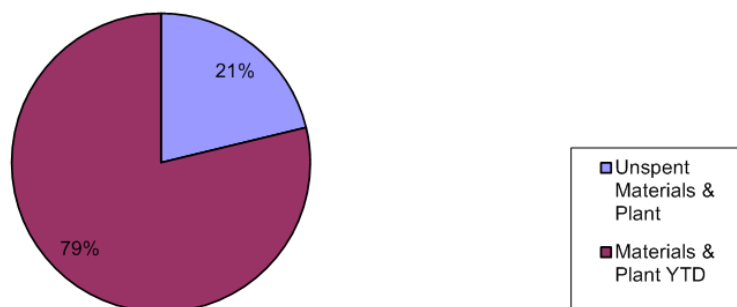
Operating Revenue
(Excluding Net Rates and Utility Charges)
(100% of Year Gone)

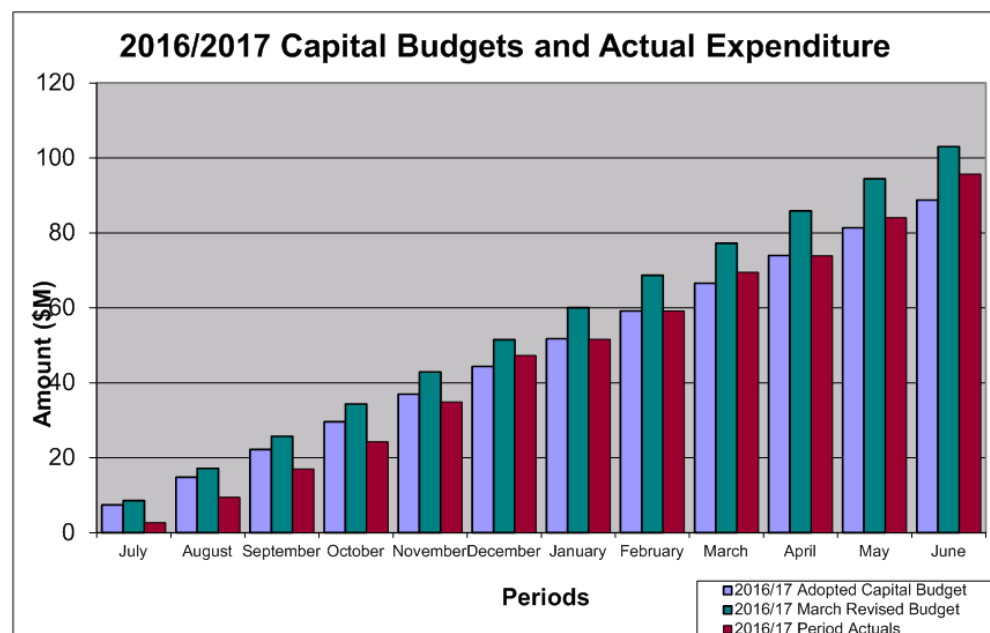
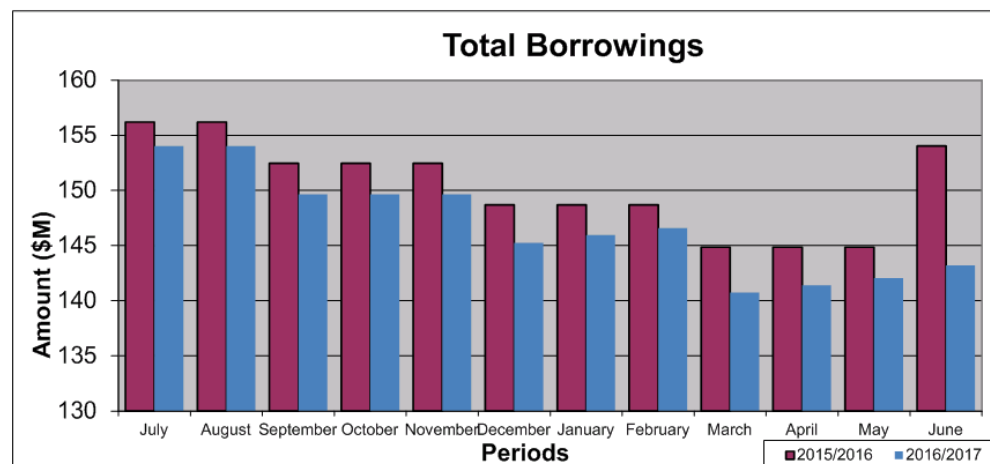
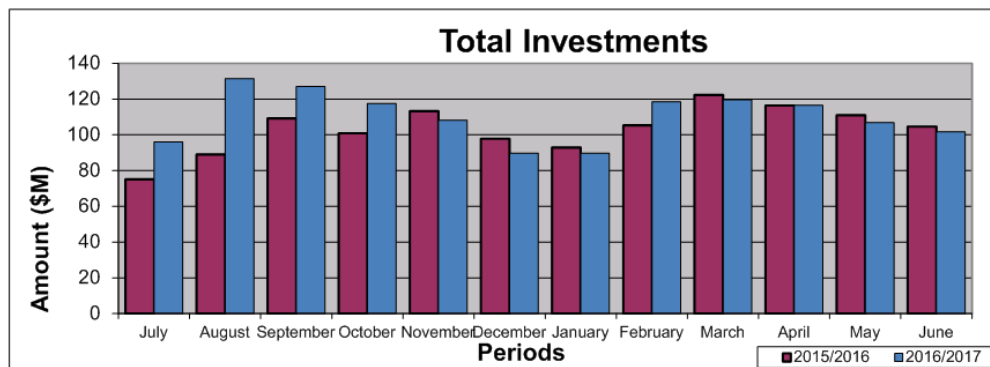


Operating Employee Costs
(100% of Year Gone)



Operating Materials & Plant
(100% of Year Gone)





**11.9 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
JUNE 2017****File No:** 1392**Attachments:**

1. Workforce & Strategy Monthly Report - 2017
2. CTS Monthly Report - 2017
3. Finance Monthly Report

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Ross Cheesman - Deputy Chief Executive Officer

SUMMARY

The monthly operations report for the Corporate Services department as at 30 June 2017 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 30 June 2017 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services Department as at 30 June 2017 be received.

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT JUNE 2017**

**Workforce & Strategy Monthly Report -
2017**

Meeting Date: 25 July 2017

Attachment No: 1

MONTHLY OPERATIONS REPORT

WORKFORCE AND STRATEGY SECTION

Period Ended 30 June 2017

VARIATIONS, ISSUES AND INNOVATIONS

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	On Hold	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)	Avg Completion Time (days) Q4	
			Received	Completed												
Administrative Action Complaints	0	0	0	0	0	0	36	●	0.00	●	0.00	●	0.00	0.00	●	0.00
W&S - Complaints Management Process (NOT CSO USE)	0	0	4	3	1	0	30	●	2.00	●	5.75	●	8.01	6.22	●	4.75

COMMENTS

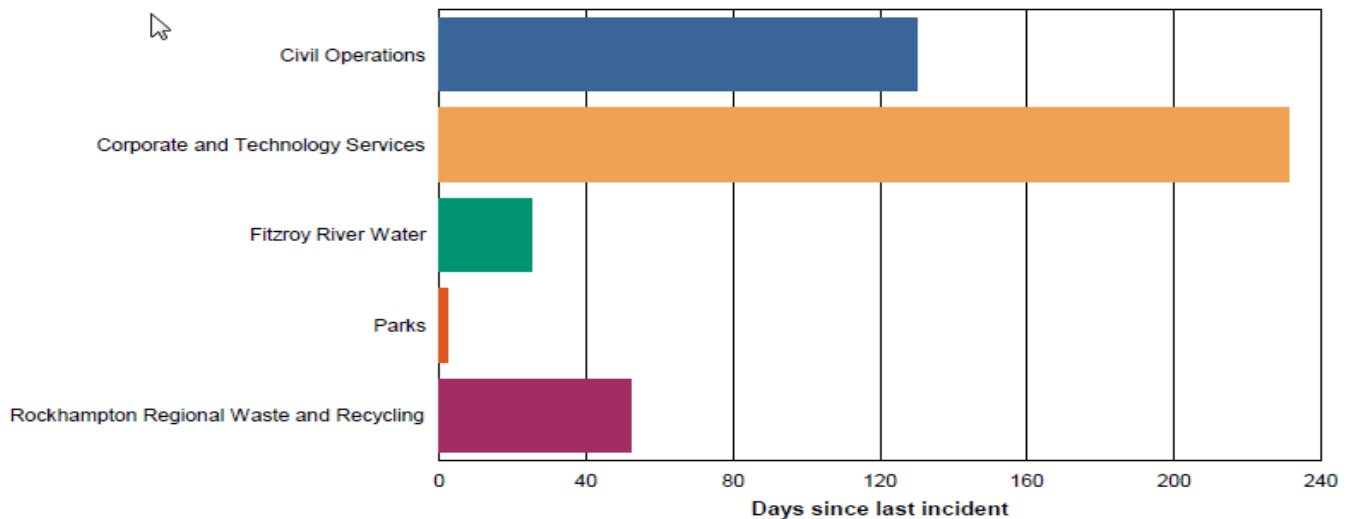
Matters are being addressed within the set timeframes.

2. COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS

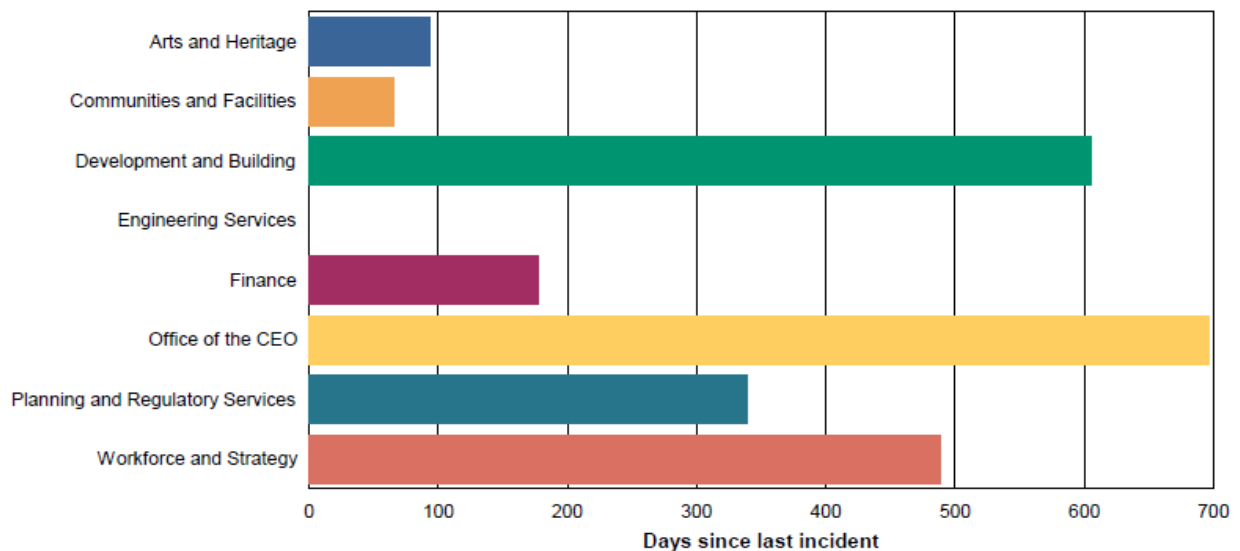
Safety Statistics

The following graphs show the number of lost time injury free days since the last workplace incident by section. These results reflect our employee's commitment to safety and recognise the organisations effort in the implementation of safe work practices.

Lost time injury free days as at 30 June 2017 (sections identified as High Risk)



Lost time injury free days as at 30 June 2017 (sections identified as Low Risk)



The safety statistics for Workforce & Strategy in the reporting period are:

	Apr 2017	May 2017	June 2017
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	0	0
Total Number of Incomplete Hazard Inspections	0		

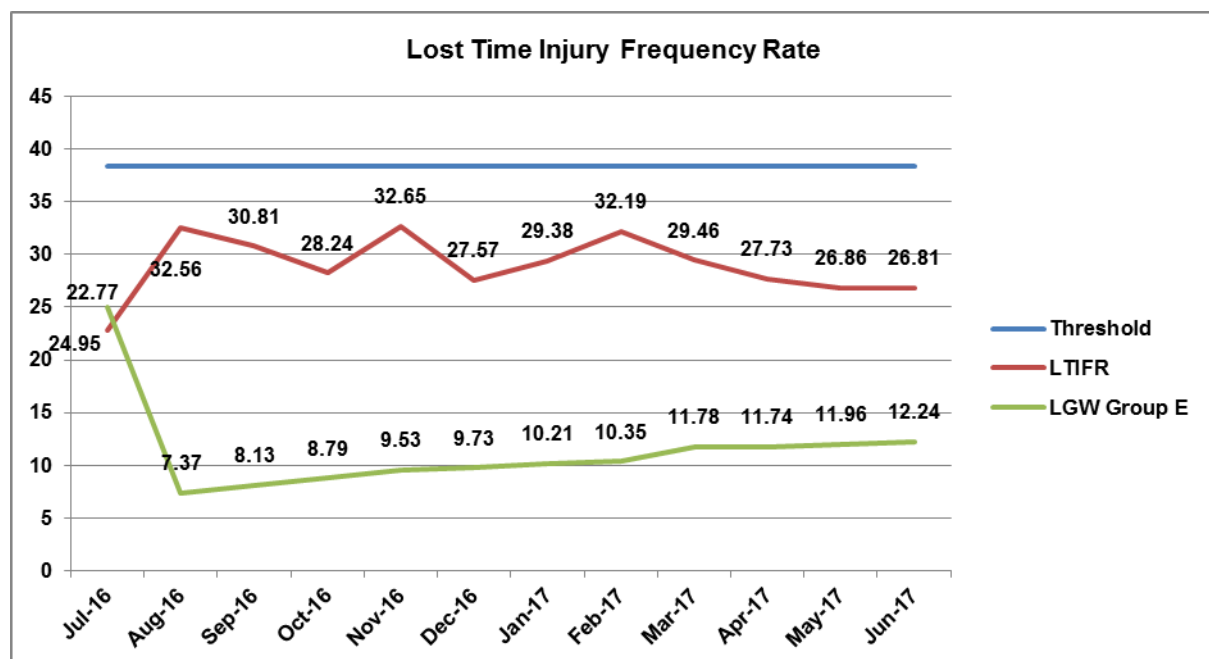
The safety statistics for All of Council in the reporting period are:

	Apr 2017	May 2017	June 2017	Total 16/17 YTD
Number of Lost Time Injuries	2	2	3	38
Number of Days Lost Due to Injury	80	79	91	820
Total Number of Injuries Reported	11	20	15	233
Total number of Incomplete Hazard Inspections	20			

Incomplete hazard inspections have been reported to the appropriate operational areas for action.

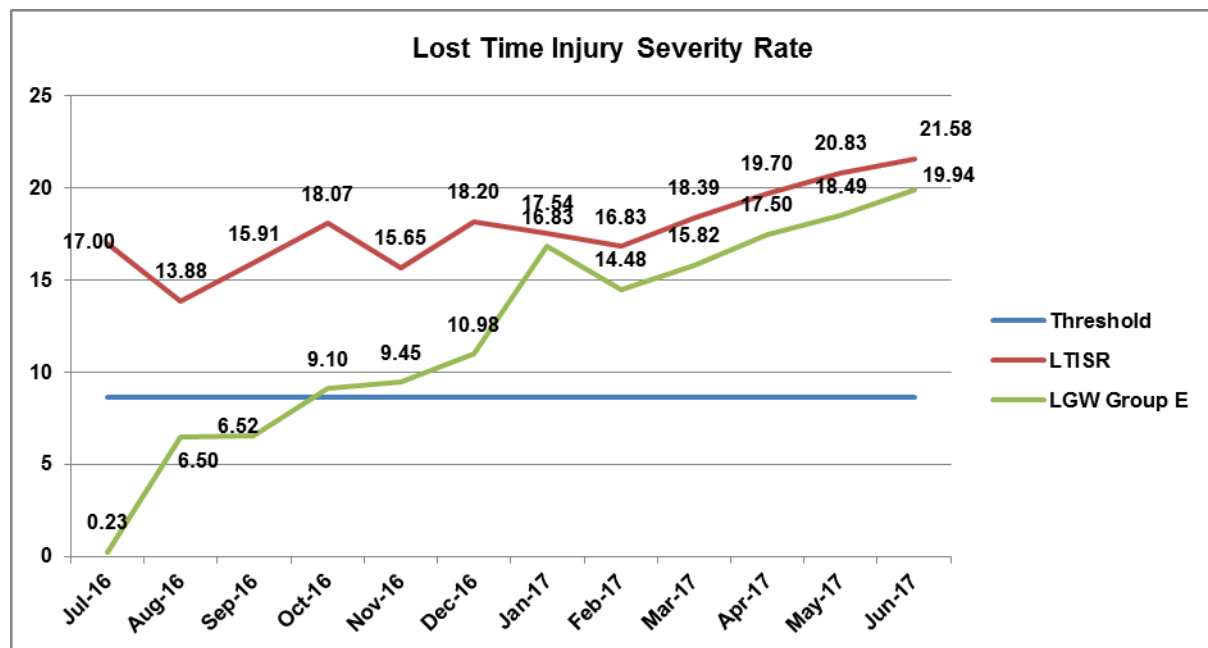
Lost Time Injury Frequency Rate

Lost Time Injury Frequency Rate figures represent the average number of lost time injuries incurred per 1,000,000 employee hours worked (No of LTI's x 1,000,000 / actual employee hours). At this stage Council is tracking below targets based on 15/16 LTIFR, however are significantly higher than LGW Group E which are similar sized Councils.



Lost Time Injury Severity Rate

Lost Time Injury Severity Rate figures represent the average number of lost time days per lost time injury (No of lost time days / no of lost time injuries). Council is tracking considerably higher than our target and the LGW Group E statistics. This is due to some significant injuries that have resulted in long term absences from the workplace.

**Risk Management Summary**

Example from Section Risk Register (excludes risks accepted/ALARP):

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
Corporate Risks					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	Ongoing annual audits will be conducted. Work has commenced to rectify the actions from the 2016 Safety Audit. Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety systems.	Due dates included into 2016 RAP and updates provided monthly	95%	53 recommendations from the LGW 2016 Audit. 13 actions have now been completed with 20 currently in progress.

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Quarterly report on the results of the implementation of the annual operational plan	August 2017	75%	The annual (Quarter 4) assessment as at 30 June 2017 will be presented at the Ordinary Council meeting in August 2017.
Corporate Plan	June 2017	100%	The Corporate Plan was approved by Council on 27 June 2017.
Annual Operational Plan 2017/18	June 2017	100%	The annual Operational Plan for 2017/18 will be presented to Special Council for adoption on 11 July 2017.
Update of Workplace Health & Safety documents to meet the new legislative requirements	2017	Ongoing	Updates to documents is ongoing in accordance with legislative changes. Currently working on changes to 10 elements.
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 for the current reporting period.
Workplace Health and Safety Audit	2017	20%	Preparation has commenced for the Workplace Health and Safety Queensland Audit scheduled for 11-13 October 2017. Council is required to provide evidence for 64 criteria which is required to be submitted to the Auditor by 25 August 2017.
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 June 2017 – 100% of year elapsed.

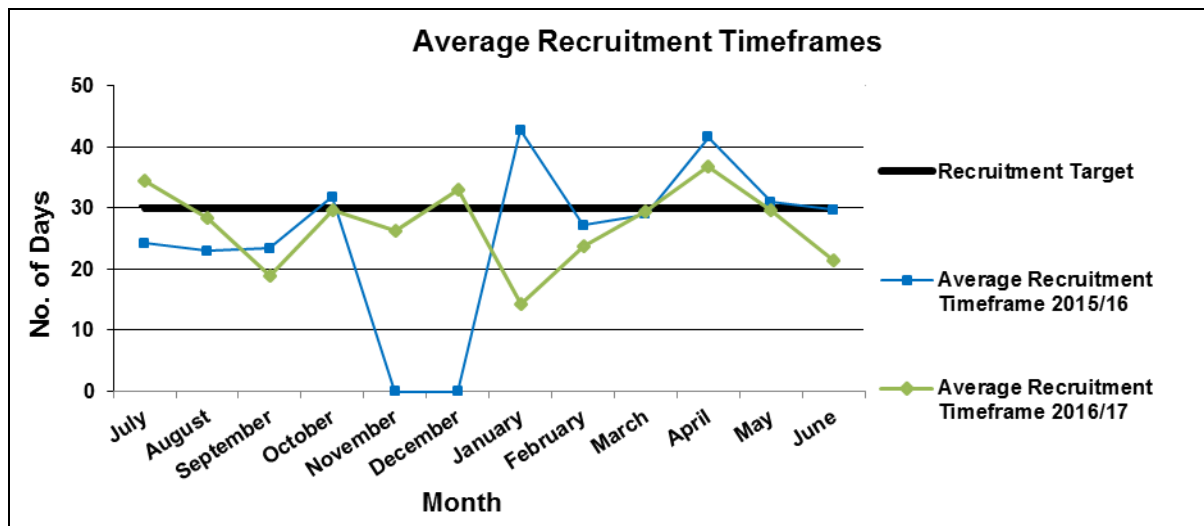
Project	Explanation
Industrial Relations Project	Various costings models have been presented to the Leadership Team and further scenarios are being formulated in line with the upcoming budget. Management departmental discussions have commenced to identify needs, issues and risks for the preparation of drafting management's preferred certified agreement position.
WHS Data Management System	Testing Riskware V2.14 continues to rectify some system bugs. At this stage V2.11 is in use however there are still a number of functional issues with this version.
Service Level Review Project (SLR)	A report is being prepared by the General Manager Community Services on the schedules, costs and resources for Parks Tree Maintenance to be presented to Council. No further action will be taken on this project until that report has been presented.
Aurion Project	Update to Aurion 11.27 was implemented on 22 June, which now allows work to commence on the implementation of Aurion Web Recruitment later in the year.
Strategic Framework Project	The 2017 – 2022 Corporate Plan has now been approved by Council and has been published on Council's website and The Hub. The draft 2017/18 Operational Plan will be presented to Council 11 July 2018 for adoption.

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 (10 positions recruited during reporting period)	100%	84%
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%	99.94%
Hazard Inspections completed as per the adopted Matrix	100%	85%

Recruitment Timeframes

Of the 16 positions recruited in the reporting period, 3 were not finalised within the 30 day timeframe. These delays were caused by a number of factors including the unavailability of panel members and the length of time to complete pre-employment screening.



Establishment

FTE Positions	Period	Workforce & Strategy	Council
Starting Point	1 January 2014	30.05	838.9
Same Time Previous Year	30 June 2016	36	880.07
Previous Month	31 May 2017	34	897.17
Current Month	30 June 2017	34	901.17

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

FTE positions include 48.37 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
13	17

Changes to Workforce & Strategy Establishment

There are no changes to report.

Changes to Council Establishment

- Two temporary Team Leaders within Parks created until November 2017 to undertake Works for Queensland projects.
- Permanent Asset Accountant created within Finance Section to ensure delivery of base level services and meet statutory requirements.
- Temporary Labourer within FRW created until June 2018 to backfill employee working on capital construction projects.

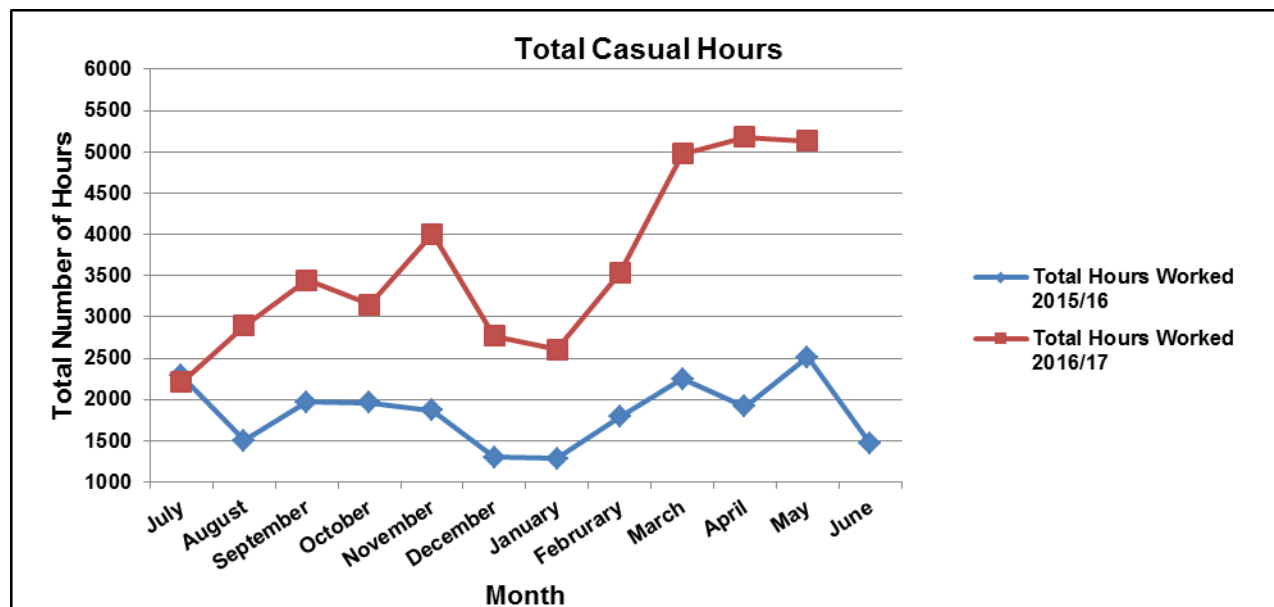
FTE Positions Internal / External Split

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 58% (523.43) internal and 42% (372.74) external. The internal definition is based on staff who are appointed in accordance with the Local Government Officers Award and it should be noted that there are a number of supervisors and technical staff on this award that work predominately in the field.

	Feb 14	May 2017	June 2017
External	371.91	372.74	373.74
Internal	465.68	522.43	523.43
TOTAL	837.44	897.17	901.17

Casual Hours – May 2017 (reported one month in arrears)

All casual hours worked will now be reported one month in arrears so that actual hours worked can be accurately reported. There are currently a total of 67 casuals actively employed by Council of which 59 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 5135.89 hours during the month of May 2017.



Casual Hours by Section – May 2017 (reported one month in arrears)

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. A significant increase in casual hours is a result of the development of casual pools for labourers and gardeners. This initiative has been implemented to provide access to trained resources during periods of staff shortages or high work demands as well as reduce the use of external labour hire.

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts and Heritage	Art Gallery	To assist with the delivery of ongoing programs. Expenditure is in some cases offset by earned income but not directly recovered.	297	0%
Arts and Heritage	Heritage Services	Assist in Food and Beverage roles for catered functions - all wages costs are generally recovered as a fee for service operation.	307.25	100%
Arts and Heritage	Major Venues	Casual staff used by hirers, wages costs in box office and production departments are fully recovered. Across this period casual staff have been engaged to back fill a vacant full-time position.	1098.58	108%
Communities and Facilities	City Child Care Centre	Backfilling for staff leave, RDOS and staff training to maintain required child to staff ratios	195	
Communities and Facilities	Client Services	Backfilling for RDOs and staff leave, with some weekend rostered hours	258.5	

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Communities and Facilities	Facilities	Backfilling for RDOs, leave and cleaning of the Library on a Saturday, as well as HERO hours for staff on extended sick leave	194.13	
Parks	Parks and Visitor Services	Covering annual leave in Gardens, Cemeteries and Zoo.	295.82	
Parks	Parks Operations	Backfilling for long term leave, backfilling for employee on suitable duties plan.	557.93	
Planning and Regulatory Services	Local Laws	Covering for employee during period of extended leave.	143.75	
Corporate Services	Directorate	Assisting with coordinating the damage assessments and claim process (NDRRA and Council insurance) from recent flood event	31.5	
Corporate Services	Workforce and Strategy	Backfilling vacancies	11	
Regional Development and Aviation	Regional Development and Promotions	Assisting with content writing required for Council's website and relating to major Council projects occurring across the region, and marketing publications across events and regional development	22	
Office of the CEO	Governance Support	To cover for staff vacancy and provide assistance with Citizenship ceremony and Council meetings	51	
Civil Operations	Urban Operations	Assisting on various projects including a blackspot project, Pilbeam Drive project and Campbell Street project (all funded). Backfilling for long term illnesses.	1030.71	
FRW	Mechanical, Electrical and General Maintenance	Backfilling for employee on suitable duties plan.	155.45	
FRW	Network Operations	Backfilling for long term sick leave.	376.4	
RRWR	Collections	Backfilling for unexpected absences, annual leave periods and employee off due to work cover.	109.87	
TOTAL			5135.89	

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 – June 2017

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	544
Arts & Heritage	Heritage Village	3834
Arts & Heritage	Pilbeam Theatre	265
Communities & Facilities	Libraries	121
Parks	Rockhampton Zoo	95
TOTAL		4859

Work Experience Placements – June 2017

Work Experience Applications Received During the Month of June 2017		6
Placement Type	Section	Placed
Civil Engineering	Civil Operations	Yes
Finance	Finance	No
Electrician	Facilities	Yes
Electrician	Facilities	Yes
Construction	Facilities	Yes
Civil Engineering	Civil Operations	Application being assessed (placement for September)
Work Experience Placements Occurring During the Month of June 2017		7
Placement Type	Section	Dates
Library	Library	19-23 June
Library	Library	26-30 June
WH&S	Safety and Training	13-30 June
Fitting and Turning	Fleet	26-30 June
Fitting and Turning	Fleet	26-30 June
Work tour for 7 ladies undertaking the Confident, Inspired & Ready for Work' Program (Under Queensland Government's Skilling Queenslanders for Work initiative) through the Women's Health Centre	Workforce and Strategy, Library and School of Arts	14 June
Construction	Facilities	26-30 June

FINANCIAL MATTERS

Financial performance as expected for reporting period.



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

As At End Of June

Report Run: 17-Jul-2017 10:38:24 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	100%
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<u>Human Resources and Payroll</u>							
Revenues	0	(27,490)	0	(38,944)	(38,944)	0%	✓
Expenses	1,610,882	1,577,059	0	1,603,393	1,603,393	100%	✓
Transfer / Overhead Allocation	21,000	21,000	0	12,437	12,437	59%	✓
Total Unit: Human Resources and Payroll	1,631,882	1,576,569	0	1,576,886	1,576,886	97%	✓
<u>Safety & Training</u>							
Revenues	(74,250)	(74,250)	0	(223,166)	(223,166)	301%	✓
Expenses	1,315,785	1,283,937	0	1,196,736	1,196,736	91%	✓
Transfer / Overhead Allocation	55,000	55,000	0	6,137	6,137	11%	✓
Total Unit: Safety & Training	1,296,535	1,264,687	0	979,708	979,708	76%	✓
<u>Corporate Improvement & Strategy</u>							
Expenses	585,369	512,277	0	353,639	353,639	60%	✓
Transfer / Overhead Allocation	0	0	0	865	865	0%	✗
Total Unit: Corporate Improvement & Strategy	585,369	512,277	0	354,504	354,504	61%	✓
<u>Workforce & Strategy Management</u>							
Revenues	0	0	0	50	50	0%	✗
Expenses	353,837	444,754	0	383,122	383,122	108%	✗
Transfer / Overhead Allocation	0	0	0	1,737	1,737	0%	✗
Total Unit: Workforce & Strategy Management	353,837	444,754	0	384,859	384,859	109%	✗
<u>Investigations and Industrial Relations</u>							
Expenses	353,972	341,726	0	270,278	270,278	76%	✓
Transfer / Overhead Allocation	0	0	0	98	98	0%	✗
Total Unit: Investigations and Industrial Relation:	353,972	341,726	0	270,376	270,376	76%	✓
Total Section: WORKFORCE & STRATEGY	4,221,594	4,134,014	0	3,566,383	3,566,383	84%	✓
Total Department: CORPORATE SERVICES	4,221,594	4,134,014	0	3,566,383	3,566,383	84%	✓
Grand Total:	4,221,594	4,134,014	0	3,566,383	3,566,383	84%	✓

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT JUNE 2017

CTS Monthly Report - 2017

Meeting Date: 25 July 2017

Attachment No: 2

MONTHLY OPERATIONS REPORT

CORPORATE & TECHNOLOGY SECTION

Period Ended June 2017

VARIATIONS, ISSUES AND INNOVATIONS

Section Update

RTI / IP Application Status

Two new applications were received under the Right to Information Act/Information Privacy Act this month. No applications were completed during the month, leaving two outstanding. No documents were released administratively, no external reviews were received, and none were completed, leaving two outstanding.

All current applications are progressing in accordance with legislative timeframes.

Smart Regional Centre

Customs House - Smart Hub Fitout

The tender was advertised on 30 June, closing on Wednesday, 26 July 2017.

Smart Hub - Start-up Programs



Smart Hub Rockhampton – [Like on Facebook to follow the Smart Hub programs and events.](#)

StartUP club

Startup Club – This program is designed to support existing co-working space members and other startups in the Rockhampton community. The program is geared at attracting additional members to our Smart Hub as well as fostering growth in the Smart Hub's ecosystem. The Startup Club program, facilitated by Mr Bill McKeague, involves formal coaching sessions using the Lean Launchpad approach. Lean Launchpad provides real world, hands-on learning about what it is like to plan and design a new business or new product or service

The Latest – 13 July 2017

We received applications from 12 teams (26 individuals). Applications were shortlisted to 9 teams (17 individuals). The program commenced on 22 June 2017, with formal meetings every alternate Monday and Thursday evening running through to 11 August 2017.

Council was successful in its funding application through the Federal Government Incubator Support – Expert in Residence grant. We have received \$15,325 towards the two programs scheduled for 2017.



Startup Stars is an initiative funded by the Queensland Government through Advance Queensland.



Startup Stars – Program to demonstrate that our region is the place to start and grow a successful business. This will be achieved by supporting six selected entrepreneurs for six months to start and rapidly scale their business to reach international markets. The selected six entrepreneurs will participate in an intensive mentoring program run by a nationally recognised expert mentor Mr Mark Phillips (*Business in Bare Feet*).

The success of the Startup Stars program will be leveraged as case studies to gain further publicity for our Smart Hub, attracting more startups to the region and to the hub itself.

The Latest – 13 July 2017

We received ten applications, which were shortlisted to six Startup Stars. The program commenced on 4 July 2017 and will run for six months.

Council was successful in its funding application through the State Government Startup Events & Activities grant. We have received \$17,237 towards the 2017 Startup Stars program.

GovHack 2017 – 28 to 30 July 2017

GovHack 2017 is being staged again this year in the Smart Hub and will run over the weekend - 28 to 30 July 2017. This is the second year that Rockhampton will be participating in the event, being facilitated this year by Startup Capricorn and sponsored by Rockhampton Regional Council, Livingstone Shire Council and CQUniversity.

<https://govhack.org/locations/rockhampton/>

GovHack is an annual International event (includes NZ teams) that draws people together to innovate with government open data. The best teams have a mix of skills, so we're encouraging anyone and everyone interested to come along including entrepreneurs, internet of things developers, designers, digital media creators, artists, story tellers, researchers and open data enthusiasts.

A "hack" is when you take something and make it better. So for this competition you need to take government open data to develop innovative solutions or products to benefit the community; this could lead to a new startup with a commercially marketable product. GovHack runs over 46 hours starting with the competition categories announced on the Friday night of the launch. Teams then trove through the official datasets to find new ideas or ways to reuse the data to win prizes in international, national and local prize categories.

In 46 hours teams create a proof of concept and a video that tells the story of how the data can be reused. Many of the concepts are innovative community apps. There are also a heap of entries that mash up data and display it in an informative visualisation or a creative artistic display. Teams work through the weekend and by Sunday 5pm they have to submitted their team page, three minute video of their concept and any code/source materials.

The link is to the time-lapse video of last year's Rockhampton GovHack.

<http://smart.rockhamptonregion.qld.gov.au/gov-hack-2016-team-rockhampton/>

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for June 2017 are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	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)	Avg Completion Time (days) Q4
			Received	Completed								
Accounts Payable Enquiry	0	0	2	1	1	0	2	● 1.00	● 1.00	● 0.80	0.80	● 1.00
Bookings Enquiry	3	3	0	0	0	0	5	● 0.00	● 3.25	● 2.47	0.77	● 4.33
Insurance: Mower / Slasher / Whipper / Snipper	1	1	4	3	0	1	90	● 6.33	● 7.55	● 9.62	11.13	● 10.00
Insurance: Personal Accident / Injury	3	3	1	0	0	1	120	● 0.00	● 38.50	● 51.68	51.29	● 10.50
Insurance: Public Liability / Property Damage Public Property	3	3	5	2	1	2	90	● 9.00	● 10.73	● 11.06	15.92	● 5.27
Leased Premises - General Enquiry	0	0	1	1	0	0	5	● 3.00	● 1.75	● 1.17	1.17	● 3.00
Rates Searches	11	11	120	110	10	0	4	● 3.15	● 2.41	● 1.88	1.81	● 2.89

2. **COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS INCLUDING SAFETY, RISK AND OTHER LEGISLATIVE MATTERS**

Safety Statistics

The safety statistics for the reporting period are:

	Third Quarter		
	April	May	June
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	2	2
Number of Incomplete Hazard Inspections	0	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).	30 Jun	100%	All tasks completed.
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) Jun 17	100% 65%	Contract awarded to a local company – Beaney's Communications Stage 1 completed. Stage 2 delayed for land tenure issues with Mt Pinnacle communications tower.

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
A local government must review its procurement policy annually.	30/06/17	100%	Revised policy presented at 27/06/17 Council meeting.

3. **ACHIEVEMENT OF CAPITAL PROJECTS WITHIN ADOPTED BUDGET AND APPROVED TIMEFRAME**

Project	Start Date	Expected Completion Date	Status	Budget Estimate	YTD actual (incl committals)
CAPITAL WORKS PROGRAM					
FLEET (CP440)					
Fleet Asset Renewal Program	1/07/2016	30/06/2017	Ongoing	\$4,852,200	\$7,857,364
Comment: Carry over committals included in the actual YTD.					
INFORMATION TECHNOLOGY (CP230)					
IT Asset Renewal & Upgrade Program	1/07/2016	30/06/2017	Ongoing	\$1,431,206	\$821,699
Comment:					
BUSINESS SUPPORT & DEVELOPMENT (CP630)					
Property Sales/Purchases	1/07/2016	30/06/2017	Ongoing	\$1,586,876	\$1,687,536
Comment:					
SMART REGIONAL CENTRE(CP235)					
CBD Smart Tech and Hub project	1/07/2016	30/06/2018	Ongoing	\$4,548,000	\$1,817,212
Comment: State Government Building Our Regions funding \$2,270,000 included in project.					

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

As at period ended June 100% of year elapsed.

Project	2016/17 Budget	Actual (incl. committals)	% budget expended	Explanation
Customer Service After Hours Operation	\$60,000	\$59,740.50	99%	Propel after hours call centre service.

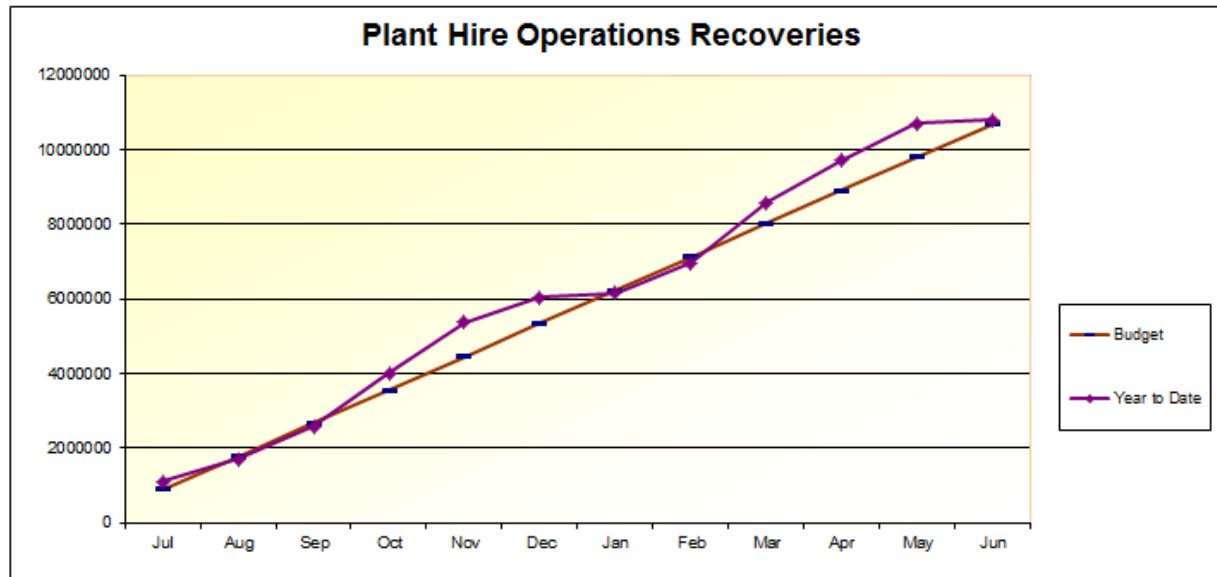
Project	Project Start Date	Project Completion Date	% Completed	Comments
Planned implementation of Aurion System Improvement Project recommendations	Aug 2016	Jun 2018	30%	Planning continuing. Focusing on web recruitment.
Phase 2 eServices implementation of ePathway and Pathway mobile improvements throughout 2016/17.	Jul 2016	Jun 2018	35%	New functionality being reviewed and planning underway.
Develop and implement a solution for managing and processing tax invoices in digital format.	Sep 2016	Jun 2017	100%	System operational from 10 Mar 17
Smart Hub design and fitout.	Sep 2016	Nov 2017	25%	Tender closes 26 Jul. Still planning for Nov 17 completion.

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%	93%
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%	85%
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	79%
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%	78%
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%	92%
Maximise Council property occupancy rates.	98%	100%
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	81%
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)	\$ 10,683,500
Year to Date (Surplus)	\$ 10,794,564

Procurement & Logistics

Contracts Awarded for June – 15

TEN12427 - Environmental Monitoring Services - CQG Consulting - SOR
TEN12505 - Restoration Work for Touch of Paradise Lagoon System - Bellequip Pty Ltd - \$1,352,247
TEN12548 - RPQS Hire of Plant and Equipment - Panel - SOR
QUO12549 - Cleaning of Westwood Toilets - Wetzler Pty Ltd - \$8,200
QUO12567 - Irrigation Maintenance - Dowdens Group - SOR
TEN12595 - RPQS Placement and Grouting of Pavers - Panel - SOR
TEN12596 - Cyclone Restoration Works of Roads, Parking, Kerbing and Drainage at Rockhampton Botanic Gardens - K & N Services Kabra - \$196,787
QUO12598 - Asbestos Inspections & Management Plans for Various Council Sites - Site Environmental & Remediation Services Pty Ltd - \$20,000
TEN12602- Demolition or Sale for Removal of Various Buildings / Transportable Buildings - Busby House Removals Pty Ltd - \$17,260
QUO12613 - Project Management of NDRRA Funded Works for Cyclone Debbie & Other Rain Events - Cardno (Qld) Pty Ltd - \$251,700
QUO12638 - Palm Transplant Central Park - CQ Mulching Management Pty Ltd T/A Rockhampton Tree Services CQ - \$30,000
QUO12647 - Terrestrial Lidar and Floor Level Survey - Schlencker Mapping Pty Ltd - \$54,200
QUO12648 - Gear Up Rocky, Business Readiness Seminars - LSC Solutions Pty Ltd - \$19,355
QUO12650 - Wet Cement to Nine Mile Road Floodway - Hanson Construction Materials Pty Ltd - SOR
QUO12651 - Steel Reinforcing Nine Mile Road Floodway - The Australian Reinforcing Company - SOR

Tenders / quotes in progress: 27

+

Customer Requests Completed Monthly & Top 5 Customer Requests												
	July	August	September	October	November	December	January	February	March	April	May	June
Requests Logged	3745	4155	3429	3163	3011	2565	3241	3235	3912	2884	2742	3521
Same month Completed	2940	3337	2903	2604	2449	1839	2525	2564	2929	2180	2914	2870
% completed same month	78%	80%	84%	82%	81%	71%	77%	79%	75%	75%	77%	81%
Completed Total for Month	3481	4175	4029	3169	3041	2383	2973	3121	3379	2194	3742	3656
Total Pending	2102	2183	1572	1607	1195	1419	1704	1844	2331	2107	2158	1992
Top 5 Requests for Month	An/Dogr F/Enq T/Trim W/Ani D/Plan	An/Dogr D/Plan T/Trim W/Leak W/Ani	An/Dogr P/Gen W/Leak D/Plan M/Mtce	An/Dog T/Trim Bin RRC W/Leak D/Plan	An/Dog W/Leak D/Plan P/Gen W/Ani	W/Leak An/Dogr T/Trim W/Animal D/Plan	W/Leak An/Dogr P/Gen T/Trim W/Animal	W/Leak D/Plan T/Trim An/Dogr P/Gen	T/Trim W/Leak S/Blockage Bin RRC Misc Road	W/Leak P/Gen Misc Road O/Grown An/Dog	P/Gen Food Eng W/Leak An/Dogr W/Animal	Food Eng W/Leak An/Dogr Wan Ani Pk Gen

Total uncompleted customer requests up to 3 months old:	1317	Conquest Work Order & Investigation Long Term up to 3 months	589
Total uncompleted customer requests between 3 to 6 months old:	321	Conquest Work Order & Investigation Long Term between 3 to 6 months old:	255
Total uncompleted customer requests greater than 6 months old:	353	Conquest Work Order & Investigation Long Term greater than 6 months old:	233

Request Completed: Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondance 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	Pk Gen - Parks General Request	An/Dogr - Dog Registration Enquiry
	D/Plan - Duty Planner	Food Eng - Food Enquiry	W/Leak - Water Leak
	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Eng)	S/Blockage - Reactive Sewerage Block

FINANCIAL MATTERS

Operational Budget Status for month ending June 2017

	Adopted Budget	Revised Budget	EOM Commitmen ts	YTD Actual	Commit + Actual	Var	On target
	\$	\$	\$	\$	\$	%	100% of Year Gone
CORPORATE AND TECHNOLOGY							
<u><i>Fleet</i></u>							
Revenues	(263,000)	0	0	(359,668)	(359,668)	137%	✓
Expenses	12,631,419	0	886,945	11,114,222	12,001,167	95%	✓
Transfer / Overhead Allocation	(16,966,000)	0	0	(16,611,821)	(16,611,821)	98%	✗
Total Unit: Fleet	(4,597,581)	0	886,945	(5,857,268)	(4,970,323)	108%	✓
<u><i>Property & Insurance</i></u>							
Revenues	(607,500)	0	0	(497,555)	(497,555)	82%	✗
Expenses	3,070,923	0	1,295,009	3,418,318	4,713,327	153%	✗
Transfer / Overhead Allocation	9,940	0	0	6,584	6,584	66%	✓
Total Unit:	2,473,363	0	1,295,009	2,927,347	4,222,356	171%	✗
<u><i>Corporate & Technology Management</i></u>							
Revenues	0	0	0	(76)	(76)	0%	✓
Expenses	680,113	0	10,554	612,376	622,930	92%	✓
Transfer / Overhead Allocation	0	0	0	2,396	2,396	0%	✗
Total Unit:	680,113	0	10,554	614,697	625,251	92%	✓
<u><i>Information Systems</i></u>							
Revenues	(20,000)	0	0	(21,531)	(21,531)	108%	✓
Expenses	6,727,476	0	159,975	7,458,198	7,618,173	113%	✗
Transfer / Overhead Allocation	19,000	0	0	20,052	20,052	106%	✗
Total Unit:	6,726,476	0	159,975	7,456,719	7,616,694	113%	✗
<u><i>Procurement & Logistics</i></u>							
Revenues	(11,100)	0	0	(2,781)	(2,781)	25%	✗
Expenses	1,677,234	0	10,274	1,734,368	1,744,642	104%	✗
Transfer / Overhead Allocation	36,000	0	0	8,346	8,346	23%	✓
Total Unit:	1,702,134	0	10,274	1,739,933	1,750,208	103%	✗
<u><i>Customer Service</i></u>							
Revenues	(210,000)	0	0	(201,496)	(201,496)	96%	✗
Expenses	1,758,969	0	7,016	1,557,693	1,564,709	89%	✓
Transfer / Overhead Allocation	0	0	0	(747)	(747)	0%	✓
Total Unit	1,548,969	0	7,016	1,355,450	1,362,466	88%	✓
<u><i>Smart Regional Centre</i></u>							
Revenues	(45,000)	0	0	(33,429)	(33,429)	74%	✗
Expenses	354,776	0	55,609	311,053	366,662	103%	✗
Transfer / Overhead Allocation	0	0	0	596	596	0%	✗
Total Unit:	309,776	0	55,609	278,220	333,829	108%	✗
Total Section:	8,843,250	0	2,425,382	8,515,099	10,940,481	124%	✗

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT JUNE 2017

Finance Monthly Report

Meeting Date: 25 July 2017

Attachment No: 3

MONTHLY OPERATIONS REPORT
FINANCE SECTION
Period Ended June 2017

VARIATIONS, ISSUES AND INNOVATIONS

Section News

All end of Financial year systems processing was successful on the Friday 30 June.

Budget processes are near to complete and work has now commenced on the Annual Financial Statements.

A project currently exists that is reviewing Councils asset management System and over the past month demonstrations have been provided from both Technology One products and Conquest. A full business case will be progressed in the coming months.

Asset Valuations audit will be undertaken during the week commencing the 10th July.

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	On Hold	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)	Avg Completion Time (days) Q4
			Received	Completed								
Rates Enquiry	1	1	26	26	0	0	3	● 0.73	● 1.34	● 1.54	1.02	● 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		
	April	May	June
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	0	0
Number of Incomplete Hazard Inspections	0	1	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	100%	Final Audited Statements now certified by CEO & Mayor on 14 October.
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	100%	Completed
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 reviewed for year. Not mandatory.

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%	3.65% achieved in June

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 13 JULY 2017

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

Grants Report: As at 13 July 2017

Rockhampton Regional Council has applied for the following grants, for which a decision remains pending:

#	Project Name	Project Inclusions	Part of a Council Strategy?	Project Total	Fund	Funding Sought	Final Decision ESTIMATED
7	IT and High Tea	Transport services for isolated library patrons.		\$28,363 (Cash portion.)	(QG) Advancing Queensland: an age-friendly community grants program	\$28,363	August 2017
6	Hansens Bridge, Calmornin Rd, Ridgeland	This project will upgrade the current load limit of the bridge to 70 tonnes, increase the width from one lane to two, and improve the flood immunity of the bridge by replacing the existing one lane timber bridge with a two lane bridge constructed with reinforced concrete box culverts.		\$926,500	Bridges Renewal Programme (Round 3)	\$463,250	October 2017
5	Bellingens Bridge, Mt Hopeful, Bajool	This project will upgrade the current load limit of the bridge to 70 tonnes by replacing the existing timber bridge materials with reinforced concrete box culverts.		\$270,000	Bridges Renewal Programme (Round 3)	\$135,000	October 2017
4	Rockhampton Smart Hub Startup Club Lean Launch Pad Mentoring Program	Council partnering with Adaptive Solutions Pty Ltd to facilitate and mentor the 6 month program. The goal is to create an entrepreneurial experience for Startup Club members with all of the pressures and demands felt in an early stage startup.	Smart Way Forward & Economic Development Strategy	\$46,062	(Cth) Incubator Support Initiative - Expert in Residence	\$22,206	June 2017
3	Rockhampton Airport Pavement Upgrade Project	The Rockhampton Airport Pavement Upgrade Project will deliver asphalt resurfacing to the main runway plus surface enrichment to the taxiways, runway shoulders, and both the military and regular public transport (RPT)		\$12,620,000	(Cth) Building Better Regions Fund – INFRASTRUCTURE STREAM	\$5,000,000	July 2017

		aprons. The aim of the project is to enable the Airport to open sooner after flooding events.					
2	Canning St on-road cycle lanes	Canning St - Derby St to Cambridge St	CQ Principal Cycle Network Strategy	\$275,000	(QG) Cycle Network Local Government Program	\$137,500	July 2017
1	North St on-road cycle lanes	North St on-road cycle lanes – Victoria Pde to Campbell St	CQ Principal Cycle Network Strategy	\$384,000	(QG) Cycle Network Local Government Program	\$192,000	July 2017

Note: Preparations are currently under way for additional funds including Works for Queensland plus the next rounds of the Building our Regions and Building Better Regions Funds.

Funding secured by Council so far in 2017/18 includes:

Project Name	Project Description	Supporting Council Strategy	Project Total	Fund	Funding Awarded
1 Kershaw Gardens Central Precinct Revitalisation - Stage 2	Kershaw Gardens Central Precinct Revitalisation will deliver a new central activity area with iconic entry statement, additional carparking, new playgrounds, water play, and landscaping features.	Kershaw Gardens Master Plan	\$11,000,000	(QG) Building our Regions (Round 3)	\$5,000,000
Total FY2017/18 To-Date:				Note: Target = \$TBA	\$5.0 M

FINANCIAL MATTERS

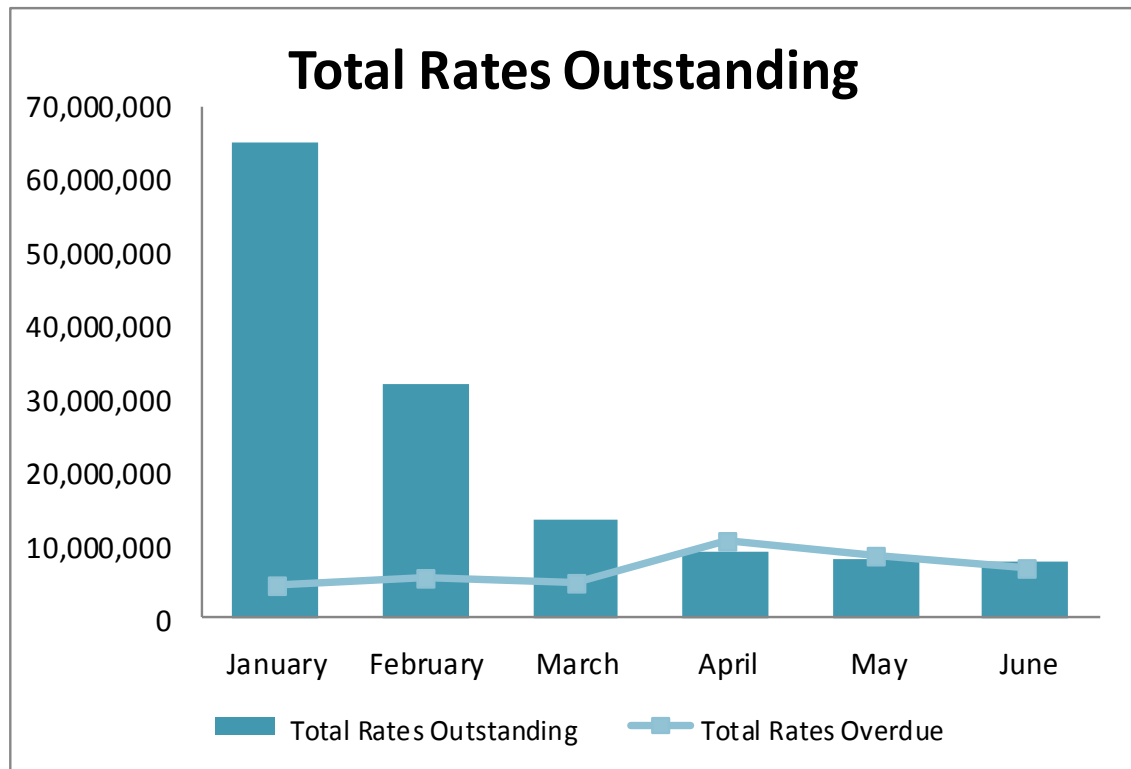


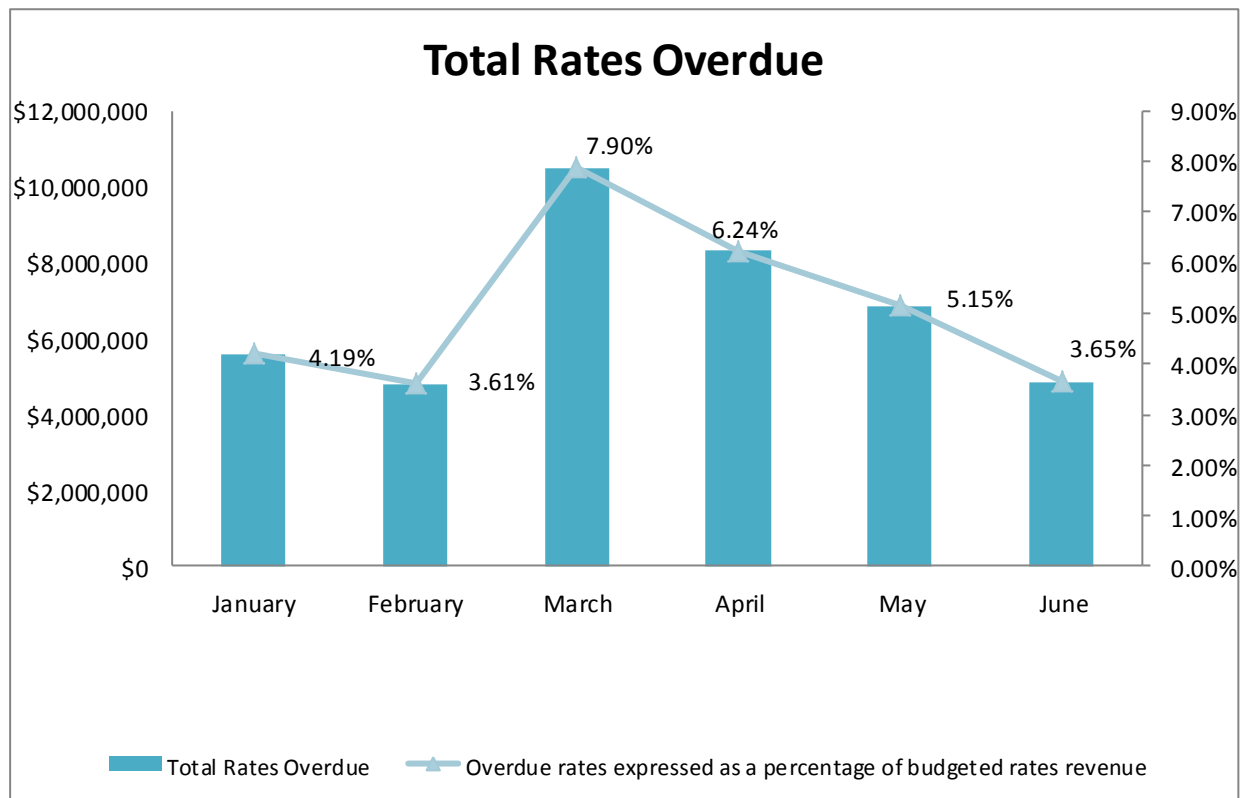
End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS

As At End Of June

Report Run: 06-Jul-2017 11:37:09 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 100% of Year Gone
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Revenues	0	0	0	(144)	(144)	0%	✓
Expenses	714,676	590,632	98,769	549,183	647,952	91%	✓
Transfer / Overhead Allocation	0	0	0	714	714	0%	✗
Total Unit: Finance Management	714,676	590,632	98,769	549,753	648,523	91%	✓
<u>Accounting Services</u>							
Expenses	1,281,051	1,259,134	0	1,230,232	1,230,232	96%	✓
Transfer / Overhead Allocation	0	0	0	45	45	0%	✗
Total Unit: Accounting Services	1,281,051	1,259,134	0	1,230,277	1,230,277	96%	✓
<u>Financial Systems</u>							
Expenses	440,439	379,877	0	354,242	354,242	80%	✓
Transfer / Overhead Allocation	0	300	0	273	273	0%	✗
Total Unit: Financial Systems	440,439	380,177	0	354,515	354,515	80%	✓
<u>Assets & GIS</u>							
Revenues	0	0	0	(4,185)	(4,185)	0%	✓
Expenses	2,025,782	1,847,590	14,751	1,616,013	1,630,764	81%	✓
Transfer / Overhead Allocation	36,485	36,485	0	35,811	35,811	98%	✓
Total Unit: Assets & GIS	2,062,267	1,884,075	14,751	1,647,639	1,662,390	81%	✓
<u>Rates & Revenue</u>							
Revenues	(419,500)	(439,000)	0	(580,336)	(580,336)	138%	✓
Expenses	1,676,037	1,796,664	41,531	1,811,985	1,853,516	111%	✗
Transfer / Overhead Allocation	750	750	0	331	331	44%	✓
Total Unit: Rates & Revenue	1,257,287	1,358,414	41,531	1,231,980	1,273,511	101%	✗
Total Section: FINANCE	5,755,720	5,472,432	155,052	5,014,163	5,169,214	90%	✓
Total Department: CORPORATE SERVICES	5,755,720	5,472,432	155,052	5,014,163	5,169,214	90%	✓
Grand Total:	5,755,720	5,472,432	155,052	5,014,163	5,169,214	90%	✓





11.10 REGIONAL DEVELOPMENT - OPERATIONAL REPORT - JUNE 2017

File No: 12614

Attachments: 1. Regional Development and Promotions Unit
Monthly Operations Report - June 2017

Authorising Officer: Scott Waters - General Manager Regional Development
and Aviation

Author: Chris Ireland - Manager Regional Development and
Promotions

SUMMARY

The monthly operations report for the Regional Development Unit over the month of June 2017 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Regional Development Operational Report for June 2017 be received.

BACKGROUND

Council's Regional Development and Promotions Unit provide monthly reporting to Council. The following report and attachment provides details of actions undertaken and deliverables during June.

COMMENTARY

The attached report provides details of the core areas of activity during June by the Regional Development and Promotions Unit. These activities are continuation of tasks that have been allocated as a result of priorities driven throughout the Council and also regional economy. Leading into a new financial year, budget, corporate and operational plan, the activities and deliverables of the unit will now become more targeted through KPI's that align with the following:

- Corporate and Operational Plan
- Budget
- Economic Development Action Plan

These areas of alignment now provide clear direction from the resolution of Council to the deliverables that officers will work towards and be measured against.

CONCLUSION

It is recommended that Council receive the attached report.

REGIONAL DEVELOPMENT - OPERATIONAL REPORT - JUNE 2017

Regional Development and Promotions Unit Monthly Operations Report - June 2017

Meeting Date: 25 July 2017

Attachment No: 1



Monthly Operations Report

Regional Development and Promotions

June 2017

1. Highlights

Developing Northern Australia Conference

The Developing Northern Australia Conference was held on the 19-20 June in Cairns. Rockhampton was a sponsor of the event and had a strong presence in the trade and exhibition space throughout the entire event. In addition to the promotion of the Rockhampton Region, Council has made a clear indication to the event organisers that we wish to host the 2019 event when it returns to the State of Queensland.

Laneways Festival

Held on 23 June 2017 the first instalment of Laneways was a huge success and attracted over 1000 local residents. The festival celebrated the work of art and music within the laneway behind Walter Reid. This event was a trial for future laneway activations and also Quay Street activations. It is planned that Laneways will become a permanent event on the Rockhampton calendar each quarter.

Gear Up Rocky

Gear Up Rocky is an initiative of the Economic Development and Marketing Teams to ensure that local business receive the most out of business opportunities that arise from the Carmichael Mine. Presentation to follow.

Live, Explore, Advance

The month of June saw the revamped marketing material for the Live, Explore and Advance Rockhampton which was showcased at the Developing Northern Australia Conference. The look and feel of the brands has been well received and will now flow through to online and digital marketing platforms.

2. Innovations, Improvements and Variations

Sponsorship – has now been tasked to the Marketing Team, this will streamline processes within the events team and ensure that sponsors are receiving maximum sponsorship benefits.

Events – large scale city events have now been tasked to the events team to further assist CS and also the event organiser. Examples of such events are the Rockhampton Food and Wine Festival and Rocky River Run. This process will ensure that a dedicated events team staff member are tasked to the event and can be a sole point of contact for event organisers.

3. Customer Service Requests

Response times for completing customer requests in this reporting period for June are within the set time frames.

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	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)	Avg Completion Time (days) Q4	
			Received	Completed												
Community Engagement	1	0	0	0	1	0	3	<div><div></div></div>	0.00	<div><div></div></div>	9.50	<div><div></div></div>	8.00	19.33	<div><div></div></div>	0.00
Marketing Enquiries	0	0	0	0	0	0	1	<div><div></div></div>	0.00	<div><div></div></div>	0.00	<div><div></div></div>	0.00	0.00	<div><div></div></div>	0.00

4. Legislative Compliance and Standards

Legislative timeframes

Item	Number	Due Date	Compliant? (Yes/No)	Status
Out of date certification	0		Yes	N/A
Expired licences	1	1 July 2017	Yes	Awaiting on renewal licence

5. Operational Plan Targets by Section

The following Operational Plan actions and targets are required to be reported to Council on a monthly basis. This data will also form part of the Operational Plan quarterly report to Council:

Operational Plan Ref	Action	Target	Status
5.1.2.1	Deliver alternate revenue streams to Council.	Ongoing, quarterly reports to Council.	Grant submitted for: IT & High Tea \$28363 The Queensland 2017-18 International Education and Training Partnership Fund Round One – EOI: \$44935 Works for Queensland \$9,048,000
2.5.2.1	Received a Taiwanese background investor group to Blue Beef for potential investment	This company has been exporting Australian seafood to Asia for the last 30 years.	Due to the small scale of Blue Beef the investment opportunity was declined.
2.5.2.1	Received a Korean education delegation for Korean government funded training groups	The deal was finalised as the first group of 10 students (Year 12) will be sent to Rockhampton in October this year for English training and horse racing training	Additional groups are in negotiation with the Council to potentially start next January.

Operational Plan Ref	Action	Target	Status
		<p>out of Rockhampton's Jockey Club.</p> <p>The school delegation will visit Rockhampton in mid-August to sign a MOU with Council and Jockey Club.</p> <p>The Korean Government allocated \$150,000 for this program so Rockhampton will get the direct economic contribution of this funding plus student individual spending in the region and promotion of the region.</p>	

6. Operational Projects

As at period ended June 2017

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Entrance Signage	01/06/2017	31/09/2017	Tenders are currently being reviewed with a tender to be awarded by the end of July 2017.	N/A	\$0.00
Wayfinding	01/06/2017	TBA	Relooking at costs and design	TBA	\$0.00
Quay Street Activation	N/A	N/A	Currently drafting EOI	TBA	\$0.00

7. Budget

Financial performance as expected for the reporting period



End of Month Job Costing Ledger - (Operating Only) - REGIONAL DMENT & AVI

As At End Of June

Report Run: 18-Jul-2017 13:11:30 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 100% of Year Gone
REGIONAL DEVELOPMENT & AVIATION							
GM REGIONAL DEVELOPMENT & AVIATION							
<u>GM Regional Development & Aviation</u>							
Expenses	330,486	313,826	0	317,992	317,992	96%	✓
Total Unit: GM Regional Development & Aviation	330,486	313,826	0	317,992	317,992	96%	✓
Total Section: GM REGIONAL DEVELOPMENT & AVIATION	330,486	313,826	0	317,992	317,992	96%	✓
ECONOMIC DEVELOPMENT							
<u>Economic Development</u>							
Revenues	0	0	0	(288)	(288)	0%	✓
Expenses	1,608,487	1,285,755	62,361	1,580,172	1,642,534	102%	✗
Transfer / Overhead Allocation	0	0	0	789	789	0%	✗
Total Unit: Economic Development	1,608,487	1,285,755	62,361	1,580,674	1,643,035	102%	✗
Total Section: ECONOMIC DEVELOPMENT	1,608,487	1,285,755	62,361	1,580,674	1,643,035	102%	✗
REGIONAL PROMOTIONS & TOURISM							
<u>Regional Promotions</u>							
Revenues	(145,000)	(145,000)	0	(63,891)	(63,891)	44%	✗
Expenses	1,389,584	1,306,832	223,795	1,371,795	1,595,590	115%	✗
Transfer / Overhead Allocation	0	0	0	16,397	16,397	0%	✗
Total Unit: Regional Promotions	1,244,584	1,161,832	223,795	1,324,300	1,548,096	124%	✗
<u>Marketing</u>							
Revenues	(5,000)	(5,000)	0	(1,895)	(1,895)	38%	✗
Expenses	791,370	990,442	38,113	741,978	780,091	99%	✓
Transfer / Overhead Allocation	10,250	10,250	0	13,355	13,355	130%	✗
Total Unit: Marketing	796,620	995,692	38,113	753,438	791,551	99%	✓
<u>Tourism</u>							
Expenses	0	50,000	9,087	37,796	46,883	0%	✗
Transfer / Overhead Allocation	0	0	0	450	450	0%	✗
Total Unit: Tourism	0	50,000	9,087	38,246	47,333	0%	✗
Total Section: REGIONAL PROMOTIONS & TOURISM	2,041,203	2,207,524	270,995	2,115,964	2,386,979	117%	✗
STRATEGIC PLANNING							
<u>Strategic Planning</u>							
Revenues	(73,900)	(61,900)	0	(55,288)	(55,288)	75%	✗
Expenses	1,351,974	1,368,960	11,750	998,354	1,010,104	75%	✓
Transfer / Overhead Allocation	6,120	6,120	0	10,398	10,398	170%	✗
Total Unit: Strategic Planning	1,284,194	1,313,180	11,750	953,464	965,214	75%	✓
Total Section: STRATEGIC PLANNING	1,284,194	1,313,180	11,750	953,464	965,214	75%	✓
Total Department: REGIONAL DEVELOPMENT & AVIATION	5,264,371	5,120,284	345,106	4,968,114	5,313,220	101%	✗
Grand Total:	5,264,371	5,120,284	345,106	4,968,114	5,313,220	101%	✗

8. Section Statistics

	<i>Deliverables</i>	<i>Status</i>
Carbon Farming Workshop	<p>On 5 July 2017 a Carbon Farming Workshop was coordinated by Council with Qantas, CSIRO and Green Collar providing presentations to participants.</p> <p>In total, 25 of the Rockhampton Region's significant land holders were in attendance.</p>	Completed
Aquaculture Development Areas	<p>The Department of Agriculture and Fisheries (DAF) have undertaken a preliminary study of potential aquaculture development areas across the State.</p> <p>DAF is focusing on coastal areas suitable for culturing high value marine species requiring access to seawater.</p> <p>A preliminary review by DAF have indicated various potential areas in the Region.</p> <p>Council officers are currently reviewing potential areas with a report due to DAF by mid-August.</p>	In progress
Rockhampton Recreational Fishing Development Strategy	<p>A detailed report is being submitted to the Council covering the areas of marine infrastructure, business development, marketing & promotions, fisheries management and freshwater & estuary ecology on the 8th August 2017.</p>	In progress
Adani "Gear Up Rocky" Initiative	<p>Further developed and implemented elements of the "Gear Up Rocky" initiative to help business prepare for supply chain opportunities associated with the Adani / Carmichael Mine project. Key elements are outlined below:</p> <p>Customer Service team followed up recipients of the Business Support and Opportunities Survey (survey to help inform Council of local business capacity, opportunities and challenges to accessing supply chain opportunities) to encourage responses prior to close of survey period on 7 July 2017.</p> <p>As a result of a Request For Quote process seeking a supply chain specialist to assist with business capacity building, LSC Solutions Pty Ltd (Sharyn Grant) has been engaged to prepare and conduct "Gear Up Rocky" Business Readiness Seminars in August 2017.</p> <p>Secured a commitment from Small Business</p>	In progress

	<p>Solutions to conduct Certificate IV in Small Business Management in Rockhampton. Exclusively developed for Rockhampton small business owners, the Cert. IV is customised to the specific needs of small business with an emphasis on immediate and practical applications to real world scenarios.</p> <p>Further business support measures are being developed for Council consideration.</p> <p>Further development of a FIFO workforce engagement plan to prepare local workforce and engage with new arrivals to secure them as Rockhampton residents. A range of strategies and incentives have been scoped out. Confirmation and implementation of strategies and incentives will be subject to FIFO arrangements (yet to be announced by Adani) and further cost analysis and prioritisation.</p> <p>Ongoing engagement with Adani officers including the Regional Content Manager and Indigenous Engagement Manager to ensure our strategies are aligned with Adani timelines, portals (EconomX and uWorkIn) and processes.</p> <p>Further engagement with Dept. of State Development (DSD) to identify opportunities to align “Gear Up Rocky” strategies with their supply chain specialists and seminars (e.g. Supply Chain Opportunities workshops and Growth Seminars).</p>	
Advance Rockhampton	<p>Appropriate cross-branding of Advance Rockhampton and “Gear Up Rocky” Brochures to jointly market and raise awareness of the campaigns.</p> <p>Advance Rockhampton now registered with QRC as a Regional Partner member.</p>	In progress
Carbine Resources Mt Morgan Gold and Copper Project	<p>Progressed processes with Carbine Resources, DSD, DLGIP, DNRM and internal RRC officers (engineering and planning teams) to progress approvals for the project.</p> <p>A report was presented at the Ordinary Council meeting on Tuesday 27 June outlining the DA relating to the Priority Living Area under the Regional Planning Interests Act. Council approved the application and proposed conditions with a favourable recommendation to DILGP for final approval.</p> <p>Senior Executive Trade & Investment met with Acting Consul General of China and Carbine Resources personnel on 16 June 2017 to showcase the project and potential trade and investment opportunities.</p> <p>Ongoing liaison with Carbine Resources and other stakeholders to progress the project.</p>	In progress

Capricornia Business Awards	Represented RRC at inaugural planning meetings for 2017 awards. RRC sponsorship level acknowledged by organising committee. Planning for 2017 awards now underway with the event to be conducted on Friday 3 November 2017 at Rockhampton Leagues Club.	In progress
Japanese Sister City Ibusuki	Identifying a meeting time and date during their visit to Rockhampton in August. Discussion on Council's visit to Ibusuki in December 2017.	In progress
Agricultural Feasibility Study	The project which started as the Small Crops Industry Irrigation Project back in December. Identified two streams in the project: Feasibility study on investment attraction pilot project and irrigation project. Internal soil mapping work is under progress. External consultation to find the right consulting firms and investment projects has begun.	In progress
Biomax Green Project	Craig Dungleison is in communication with CQG Consulting for feasibility study on this waste management project. Potential meeting between Biomax Green and CQG Consulting in Singapore on 28 July.	In progress
Northern Australia Agricultural Trade and Investment Conference	Completed a proposal and submitted to Federal Ministers (Minister for Northern Australia and Minister for Trade and Investment and Austrade) and State Ministers (Minister for Trade and Investment and Minister for Agriculture and Fisheries). Organising appointments with the Embassies of Japan, China and Korea and Singaporean High Commissioner's Office in Canberra to gain their support.	In progress
Drive Inland Promotions Association	Drafted agenda and resolutions for 28 June 2017 meeting of Leichhardt Highway Promotions Association. Drafted agenda for 28 June 2017 meeting of Drive Inland Promotions Association. Liaised with possible DIPA members.	In progress
NBL Clash - Cairns Taipans v Brisbane Bullets	Agreed to seek businesses to take corporate boxes. Assistance to draft corporate box prospectus.	
Development Incentive Policies	Discussions on refocussing draft policy and working on focused table.	In progress

**11.11 TROPIC OF CAPRICORN SPIRE VISITOR INFORMATION CENTRE REPORT
JULY 2017****File No:** 9288**Attachments:**

1. TEQ VIC Signage Policy Application Form
2. Queensland VIC Signage Policy Resource Kit
3. Australia's Accredited VICs: A Strategic Directions Paper
4. A Quick Snapshot of Australia's Accredited VICs

Authorising Officer: Chris Ireland - Manager Regional Development and Promotions**Author:** Catherine McCabe - Destination Coordinator

SUMMARY

The Tropic of Capricorn Spire Visitor Information Centre (VIC) is a well-known facility servicing important visitor markets to the Rockhampton Region and surrounds, namely, the self-drive holiday market and visiting friends and relative (VFR) market via the local community. Manned by dedicated and passionate volunteers, this iconic property is an attraction in its own right, with the Spire marking the Rockhampton Region's place on the Tropic of Capricorn.

OFFICER'S RECOMMENDATION

THAT:

1. Council submits the application for Queensland Visitor Information Centre Accreditation as attached to the report; and
2. Council approves funding for an immediate upgrade of the Tropic of Capricorn Spire Visitor Information Centre.

COMMENTARYPhysical Structure

The Visitor Information Centre (VIC) is structurally sound, however is extremely dated aesthetically on both the external and interior of the building, which is not in line with the image Rockhampton Region is aiming to portray to visitors, as evidenced through projects such as the Riverbank Revitalisation; Advance, Live and Explore campaign initiatives; and Kershaw Gardens.

Electrical items such as fans and lighting are dated, ineffective and the air-conditioning is unbalanced.

Furniture and display equipment such as cupboards; brochure racks; reception desks; island benches and visitor furniture within the VIC are weather damaged, inappropriate, unsafe, unusable and/or lacking and require replacing or order.

The building has also been under-utilised, with ample unused office/storage space but limited customer-facing space to promote tourism products and services.

A staged upgrade is proposed as follows:

Table 1: Staged Upgrade

Stage	Overview	Inclusions	Timeframe	Budget
Stage 1: Immediate Upgrade	Interior Foyer Facelift and Essential Security and Safety	<ul style="list-style-type: none"> - Remove/replace damaged / inappropriate furniture; - Remove existing brochure racks and replace with slat walls; - Purchase brochure/souvenir display racks/holders; - Install new floor coverings above tiles; - Purchase compliant non-slip/trip door mat; - Update lighting and remove fans; - Install security camera; - Remove part of false wall to allow light in windows; - Fix small piece of broken marble on spire; and - Remove hazardous exterior signage. 	August / September 2017	\$50,000*
Stage 2: Medium Term Upgrade	Interior Foyer Expansion; Exterior Upgrade; Exterior, Digital Signage; Garden Upgrade	To be confirmed. Further scoping required. Note: upgrades in Stage 1 will be considerate to further expansion plans.	2018/2019	TBC

* As per Council resolution – see Previous Decisions

Accreditation

Previously the VIC has been accredited by TEQ. This accreditation expired on the 30 June 2017. TEQ have now requested a decision from Council as to whether Council will apply for accreditation or not.

Council Officers recommend applying for accreditation, primarily due to market recognition associated with the yellow italicised symbol  and the network associated with VICs, including but not limited to:

- Road Signage – advance warning directional signage leading toward the VIC
- ATDW listing as a VIC and its network of over 150 Distributor sites
- Collateral references on all TEQ Maps, website, National Parks and any other TEQ authorised printed material including the events publication which lists all Accredited VICs
- VIC Network Facebook Group – a platform for VIC Managers to discuss openly with fellow accredited VICs: <https://www.facebook.com/groups/QLDAccreditedVICNetwork/>
- Tourism Promotional Campaigns directed to Accredited VICs including the Drive Tourism campaign
- TEQ Funded VIC related campaigns such as - VICReview, Shareable Moments Wall, Memory Makers

- Brochure Distribution - Accredited VICs are on a VIC distribution list which means they can receive and order tourism brochures, guides and maps and have them delivered
- Access to State Government funding opportunities for accredited VICs such as the Free Wi-Fi program
- Tourism Australia's consumer facing website – access to accredited VICs in Australia: <http://www.australia.com/en/planning/visitor-information-centres-around-australia.html>

To apply for accreditation, Council is required to submit Queensland VIC Signage Policy Application Form (populated) (refer Attachment 1), referencing the Queensland VIC Signage Policy Resource Kit (refer Attachment 2).

Officers identify two possible barriers/concerns in this application:

- Section 1: Visitor Information Centre Details: Letters of support from RTO (ie Capricorn Enterprise) and LGA (essential criteria)
- Criteria 5.1: Networking: Does your VIC have a commitment to network with other VICs and Regional and Local Tourism Organisations in the region and adjoining regions? (essential criteria)

Council Officers recommend addressing these criteria with TEQ and/or the Department of Tourism, Major Events, Small Business and the Commonwealth Games if required.

Other criteria within the application are either currently being met or addressed.

BACKGROUND

Several factsheets have been produced by State Tourism Organisations (STOs) Tourism and Events Queensland and Tourism Victoria (which are a summary of findings of reports on VICs in South Australia, Queensland, Victoria and Western Australia conducted variously in 2011-14). These are:

- Australia's Accredited VICs: A Strategic Directions Paper (refer Attachment 3)
- A Quick Snapshot of Australia's Accredited VICs (refer Attachment 4)

A Quick Snapshot of Australia's Accredited VICs highlights four priority areas for action identified by the STOs:

1. Contemporary VICs
2. Extraordinary visitor experiences
3. A partnership approach to visitor servicing
4. A recognised VIC network

Providing an immediate upgrade to the VIC and applying for accreditation are the initial steps Council can take to ensure Rockhampton Region is addressing these four priority areas.

It is also worth noting this factsheet states:

- Over 80% of the accredited VICs are run by local government, with the majority of the others having some kind of local government support.
- As a key point of distribution once the visitor has arrived, VICs have a capacity unrivalled in their region to disperse visitor expenditure, increase yield and inspire visitors to re-visit and recommend the destination.
- Accreditation of VICs is important as it fosters high standards in visitor servicing in the regions, ensuring the delivery of quality information and visitor facilities and the professional development of staff and volunteers.

Tropic of Capricorn Spire VIC Volunteers

The VIC currently has a base of 34 volunteers, retaining 28 of 31 volunteers in the transition period and accepting applications from two volunteers that had previously resigned, as well as recruiting one new volunteer.

Visitors to the Tropic of Capricorn Spire VIC

As part of accreditation requirements, and best practice, the VIC has been recording visitor statistics and can report the following snapshot, 11 April – 30 June:

Month	Visitor Enquiries
April (From 11th)	25
May	117
June	149
Total	291

Visitor enquiries have significantly increased in early July.

PREVIOUS DECISIONS

At Council meeting held on 27 June 2017 it was resolved as follows:

THAT Council submit the following projects for subsidy under the “Bowen Basin Regional Jobs and Investment Package”:

- *Information Centre Refurbishment*
- *Regional Signage Project*
- *Smart Hub Skills and Training Package*

BUDGET IMPLICATIONS

No sum is currently allocated in the Regional Development and Aviation budget for the Stage 1: Immediate Upgrade and therefore the proposed \$50,000 would need to be approved from a revised budget.

CORPORATE/OPERATIONAL PLAN

Tourism and Events is one of the major enablers of the Economic Development Action Plan.

2.1.1.2 Economy - Promote local tourism

Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities

2.1.3.1 Economy – Implement marketing strategies to position the Rockhampton Region as a place to live, invest and visit

Review current multilayered marketing plans for Advance, Explore and Live Rockhampton

5.1.1 Local Government Leader – Ensure local government is presented on all key decision making or advocacy groups

Review and audit existing organisations and advocacy groups where inclusion is considered appropriate and report to Council accordingly

CONCLUSION

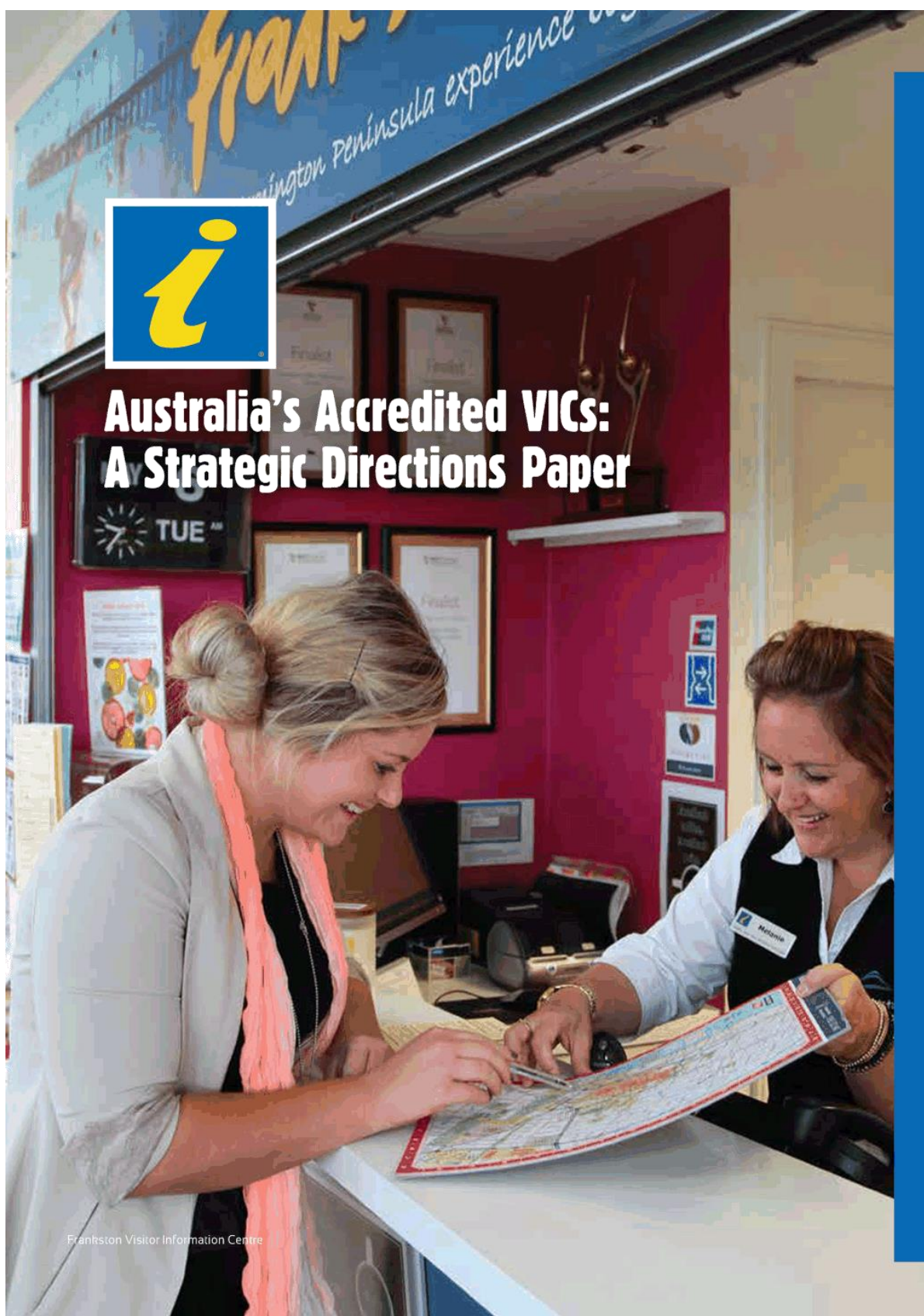
Council has a prime opportunity to become a local government leader in tourism by upgrading an existing facility to its potential, as well as leveraging a national accreditation scheme that provides customer recognition amongst self-drive holiday makers and locals and assists Council meet standard visitor expectations aligned to Council's economic goals.

TROPIC OF CAPRICORN SPIRE VISITOR INFORMATION CENTRE REPORT JULY 2017

Australia's Accredited VICs: A Strategic Directions Paper

Meeting Date: 25 July 2017

Attachment No: 3



Australia's Accredited VICs: A Strategic Directions Paper

Frankston Visitor Information Centre




Contents

02	Introduction
03	A quick snapshot of accredited VICs in Australia
04	A time for change
05	Priorities for the VIC network
06	1. Contemporary VICs
08	2. Extraordinary visitor experiences
10	3. A partnership approach to visitor servicing
12	4. A recognised VIC network
14	Where to from here

Introduction

Nationally there is a commitment to providing an accredited visitor information service that is relevant and valued by visitors, the tourism industry and local communities. Since 2010, a number of state and territory tourism organisations (STOs) have commissioned reports on the future of visitor information centres (VICs).¹ This interest highlights both the significance of VICs in regional tourism and awareness that they face major opportunities and challenges as the landscape of tourism changes internationally. Developments in digital technology alone are transforming how visitors' access information.

This strategic directions paper distils the key findings of those reports. The intention of the paper is to direct the national network of accredited VICs towards a future where they have a clear, relevant and valued role in the tourism distribution chain and their local communities.

The value of VIC accreditation is many fold. It provides VIC owners access to the national brand and  signage and to a nationwide network of centres. Accreditation also fosters high standards in visitor servicing in the regions by ensuring the delivery of quality information and visitor facilities and the professional development of staff and volunteers.

Accredited VICs are well positioned to play an important role in achieving the tourism industry's goal to increase its competitiveness and double visitor expenditure by 2020. As a key point of distribution once the visitor has arrived, VICs have a capacity unrivalled in their region to disperse visitor expenditure, increase yield and inspire visitors to re-visit and recommend the destination. The future success of accredited VICs will depend on their ability to respond to changing visitor and industry expectations and deliver value to visitors, the industry, local government and residents.

¹ The STOs and their reports are: Tourism Victoria (*Victorian Visitor Information Centres Futures Project*, 2013); Tourism and Events Queensland (*A Way Forward for Queensland VICs*, 2014); South Australian Tourism Commission (*South Australia: The role of Visitor Information Centres (VICs) in distributing tourism product in regional South Australia*, 2012); Tourism New South Wales, through Aurora Research, (*Northern Rivers Regional Visitor Services Strategy*, 2012)



A quick snapshot of accredited VICs in Australia

- Australia has over 460 accredited VICs that serve many millions of visitors per year.
- Over 80% of the accredited VICs are run by local government, with most of the others having some kind of council support.
- Engagement with VICs can result in 59% or more additional expenditure in the community (or around \$180 per adult visitor) on fuel, food and retail, accommodation and attraction services.²
- VICs generate social benefits for their communities in addition to economic outcomes (e.g. employment, information for residents, community hubs, support during crises, industry training and support).
- Average operating costs per VIC range from \$100,000 to \$300,000 plus, annually.
- Economies of scale, in terms of servicing each visitor, drop once a VIC has 35,000 or more walk-in visitors.³
- Across Australia, VICs employ more than 500 staff and thousands of volunteers.
- Smartphone penetration amongst Australian adults is now at 88% (up 12% year on year), and projected to reach 93% by the end of 2014.⁴
- Visitors are increasingly using the internet and mobile devices for travel planning and bookings.

² The Impacts of Regional Visitor Information Centres on Visitor Behaviour in South Australia: Summary of Results, 2011, South Australian Tourism Commission

³ Victorian Visitor Information Centres Futures Report, 2013, Tourism Victoria

⁴ Annual Australian Mobile Phone Lifestyle Index from AIMIA, 2013. <http://stuartbuchanan.com/2013-australian-mobile-use-statistics-four-takeaways-from-aimias-australian-mobile-lifestyle-index/>

A time for change

The role of VICs in the future has come under scrutiny. The STO reports highlight that the traditional VIC operating model needs to change. The VIC model was developed in an era before visitors could research and book accommodation and experiences using mobile technology while on holiday. Now the traveller can independently search detailed and tailored information online before and when they reach their destination using smartphones and other mobile devices.

Some VICs have expanded or changed their operations in response to visitor and industry needs. But a network-wide shift is needed towards a more proactive approach in taking information to the visitor how and when they want it, instead of hoping the visitor comes to the information.

A number of opportunities and challenges for the VIC network can be identified that have the potential to influence its future.

Opportunities for VICs:

- They can evolve how they provide information. They can respond especially to the rapid increase in visitors' use of technology, particularly via mobile devices, to gather information, create their own content and share experiences during their visit.
- They can leverage visitors' desire to experience what is unique and special about a destination.
- VIC accreditation can continue to drive VICs to optimise the visitor experience and maximise value for the tourism industry and local community.
- VICs can regularly take information out of their building to high visitor traffic areas, e.g. via pop-up stands and roving ambassadors with tablets.
- VICs can work towards delivering all visitors consistent front-of-house experiences regardless of the size and location of the VIC.
- Working together, VICs can establish a modern, integrated network that allows visitors to have their information and travel booking needs met regardless of their location.

- VICs can diversify the services they offer, such as actively servicing local residents with community information and providing support to event management and marketing.
- The well-established STO VIC network can provide greater national and state leadership to VICs.
- VICs can make the experience of working in them more attractive for volunteers that are comfortable with technology.

Challenges facing VICs:

- VICs providing paper-based information and limited opening hours have less relevance for visitors who want to access high-quality, targeted information online 24 hours a day.
- The quality of visitor experiences and yield may decline because of inconsistency across the network in how visitors can access information and make bookings.
- Increasing funding pressure and scrutiny on the return on investment for local government and regional tourism organisations (RTOs) is challenging many VICs to demonstrate their value to their owners.
- Some VIC owners perceive a lack of value in accreditation.
- There is only limited tourism product available for distribution online in some destinations.
- Limited mobile coverage in some areas prevents VICs from offering an effective online service.
- The notion that VICs are a worthwhile part of the tourism distribution system is questioned by some tourism operators.
- There is some duplication of effort and inefficiencies across the network through a lack of leadership and support.
- VICs can struggle to maintain staff levels when they have to pay staff higher rates on weekends and public holidays.
- VICs have limited appeal for volunteers who have different expectations and requirements compared with the older generation of volunteers.




Bulcock Street Visitor Information Centre

Priorities for the VIC Network

Four priority areas for action have been identified from the STO reports.

1. Contemporary VICs
2. Extraordinary visitor experiences
3. A partnership approach to visitor servicing
4. A recognised VIC network

These priorities are supported by strategies to capitalise on the opportunities and address the challenges for Australia's accredited VIC network. Each strategy has the lead agency (ies) responsible for its implementation noted in brackets. Successful implementation of the strategies will help to achieve the following outcomes:

- the yellow and blue  symbol is recognised nationally as a source of high quality visitor information
- visitors are welcomed as guests, with the distinction that they are invited and valued guests to the VIC and the destination
- accredited VICs are preferred by visitors as a source of information they can trust
- passionate and articulate VIC teams engage with visitors in a way that inspires them to discover and explore the destination and leave with a desire to return
- VICs are an important tourism and community hub, meeting the information needs of visitors, the tourism industry and local residents
- the VIC network's relevance and value grow under strong national leadership.

1. Contemporary VICs

The success of accredited VICs in maintaining and enhancing their relevance and having an edge over technology depends on several factors. These include their ability to ensure a visitor's experience with a VIC is unforgettable and the service unparalleled. With the plethora of information online, visitors have to sift to find information they can trust and the inspiration for what to see and do in a destination or on their journey. VICs have the opportunity to engage visitors of all ages both on and off-line and maintain a clear point of difference from other information providers. They can do this by:

- delivering accurate, timely and objective information in a way that is convenient and personalised to a visitor's needs, is easily digested, and can be instantly booked or actioned.

While information is increasingly sourced online, information provided by VICs is regarded as authoritative and unbiased. This type of information may be used to supplement information obtained online that may be perceived as biased, inaccurate or out of date.⁵

- enabling visitors to speak directly with passionate, knowledgeable locals. Staff and volunteers can help visitors gather information and inspire them with insights and stories to spend time and money in the region and connect with other VICs on their journey.

Finding a perfect beach, a great place to stay or a restaurant the locals all love can be the difference between an ordinary break and a holiday people remember for the rest of their lives.⁶

VICs' use of technology in providing information is only a part of what they offer. It is essential however, as they can no longer simply offer a 9 to 5 service. By the VICs working with their RTO to supply information online, visitors can access information at any time prior to arriving and when in the region. VICs can also have a role in meeting the needs of visitors who seek only digital content.

VICs should not be expected to be financially self-sufficient as information providers. They are an economic driver, dispersing visitor expenditure and increasing visitor yield. They can also have a critical role as an information hub during emergency response and recovery in times of crisis. There is an onus on them however to maximise the return on investment for local government and RTOs. To do so, VICs need sustainable business models with a focus on flexibility. They will have to adapt their services to the needs of their audience and many already are doing so. Measuring their effectiveness should be based on standardised indicators such as economic impact, visitor experience and satisfaction, industry growth and performance, and local community benefits.⁷



⁵ The role of Regional Visitor Information Centres in the distribution of tourism product, 2012, South Australian Tourism Commission

⁶ i-SITE Corporate Profile 2012, Tourism New Zealand

⁷ A Way Forward for Queensland VICs, 2014, Tourism and Events Queensland; Victorian Visitor Information Centres Futures Report, 2013, Tourism Victoria; The role of Regional Visitor Information Centres in the distribution of tourism product, 2012, South Australian Tourism Commission



Darwin Visitor Information Centre

Suggested strategies

- Position VICs in state and regional marketing and communications as the place to go when in region (virtually and on the ground) to find out from passionate and knowledgeable locals what to see and experience and how to get there. (STOs, RTOs)
- Identify any critical gaps in mobile coverage and present a business case for digital infrastructure improvements to ensure coverage in popular tourism locations. (STOs)
- Require all VICs (as an essential accreditation requirement nationally) to have an effective online presence in partnership with their RTO, offer free WiFi and provide a basic level of digital technology to help visitors source and book product. (STOs)
- Provide VICs with guidelines on delivering information online, including responding to comments and complaints on social media, to achieve a standard level of service. (National VIC group/STOs)
- Facilitate all accredited VICs in offering an online booking service by 2018 via the destination website. This service must be compatible with Tourism Exchange Australia so that Australian Tourism Data Warehouse (ATDW) product can be booked regardless of the VIC location. (STOs)
- Investigate options for VICs to offer an online 'virtual Visitor Centre' available 24 hours a day through social media, where visitors can ask real time questions and the VIC can upload promotions and special offers. (National VIC group/STOs)
- Maintain a presence on travel review sites, providing information on the services and benefits offered to visitors, using user generated content where appropriate. (VICs)
- Identify best practice sustainable business models for visitor servicing that reflect different operating environments and give VICs the flexibility to meet visitor, industry and community needs. (National VIC group/STOs)
- Encourage VIC owners to introduce user pay services that add value for visitors and provide an income stream for the VIC. (STOs)
- Provide VICs with guidelines on measuring their economic and social contribution. (National VIC group/STOs)
- Establish a National VIC Working Group to gather and share consumer and industry intelligence and best practice in the provision of visitor information, and monitor the process of change and its impact on service provision. (National VIC group)



Port Augusta Visitor Information Centre

2. Extraordinary visitor experiences

The level of service VICs provide affects the reputation of the accredited VIC network and Australia as a visitor destination. Visitors need to leave delighted with the 'must do' activities and experiences and want to return. This requires well-trained VIC staff and volunteers, digital technology as a minimum and constant improvement in training and service standards.

VIC accreditation enables a VIC to demonstrate its commitment to continuous improvement and customer satisfaction. It also requires VICs to focus on business planning and operational protocols to ensure consistency in their service delivery. From a consumer perspective, review sites such as TripAdvisor have a more powerful impact on visitor travel decisions than accreditation schemes.

VIC accreditation's greatest value for visitors is in ensuring that every touch point with VICs is the best experience possible so that they are recognised and talked about as essential for travel planning. As visitor needs change, the VIC accreditation program must continue to evolve to remain relevant.

Achieving a greater consistency in 'front of house' across the network is needed to enhance visitors' VIC experience. Visitors should be able to go into any accredited VIC and find the same or similar layout, level of service and facilities available, while experiencing a sense of the unique qualities of the local area. A culture of service excellence across the network is also vital.



Suggested strategies

- Change the perception of visitors to VIC guests. The rationale is that it is possible to build a strong emotional connection when a visitor feels like a valued guest. (National VIC group, STOs, RTOs, VICs)
- Encourage VIC staff and volunteers to become storytellers to help engage visitors, spark their imagination and inspire them to explore the destination. (STOs, VIC owners)
- Develop a national VIC training program that is accredited, designed for flexible delivery (on and offline) and promotes a culture of excellence among staff and volunteers. (National VIC group)
- Require VIC induction training to include the national, state and destination's brand promise and values and how staff and volunteers are to live and breathe these in their interaction with visitors, tourism operators and the community. (STO, VIC owners)
- Update VIC accreditation criteria to:
 - standardise minimum requirements nationally, including opening 42 hours per week
 - include any additional services and facilities to be provided by all VICs
 - give VICs flexibility to provide services in addition to minimum requirements
- reduce unnecessary compliance costs for VICs
- allow VICs to change their opening hours (within minimum standards) to reflect visitor demand
- enable VICs to operate under business models that maximise outcomes and minimise outgoings, such as partnerships for delivery with compatible businesses, mobile/'pop-up' VICs, and sharing staff costs across businesses (National VIC group/STOs)
- Rationalise the VIC accreditation audit processes across the network to bring them into alignment. (National VIC group/STOs)
- Provide VICs with guidelines on:
 - quality online content and interactive displays in their centres that encourage visitors to experience the destination and give them the information they need
 - best-practice staff and volunteer recruitment and management practices to ensure that VICs have the best team to meet visitor expectations and needs
 - meeting 'front of house' facility and service requirements to achieve consistency across the network (including technology needs)
 - display and sale of locally-produced merchandise to provide added value to visitors and generate income for the centres as well as the local providers. (National VIC group/STOs)



3. A partnership approach to visitor servicing

A collaborative approach in visitor servicing is crucial because of the many touch points for visitors.

VICs need to be actively involved with the RTO and local tourism organisations in destination management planning and well engaged with tourism operators, local government and the community.



Source: Project VIC Connect report, 2014, Tourism and Events Queensland.

VICs cannot operate in a silo if they are to provide accurate information and messages to visitors consistent with the RTO's regional marketing, as well as valuable intelligence and insights back to industry. They are also an important platform for local operators to promote and sell their products and services.


With VICs dispersed across the country, a strong, collaborative VIC network is required to ensure visitors have a seamless 'VIC experience'. VICs need to promote not only their own destination, but also others on a visitor's journey and coordinate bookings for other destinations as required.

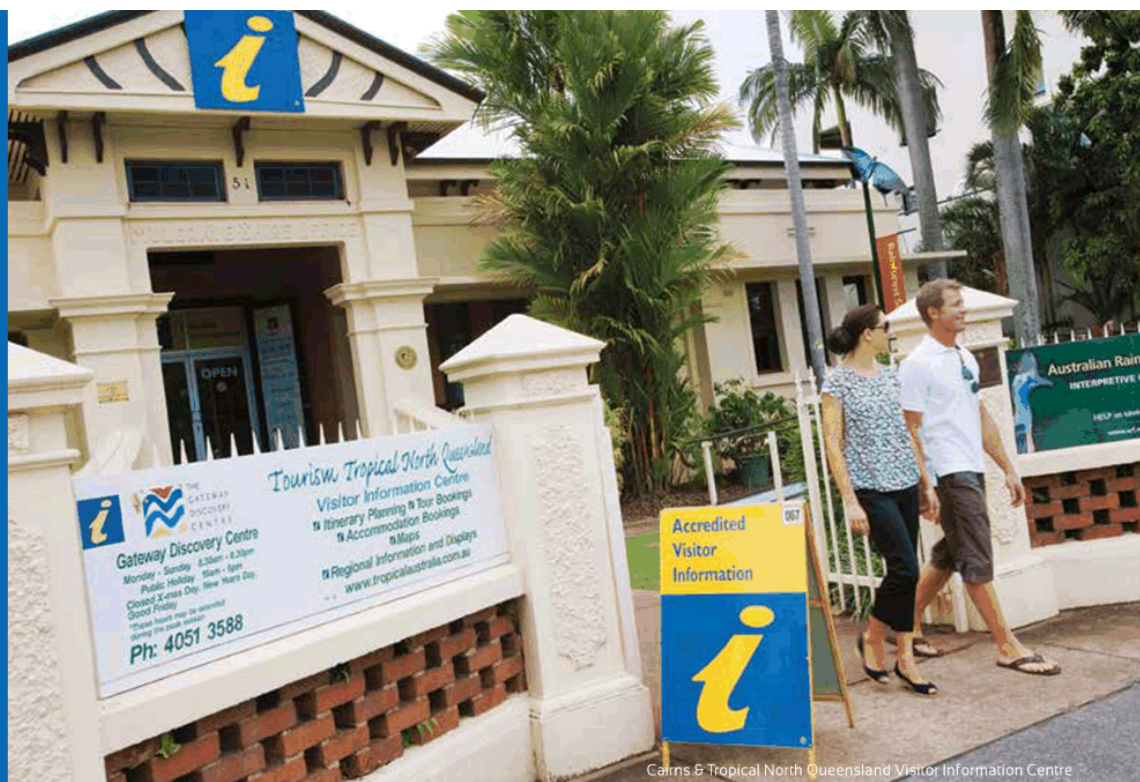
Key to a national VIC network is the establishment of an overarching national body with senior representation from each state and territory. This body is crucial to provide guidance, facilitate best practice and achieve consistency in accreditation and service delivery nationally. With the demise of the T-QUAL accreditation program, a strong national body is even more important to maintain and enhance the value of the accreditation program to the industry, RTOs, local government and community. VICs working together at a national through to local level can make a measurable contribution to the quality of the visitor experience and the industry's growth target.



Frankston Visitor Information Centre

Suggested strategies

- Encourage RTOs to take a partnership approach to visitor servicing, with clear roles and responsibilities for the VIC in destination management. (STOs, RTOs)
- Hold an annual meeting of VIC stakeholders and engage regularly throughout the year to discuss and progress VIC initiatives. (National VIC group/STOs)
- Develop and deliver a local government and industry advocacy program to increase understanding of the role of the VIC, the services and benefits they offer and the value they generate. (National VIC group/STOs)
- Develop guidelines for RTOs on what VIC content is to be included as standard on RTO websites to ensure continuity of the VIC brand and message in-destination. (National VIC group/STOs)
- Identify and collect visitor data and insights required to support VICs and RTOs in meeting visitor needs and growing visitor yield. (VIC owners, RTOs)
- Establish an online network forum for VICs that encourages engagement and the sharing of resources and information with each other on visitor behaviour and trends and best practice systems and processes. Information shared may include VIC design, technology transitioning, booking systems, marketing of the  and consumer needs and research. (National VIC group/STOs)
- Identify and implement collaborative exercises across the network, such as generic smart phone applications, group purchasing, marketing, and research. (National VIC group/STOs)
- Work with ATDW to increase the amount of online bookable product to enable all accredited VICs to equally distribute current and correct information.(STOs)
- Collaborate with partners to support digital and other information services and improve cost effectiveness. (VIC owners)





Cairns & Tropical North Queensland Visitor Information Centre

4. A recognised VIC network

For an accredited VIC to maximise the benefits it generates for the destination, visitors and tourism operators need to be aware of its services and perceive them to have value. Anecdotally, the symbol has low recognition amongst visitors. An ongoing national marketing strategy is needed to raise awareness of the VIC network to domestic and international visitors and the tourism industry. This should aim to distinguish accredited VICs from competitors in a way that is meaningful to visitors.

The success of a national strategy will depend upon support at a state and local level. STO marketing campaigns, and RTO and local government initiatives are essential to raise the profile of the accredited centres. These campaigns and initiatives need to capture people's imagination and produce an emotional connection to the VICs. Their effectiveness will ultimately rest on VIC staff and volunteers consistently meeting the needs of their target audiences and creating lasting memories. Only then will the VICs go beyond awareness to create preference in visitors' minds.


A key advantage for accredited VICs should be the VIC network. Working together, the VICs can increase awareness of the accredited centres as a trusted source of information on and offline.

At a local level, a VIC needs to be easy to find, virtually and in person, with the  clearly visible and information accessible for target audiences. Physically, it is important for VICs to be located in high visitor traffic areas with visible building and directional signage. Prominently featuring the  in and outside of the building and on staff and volunteer uniforms, merchandise and marketing collateral will help to build brand awareness.



George Foy Park and Visitor Information Centre

Suggested strategies

- Develop and deliver a national marketing strategy which seeks to raise awareness and create a competitive position for accredited VICs. (National VIC group/STOs)
- Work with Tourism Research Australia to ensure that international and domestic visitor surveys allow the VIC network to track users of information centres and the information services they need and expect. (National VIC group/STOs)
- Encourage the VIC network to share insights and undertake joint research projects to increase understanding of visitor needs and expectations and brand awareness. (National VIC group/STOs)
- Develop standard marketing messages and collateral such as a profile on state and regional websites, national and state maps, flags, bags, door mats and badges. (National VIC group/STOs)
- Establish a national brand guide which includes templates and the requirements for the promotion and display of the  on and offline by VICs, RTOs and local government and private owners, including its use in digital media, marketing collateral and communications. (National VIC group/STOs)
- Develop a VIC hub on Tourism Australia's consumer website that raises the profile of accredited VICs with a map, addresses and contact information. (National VIC group/STOs, TA)
- Identify opportunities for partnership marketing with local businesses and groups to promote the local VIC(s). (VIC owners)
- Review VIC locations to ensure they are sited in high visitor traffic areas, with highly visible building and directional signage. (STOs and VIC owners)
- Ensure VICs are identified on local maps, in guidebooks and other marketing collateral as relevant. (VICs, STOs, RTOs)

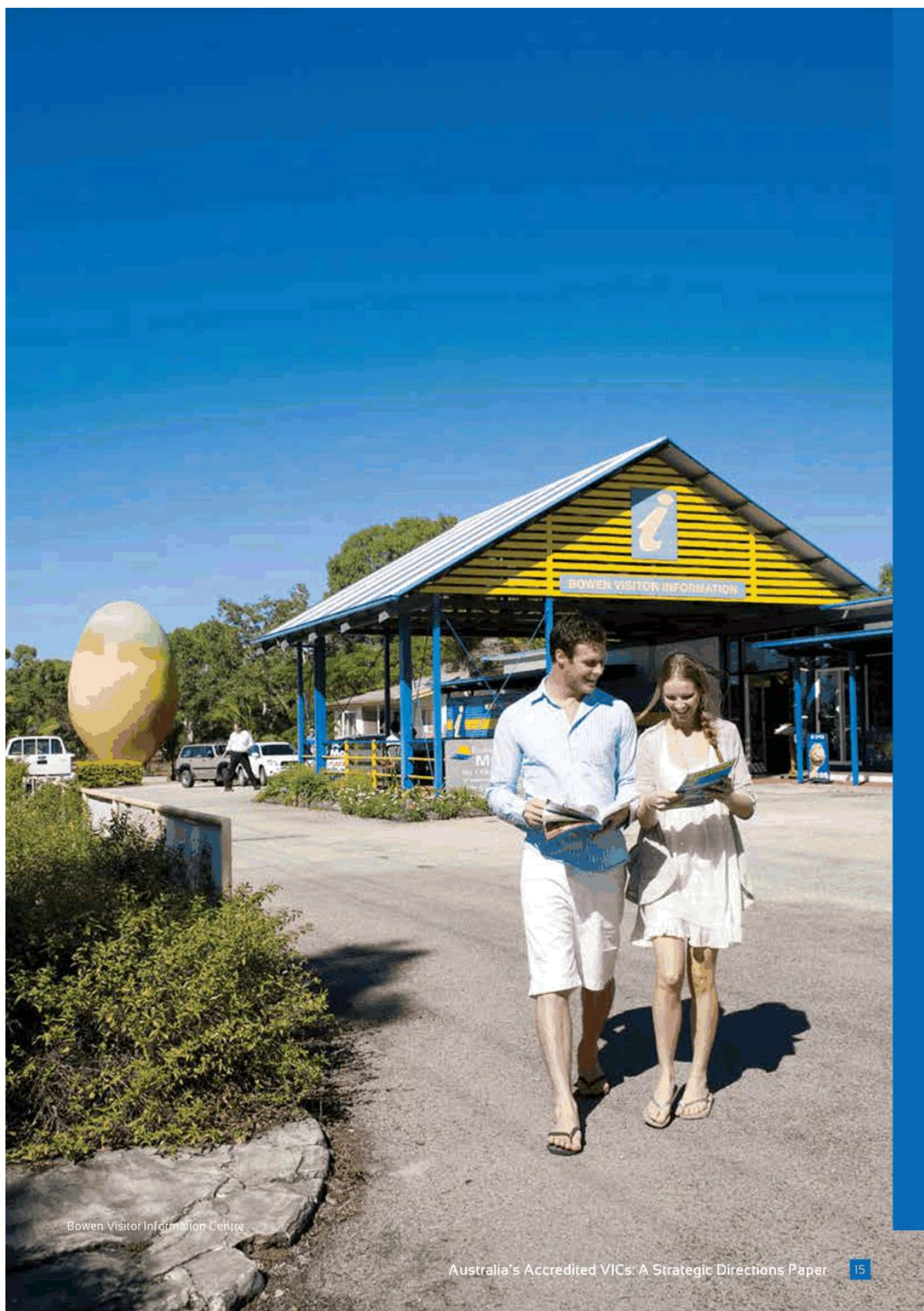


Where to from here?

This strategic directions paper will be distributed to VICs, STOs, local government and RTOs as a summary of the current status of accredited VICs in Australia and the strategies required to maintain a thriving VIC network in the future. The paper demonstrates a national commitment to ensuring accredited VICs continue to be valued by visitors, the tourism industry, RTOs, local government and communities.

Disclaimer

This paper has been produced based on existing STO reports on the future of accredited VICs. Irrespective of any measures taken by Tourism Victoria and Tourism and Events Queensland, on behalf of the members of the national VIC group, to check that the information is accurate or complete, in no event will Tourism Victoria or Tourism and Events Queensland be liable to any person in contract, tort (including, but without limitation, negligence) or otherwise if any information in the paper is incomplete or inaccurate.



Bowen Visitor Information Centre

Australia's Accredited VICs: A Strategic Directions Paper

15



11.12 COUNCIL DELEGATIONS TO THE CHIEF EXECUTIVE OFFICER

File No: 4107

Attachments:

1. Instrument of Delegation - State Penalties Enforcement Act 1999
2. Instrument of Delegation - Queensland Heritage Act 1992

Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy

Author: Allysa Brennan - Coordinator Corporate Improvement and Strategy

SUMMARY

This report seeks Council's approval for delegations under State legislation to the position of Chief Executive Officer.

OFFICER'S RECOMMENDATION

THAT:

1. Council resolves as per section 257 of the *Local Government Act 2009* to delegate to the Chief Executive Officer, the exercise of powers contained in schedule 1 of the Instruments attached to this report:
 - (a) *State Penalties Enforcement Act 1999*; and
 - (b) *Queensland Heritage Act 1992*
2. These powers must be exercised subject to any limitations contained in schedule 2 of the Instruments of Delegation attached to this report; and
3. Council resolves as per section 257 of the *Local Government Act 2009* to rescind the delegation to the Chief Executive Officer of section 116(1) of the *Queensland Heritage Act 1992*.

COMMENTARY

MacDonnells Law has identified new powers under the Acts listed within the Officer's Recommendation. Subsequently, the Instruments of Delegation containing the new legislative updates for the Acts have been prepared for Council's consideration and are attached to this report.

Listed below are the titles of the Acts and the relevant sections that have been identified as either new or additional delegable powers to be delegated from Council to the position of the Chief Executive Officer (CEO) in the Instruments of Delegation.

Changes to Existing Delegable Powers**Attachment 1 – State Penalties Enforcement Act 1999 ('SPEA')**

The *State Penalties Enforcement Act 1999* has been amended by the *State Penalties Enforcement Amendment Act 2017*. The amendment contained a minor drafting change to the wording of section 28. All other powers will remain in place as delegated previously by Council on 28 April 2015.

Attachment 2 – Queensland Heritage Act 1992

The *Queensland Heritage Act 1992* has been amended by the *Environmental Protection (Underground Water Management) and Other Legislation Amendment Act 2016*. The amendment has resulted in new authorised person powers. The rescindment of section 116(1) has been recommended by the General Manager Community Services.

BACKGROUND

Without powers being delegated to the CEO and subsequently sub-delegated to relevant positions, Council operations would be impeded significantly as separate resolutions would be required to allow decisions to be made for a vast number of operational activities that are undertaken on a daily basis.

In relation to the legislation listed, Council's legal advisor, MacDonnells Law, provides a regular service of updates/amendments for relevant state legislation to Council.

PREVIOUS DECISIONS

The previous Instruments of Delegation for the Acts listed within this report was last considered and adopted by Council at the following meeting:

Legislation	Meeting Date
<i>State Penalties Enforcement Act 1999</i>	28 April 2015
<i>Queensland Heritage Act 1992</i>	24 January 2012

LEGISLATIVE CONTEXT

Section 257 of the *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) of the *Local Government Act 2009* a delegation to the CEO must be reviewed annually by Council.

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.

LEGAL IMPLICATIONS

Important legal principles which apply to the delegation proposal set out in this report are:-

- Council at all times retains power to revoke the delegation. Accordingly, Council retains ultimate control.
- Council, as delegator, has responsibility to ensure that the relevant power is properly exercised. Council will therefore continue to supervise and oversee the exercise of its powers.
- A delegation of power by Council may be subject to any lawful conditions which Council wishes to impose. The imposition of conditions enables Council to impose checks and balances on its delegations. However, the delegated power cannot be unduly fettered.
- The delegate must exercise a delegated power fairly and impartially, without being influenced by or being subject to the discretion of other individuals.

CONCLUSION

This report includes Instruments of Delegation for the relevant legislative Acts incorporating sections to be delegated from the Council to the CEO.

Once Council has resolved to delegate to the CEO, the exercise of powers contained in schedule 1 of the Instruments of Delegation attached to this report subject to any limitations contained in schedule 2 of the Instruments of Delegation, the sub-delegates will be given specific delegations according to their respective areas of responsibility subject to the same general conditions and, where appropriate, specific limitations.

COUNCIL DELEGATIONS TO THE CHIEF EXECUTIVE OFFICER

Instrument of Delegation - State Penalties Enforcement Act 1999

Meeting Date: 25 July 2017

Attachment No: 1



INSTRUMENT OF DELEGATION

Rockhampton Regional Council ***State Penalties Enforcement Act 1999***

Under section 257 of the *Local Government Act 2009*, **Rockhampton Regional Council** resolves to delegate the exercise of the powers contained in Schedule 1 to the Chief Executive Officer.

These powers must be exercised subject to the limitations contained in Schedule 2.

All prior resolutions delegating the same powers to the Chief Executive Officer are repealed.

Schedule 1

State Penalties Enforcement Act 1999 ("SPEA")**Part 3 - Infringement Notices****Division 1 - Service of infringement notices**

Entity power given to	Section of SPEA	Description
Administering Authority	15(1)	Power to approve the form of the infringement notice.

Division 3 - Obligations and options under infringement notices

Entity power given to	Section of SPEA	Description
Administering Authority	23(3)(b)	Power to approve of an acceptable way, other than the approved form, of making an application for payment of fine through instalments.
Administering Authority	23(5)	In certain circumstances, power to approve application.

Division 4 - Withdrawal and re-issue of infringement notice

Entity power given to	Section of SPEA	Description
Administering Authority	28(1)	Power to withdraw an infringement notice at any time before the fine is satisfied in full.
Administering Authority	28(2)(a)	Power to serve on the alleged offender a withdrawal notice in the approved form.

Part 4 - Enforcement orders**Division 1 - Default commences enforcement process**

Entity power given to	Section of SPEA	Description
Administering Authority	33(1)	Power to give to SPER for registration a default certificate for the relevant infringement notice offence.
Administering Authority	33(2)(b)	Power to approve of an acceptable way, other than the approved form, for how an election may be made.

Division 6 - Cancellation of certain enforcement orders

Entity power given to	Section of SPEA	Description
Administering Authority	57(5) ¹	Power to: (a) start a proceeding against an applicant for the offence; or (b) accept payment of the fine in full as stated in the infringement notice for the offence; or (c) issue a fresh infringement notice for the offence.

¹The procedure for initiating proceedings is under the *Justices Act 1886*.

Part 9 - Miscellaneous**Division 2 - Other enforcement related provisions**

Entity power given to	Section of SPEA	Description
Administering Authority	150(2)(a)(ii)	Power to determine an acceptable way of taking payment.
Administering Authority	157(2)	Power to sign a certificate for evidentiary purposes.

Division 3 - General

Entity power given to	Section of SPEA	Description
Administering Authority	162	Power to approve forms for use as infringement notices.

Schedule 2

Limitations to the Exercise of Power

1. Where Council in its budget or by resolution allocates an amount for the expenditure of Council funds in relation to a particular matter, in exercising delegated power in relation to that matter, the delegate will only commit Council to reasonably foreseeable expenditure up to the amount allocated.
2. The delegate will not exercise any delegated power in relation to a matter which, to the delegate's knowledge, adversely affects, or is likely to adversely affect, Council's relations with the public at large.
3. The delegate will not exercise any delegated power contrary to a resolution or other decision of Council (including a policy decision relating to the matter).
4. The delegate will not exercise any delegated power in a manner, or which has the foreseeable effect, of being contrary to an adopted Council policy or procedure.
5. The delegate will only exercise a delegated power under this resolution in a manner which complies with the requirements of Council's Planning Scheme, and any exercise of power which involves a departure from or variation of those requirements will only be undertaken by Council.
6. The delegate will not exercise any delegated power which cannot lawfully be the subject of delegation by Council.

COUNCIL DELEGATIONS TO THE CHIEF EXECUTIVE OFFICER

Instrument of Delegation - Queensland Heritage Act 1992

Meeting Date: 25 July 2017

Attachment No: 2



INSTRUMENT OF DELEGATION

Rockhampton Regional Council *Queensland Heritage Act 1992*

Under section 257 of the *Local Government Act 2009*, **Rockhampton Regional Council** resolves to delegate the exercise of the powers contained in Schedule 1 to the Chief Executive Officer.

These powers must be exercised subject to the limitations contained in Schedule 2.

All prior resolutions delegating the same powers to the Chief Executive Officer are repealed.

Schedule 1

Queensland Heritage Act 1992 ("QUHA")**Part 6 - Development in Queensland heritage places and local heritage places****Division 2 – Exemption Certificates**

Entity power given to	Section of QUHA	Description
Decision-maker (Chief Executive Officer)	72(1)	Power to consider an application for an exemption certificate.
Decision-maker (Chief Executive Officer)	72(2)(b)(i)	Power to assess and decide the impact of a proposed development on the cultural heritage significance of a place.
Decision-maker (Chief Executive Officer)	72(3)(b)	Power to decide if a development will not have a detrimental impact, or will only have a minimal impact on the cultural heritage significance of the place.
Decision-maker (Chief Executive Officer)	73(1)	Power to request, by notice to the applicant, further information reasonably required to decide the application.
Decision-maker (Chief Executive Officer)	74(2)	Power to approve the application, with or without conditions
Decision-maker (Chief Executive Officer)	74(3)	Power to refuse the application or approve the application with conditions

Part 7 - Heritage agreements and local heritage agreements

Entity power given to	Section of QUHA	Description
Chief Executive Officer	80(2)	Power to enter into a local heritage agreement for a local heritage place with: (a) the owner of the place; or (b) with the owner's consent, another person or entity who has an interest in the place.
Chief Executive Officer	80(5)	Power to change or end a local heritage agreement for a local heritage place by agreement with the party it was entered into with.
The power is stated to be given to a 'party' to the agreement. The Local Government will be the 'party'.	82(1)(b)	Power to form reasonable belief that the other party to the agreement may fail to comply with the agreement.
The power is	82(1)	Power to make an application to the Planning and Environment Court for an

stated to be given to a 'party' to the agreement. The Local Government will be the 'party'.		order under this section.
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Part 8² Notices about essential repair and maintenance of State heritage places and local heritage places

Entity power given to	Section of QUHA	Description
Decision-maker (Chief Executive Officer)	84(1)(a) and (b)	Power to form reasonable belief that it is necessary to carry out essential repair or maintenance work on the place and that the work is required to be carried out to protect the place from damage or deterioration caused by weather, fire, vandalism, or insects.
Decision-maker (Chief Executive Officer)	84(3)	Power to consult with the owner of the place about the essential repair or maintenance work the decision-maker believes necessary to carry out.

Part 11 - Provisions about Places of Cultural Heritage Significance in Local Government Areas

Division 3- Entry of places in, and removal of places from, local heritage registers

Entity power given to	Section of QUHA	Description
Local Government	416(1)	Power to propose to enter a place in a local heritage register if— (a) the place is in the local government's area; and (b) the delegate reasonably considers the place is a place of cultural heritage significance for its area.
Local Government	416(3)	Power to be satisfied that a place is no longer a place of cultural heritage significance for its area.
Local Government	117(1)	Where it is proposed to enter a place in, or remove a place from, its local heritage register, power to— (a) give the owner of the place notice of the proposal; and (b) within 10 days after giving the notice, publish the notice in a newspaper circulating generally in the area.
Local Government	118	Before deciding to enter a place in, or remove a place from, its local heritage roster, power to— (a) have regard to— (i) The submissions received under section 117 about the proposal to enter or remove the place; and (ii) If the chief executive, under section 112A(2), recommended that the local government enter the place in its register - the information about the place included in the notice; and (b) Have regard to other information the local government considers relevant.

² Part 8 is only applicable to a local government prescribed by regulation.

Part 12- Enforcement**Division 1 – Authorised Persons**

Entity power given to	Section of QUHA	Description
Chief Executive Officer	125(2)	Power to, by instrument in writing, appoint a local government employee of the local government as an authorised person.
Chief Executive Officer	125(3)	Power to form the view that a person is appropriately qualified for appointment as an authorised person.

Schedule 2

Limitations to the Exercise of Power

1. Where Council in its budget or by resolution allocates an amount for the expenditure of Council funds in relation to a particular matter, in exercising delegated power in relation to that matter, the delegate will only commit Council to reasonably foreseeable expenditure up to the amount allocated.
2. The delegate will not exercise any delegated power in relation to a matter which, to the delegate's knowledge, adversely affects, or is likely to adversely affect, Council's relations with the public at large.
3. The delegate will not exercise any delegated power contrary to a resolution or other decision of Council (including a policy decision relating to the matter).
4. The delegate will not exercise any delegated power in a manner, or which has the foreseeable effect, of being contrary to an adopted Council policy or procedure.
5. The delegate will only exercise a delegated power under this resolution in a manner which complies with the requirements of Council's Planning Scheme, and any exercise of power which involves a departure from or variation of those requirements will only be undertaken by Council.
6. The delegate will not exercise any delegated power which cannot lawfully be the subject of delegation by Council.

[2017 05 05 - QUHA - Delegation Instrument - Rockhampton]

12 NOTICES OF MOTION

12.1 NOTICE OF MOTION - COUNCILLOR TONY WILLIAMS - REPORT ON FEASIBILITY OF SOLAR PANEL ENERGY FOR RRC

File No: 10097

Attachments: 1. Notice of Motion - Report on Feasibility of Solar Panel Energy for RRC

Responsible Officer: Evan Pardon - Chief Executive Officer

SUMMARY

Councillor Tony Williams has indicated his intention to move the following Notice of Motion at the next Council Meeting, 25 July 2017, as follows:

COUNCILLOR'S RECOMMENDATION

THAT a report be prepared for Council to consider the merits and feasibility of Council adopting or maximising solar powered energy for its operational electricity needs

BACKGROUND

Council's currently expends \$6.2 Million on electricity per annum. In its recently adopted Corporate Plan includes an Environment theme with the corporate outcome of sustainable and innovative environmental practices.

Whilst the action for the 2017-18 operational plan focuses on FRW, it is my view that Council should be planning for future years. With this in mind and using the Sunshine Coast Council Solar Farm as a model, I am seeking Council's support in obtaining a report into the merits and feasibility of Council adopting a similar approach to eliminate the electricity costs for Council as well as earning a return.

For Councillors information some statistics on the Sunshine Coast model:

- Initial capital outlay \$50m
- 100% of electricity costs offset
- Will save \$22m over 30 years
- 58000 panels on specific site

Below are some Q&A's found on the Sunshine Coast Council website:

How much will the solar farm cost ratepayers to maintain?

The Sunshine Coast Solar Farm is structured in such a way that there will be no ongoing net cost to ratepayers. The revenue generated by the project will more than offset any associated financing costs to build the farm and ongoing costs to operate and maintain the facility. In fact, the project is expected to generate revenue for council given surplus electricity can be exported back into the grid and the solar farm is expected to generate more electricity than required by council. The positive financial dynamics of this project were crucial in determining whether the project would be supported by Council.

Are there going to be issues with glare from the solar panels?

Solar panels are designed to absorb the sun, not reflect it. Also, as a condition of the approved development application, all coatings on cables and structures must be anti-reflective. As the site will be closed at night time, there will be no lighting at this time and no glare.

Further information can be found at this site:

<https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Major-Regional-Projects/Sunshine-Coast-Solar-Farm>

It is acknowledged that the Sunshine Coast Council is larger than Rockhampton Regional Council however the principles are the same.

In conclusion, I seek Council support in obtaining a report into the merits and feasibility of Council adopting or maximising solar powered energy for its operational electricity needs. Our tropical climate could be leveraged to save electricity costs and benefit the environment.

**NOTICE OF MOTION - COUNCILLOR
TONY WILLIAMS - REPORT ON
FEASIBILITY OF SOLAR PANEL
ENERGY FOR RRC**

**Notice of Motion - Report on Feasibility
of Solar Panel Energy for RRC**

Meeting Date: 25 July 2017

Attachment No: 1



Rockhampton Office
232 Bolsover St, Rockhampton
Gracemere Office
1 Ranger St, Gracemere
Mount Morgan Office
32 Hall St, Mount Morgan

19 July 2017

Mr Evan Pardon
Chief Executive Officer
Rockhampton Regional Council

Notice of Motion

Dear Evan

I hereby give notice of my intention to move the following motion at the meeting of Council on Tuesday 25 July 2017.

That a report be prepared for Council to consider the merits and feasibility of Council adopting or maximising solar powered energy for its operational electricity needs.

Yours sincerely

A handwritten signature in black ink, appearing to read "A. Williams", with a long horizontal flourish extending to the right.

Cr Tony Williams
Division 3
Rockhampton Regional Council

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 Report - 30 June 2017

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.

16.2 Outstanding Developer Contributions Report

This report is considered confidential in accordance with section 275(1)(g) (h), of the *Local Government Regulation 2012*, as it contains information relating to any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16.3 RRC/CQUniversity - Bond Store - Quay Street Cultural Precinct Collaboration

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16.4 Chief Executive Officer Monthly Report

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16.5 Organisational Structure

This report is considered confidential in accordance with section 275(1)(b) (h), of the *Local Government Regulation 2012*, as it contains information relating to industrial matters affecting employees; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16 CONFIDENTIAL REPORTS

16.1 LEGAL MATTERS REPORT - 30 JUNE 2017

File No: 1392

Attachments: 1. Legal Matters Report 1 June 2017 to 30 June 2017

Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy

Author: Allysa Brennan - Coordinator Corporate Improvement and Strategy

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

Presenting an update of current legal matters that Council is involved in as at 30 June 2017.

16.2 OUTSTANDING DEVELOPER CONTRIBUTIONS REPORT

File No: 1464
Attachments: 1. Flowchart for Collection of Fees
Authorising Officer: Steven Gatt - Manager Planning & Regulatory Services
Michael Rowe - General Manager Community Services
Author: Tarnya Fitzgibbon - Coordinator Development Assessment
Previous Items: 12.1 - Outstanding Developer Contributions Report - Planning and Regulatory Committee - 18 Jul 2017 9.00 am

This report is considered confidential in accordance with section 275(1)(g) (h), of the *Local Government Regulation 2012*, as it contains information relating to any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage .

SUMMARY

This report was presented to the Planning and Regulatory Committee meeting on Tuesday 18 July 2017 where the matter was referred to the Council meeting on 25 July 2017 for deliberation.

For a number of years the collection of Developer contributions has required review and improvement. A report was recently provided to Audit and Business Improvement Committee that showed the results of an independent review of the processes as well as a number of recommendations. This report deals with the planned collection of the outstanding amounts.

16.3 RRC/CQUNIVERSITY - BOND STORE - QUAY STREET CULTURAL PRECINCT COLLABORATION**File No:** 12472**Attachments:**

1. CQUniversity Correspondence
2. Draft-MOU-RRC-CQU-Bond Store-Cultural Precinct Collaboration

Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer**Author:** Drew Stevenson - Manager Corporate and Technology Services

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

CQUniversity has expressed interest in partnering with Council to establish a facility in the Quay Street Cultural Precinct to create an environment and opportunities for Art Gallery patrons, Smart Hub residents and CQUniversity students/researchers to collaborate and innovate; ultimately enhancing student employability outcomes and stimulating innovative creativity within the precinct. This report provides background to the collaboration via the draft memorandum of understanding and proposes leasing the Bond Store to CQUniversity to facilitate the development of a creative industries facility.

16.4 CHIEF EXECUTIVE OFFICER MONTHLY REPORT**File No:** 1830**Attachments:** Nil**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Evan Pardon - Chief Executive Officer

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Chief Executive Officer presenting monthly report for the period ending Monday 17 July 2017.

16.5 ORGANISATIONAL STRUCTURE**File No:** 289**Attachments:** Nil**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Evan Pardon - Chief Executive Officer

This report is considered confidential in accordance with section 275(1)(b) (h), of the *Local Government Regulation 2012*, as it contains information relating to industrial matters affecting employees; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Chief Executive Officer seeking Council consideration of the organisational structure to meet Council's operational needs.

17 CLOSURE OF MEETING