



# **ORDINARY MEETING**

## **AGENDA**

**20 FEBRUARY 2018**

*Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 20 February 2018 commencing at 9:00am for transaction of the enclosed business.*

A handwritten signature in dark ink, appearing to be "CR", is positioned above the printed name and date.

**CHIEF EXECUTIVE OFFICER**  
15 February 2018

Next Meeting Date: 06.03.18

**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 presented by Father Bryan Hanifin from the Catholic Parish of Rockhampton South.

**2 PRESENT**

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

Leave of Absence previously granted for Councillor Stephen Schwarten.

**4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 30 January 2018

**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 AUDIT AND BUSINESS IMPROVEMENT COMMITTEE MEETING - 9 FEBRUARY 2018**

#### **RECOMMENDATION**

THAT the Minutes of the Audit and Business Improvement Committee meeting, held on 9 February 2018 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 Audit and Business Improvement Committee, 9 February 2018**

**9.1.1 CEO INTRODUCTION AND UPDATE**

**File No:** 5207  
**Attachments:** Nil  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The CEO will address, welcome and update the Committee on any matters of importance and interest.*

**COMMITTEE RECOMMENDATION**

THAT the CEO's update be received.



**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.2 ASSET SUSTAINABILITY****File No:** 8151**Attachments:**

1. Asset Sustainability Ratios Comparison
2. RRC Asset Sustainability Information
3. Letter to Michael Parkinson

**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** Alicia Cutler - Chief Financial Officer

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**SUMMARY**

*Chief Financial Officer providing information around Asset Sustainability for discussion amongst the Audit Committee.*

**COMMITTEE RECOMMENDATION**

THAT the Asset Sustainability report be received.

**COMMITTEE RECOMMENDATION**

THAT an update be brought back to the next meeting on the Technology 1 Asset System Implementation.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.3 EXTERNAL AUDIT PLAN 2018**

**File No:** 9509  
**Attachments:** 1. Draft Audit Plan 2018  
2. Briefing Note  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Alicia Cutler - Chief Financial Officer

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**SUMMARY**

*The External Audit Plan from Councils Auditors, Thomas Noble & Russell Chartered Accountants (TNR) is provided for Committee review.*

**COMMITTEE RECOMMENDATION**

THAT the 2018 External Audit Plan be endorsed.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.4 FINAL MANAGEMENT REPORT FOR ROCKHAMPTON REGIONAL COUNCIL**

**File No:** 8151  
**Attachments:** 1. Final Management Report for Rockhampton Regional Council 2016-2017  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Alicia Cutler - Chief Financial Officer

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**SUMMARY**

*Following the certification of the Financial Statements for the period ended 30 June 2017, the Final Management Report was received from Thomas Noble & Russell (as delegate of the Auditor-General of Queensland). As required by the Local Government Regulation 2012, this is now presented to the next ordinary meeting of Council.*

**COMMITTEE RECOMMENDATION**

THAT the Final Management Report for the 2016-17 Financial Statements for Rockhampton Regional Council be received.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.5 RISK REGISTERS - QUARTERLY UPDATE AS AT 8 DECEMBER 2017****File No: 8780**

**Attachments:**

- 1. Potential and Current Risk Exposure Profile as at 8 December 2017**
- 2. Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 8 December 2017**
- 3. Corporate Risk Register - Quarterly Update as at 8 December 2017**
- 4. Operational Risk Register - Quarterly Update as at 8 December 2017**

**Authorising Officer:** John Wallace - Chief Audit Executive  
Ross Cheesman - Acting Chief Executive Officer

**Author:** Kisane Ramm - Senior Risk and Assurance Advisor

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**SUMMARY**

*Submission of the quarterly risk register updates, as at 8 December 2017, for the Committee's information.*

**COMMITTEE RECOMMENDATION**

THAT the quarterly risk register updates as at 8 December 2017, as presented in the attachments to this report, be "received" by the Committee.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.6 RISK REGISTERS - ANNUAL PRESENTATION****File No:** 8780**Attachments:**

1. Corporate Risk Register as at 8 December 2017
2. Operational Risk Register as at 8 December 2017

**Authorising Officer:** John Wallace - Chief Audit Executive  
Ross Cheesman - Acting Chief Executive Officer**Author:** Kisane Ramm - Senior Risk and Assurance Advisor

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**SUMMARY***Annual presentation of the risk registers, as at 8 December 2017, for adoption.***COMMITTEE RECOMMENDATION**

THAT Council adopt the risk registers as at 8 December 2017, as presented to the Committee in the attachments to this report.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.7 POLICY UPDATE - INTERNAL AUDIT CHARTER**

**File No:** 5207  
**Attachments:** 1. Internal Audit Charter  
2. IA Charter Checklist  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The Charter was last updated in May 2017, to reflect only very minor adjustments, but was not provided to the Committee.*

*A copy of additional proposed changes to the Internal Audit Policy/Charter is now provided for comment and review by the Committee.*

*Key Changes to the Charter include-*

- (1) Recognition of Line 3 (Internal Audit) responsibility for Line-2 (ERM Function)*
- (2) Inclusion of IA Mission Statement*
- (3) Inclusion of Limits of CAE Authority for Line-2*
- (4) Inclusion of Independence Safeguards (Line-2)*
- (5) Inclusion of Conflict of Interest Statement for the IA function*
- (6) Other adjustments and rewording in line with IIA suggested best practices*

**COMMITTEE RECOMMENDATION**

THAT report be received and the proposed Policy and Charter be approved by the Committee.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.8 ANNUAL AUDIT PLAN 2017-2018 PROGRESS**

**File No:** 5207  
**Attachments:** 1. Audit Plan Progress - Ver18  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The Annual Audit Plan Progress report is presented for the information of the Committee as required by the Local Government Regulation S207.*

**COMMITTEE RECOMMENDATION**

THAT Annual Audit Plan Progress Report and update be received and comments noted.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.9 ACTION PROGRESS REPORT**

**File No:** 5207  
**Attachments:** 1. Action Progress Report as at 30 Jan 2018  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The Action Progress Report is provided for the information of the Committee.*

**COMMITTEE RECOMMENDATION**

THAT the Action Progress Report be received.

**COMMITTEE RECOMMENDATION**

THAT a summary report be provided as standard to future Audit and Business Improvement Committee meetings.

**COMMITTEE RECOMMENDATION**

THAT an update be provided to the next Audit and Business Improvement Committee meeting on the progress of the Developer Contributions Project.



**Recommendation of the Audit and Business Improvement Committee, 9 February 2018**

**9.1.10 REVIEW OF FOOD LICENCING**

**File No:** 5207  
**Attachments:** 1. Review of Food Licencing  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The planned report is finalised and presented for review by the committee.*

**COMMITTEE RECOMMENDATION**

THAT the review of Food Licencing be received.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.11 DAMAGE TO COUNCIL FACILITIES**

**File No:** 5207  
**Attachments:** 1. Insurance of Damage to Council Facilities by Hirers Review  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The planned review of 'Insurance of Damage to Council Facilities by Hirers' is now finalised and presented to the committee.*

**COMMITTEE RECOMMENDATION**

THAT the review of 'Insurance of Damage to Council Facilities by Hirers' be received.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.12 LEGISLATIVE COMPLIANCE PROCESS INTRODUCTORY REVIEW**

**File No:** 5207  
**Attachments:** 1. Legislative Compliance Process-Introductory Review  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** John Wallace - Chief Audit Executive

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**SUMMARY**

*The planned audit of Legislative Compliance Management Processes is provided for the information of the Committee. This is a brief and introductory review only which will serve as the basis for ongoing discussion and continuous process improvement action by management.*

*Being an introductory review of limited scope only, the usual opinion or conclusion is therefore informal, being based on limited evidence gathered.*

*The review should help to serve as the basis for ongoing process improvement in the area of compliance management generally.*

**COMMITTEE RECOMMENDATION**

THAT the Legislative Compliance Process Introductory Review report be received.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.13 INVESTIGATION AND LEGAL MATTERS AS AT 31 DECEMBER 2017**

**File No:** 5207  
**Attachments:** 1. Legal matters as at 31 December 2017  
**Authorising Officer:** Tracy Sweeney - Manager Workforce and Strategy  
Ross Cheesman - Acting Chief Executive Officer  
**Author:** Travis Pegrem - Coordinator Industrial Relations and Investigations

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**SUMMARY**

*Coordinator Industrial Relations and Investigations presenting an update of financial year to date Investigative Matters and the current Legal Matters as at 31 December 2017.*

**COMMITTEE RECOMMENDATION**

THAT the update of investigative and legal matters for Rockhampton Regional Council be received.

**Recommendation of the Audit and Business Improvement Committee, 9 February 2018****9.1.14 LOSS/THEFT ITEMS - AUGUST 2017 TO JANUARY 2018**

**File No:** 3911  
**Attachments:** 1. Loss/Theft - August 2017 to January 2018  
**Authorising Officer:** Drew Stevenson - Manager Corporate and Technology Services  
Ross Cheesman - Acting Chief Executive Officer  
**Author:** Kellie Anderson - Coordinator Property and Insurance

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**SUMMARY**

*Presenting details of the Loss/Theft register for the period 1 August 2017 to 31 January 2018.*

**COMMITTEE RECOMMENDATION**

THAT the Committee 'receives' the Loss/Theft Report for the period 1 August 2017 to 31 January 2018.

**9.2 PLANNING AND REGULATORY COMMITTEE MEETING - 13 FEBRUARY 2018****RECOMMENDATION**

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 13 February 2018 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, 13 February 2018****9.2.1 BUSINESS OUTSTANDING TABLE FOR PLANNING AND REGULATORY COMMITTEE**

<b>File No:</b>	<b>10097</b>
<b>Attachments:</b>	<b>1. Business Outstanding Table for Planning and Regulatory Committee</b>
<b>Authorising Officer:</b>	<b>Colleen Worthy - General Manager Community Services</b>
<b>Author:</b>	<b>Colleen Worthy - General Manager Community Services</b>

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**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 Meeting be received.

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**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.2 SHARED SERVICE AGREEMENT BETWEEN CAPRICORN PEST MANAGEMENT GROUP AND ROCKHAMPTON REGIONAL COUNCIL****File No:** 1379**Attachments:** 1. Shared Service Agreement Between  
Capricorn Pest Management Group and  
Rockhampton Regional Council**Authorising Officer:** Steven Gatt - Manager Planning and Regulatory  
Services**Author:** Karen Moody - Coordinator Health and Environment

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**SUMMARY**

*Formal adoption by Council is required for the Shared Service Agreement between Capricorn Pest Management Group and Rockhampton Regional Council for administrative support given by Administration Officers within the Health and Environment Unit. The attached agreement outlines the services provided, terms of agreement and agreed compensation amounts.*

**COMMITTEE RECOMMENDATION**

THAT the proposed Shared Service Agreement between Capricorn Pest Management Group and Rockhampton Regional Council is endorsed by Council and the Chief Executive Officer sign the contract attached to the report.



**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.3 D/14-2017/A - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/14-2017 FOR A MATERIAL CHANGE OF USE FOR A SHOP AND RECONFIGURING A LOT (ACCESS EASEMENT)**

**File No:** D/14-2017/A

**Attachments:** 1. Locality Plan  
2. Site Plan

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Amanda O'Mara - Senior Planning Officer

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**SUMMARY**

**Development Application Number:** D/14-2017

**Applicant:** Aldi Stores (A Limited Partnership)

**Real Property Address:** Lot 1 on SP161848 and Lot 1 on SP191827, Parish of Rockhampton

**Common Property Address:** 143-167 Gladstone Road, Allenstown

**Type of Approval:** Application under the Development Incentives Policy for Development Permit D/14-2017 for a Material Change of Use for a Shop and Reconfiguring a Lot (access easement)

**Date of Decision:** 12 May 2017

**Application Lodgement Fee:** \$9,641.00

**Infrastructure Charges:** \$351,232.00

**Infrastructure charges incentive:** All other areas – 50%

**Incentives sought:** Refund of Development Application Fee  
Refund of Service and Connection Fees

**COMMITTEE RECOMMENDATION**

THAT in relation to the application under the Development Incentives Policy for Development Permit D/14-2017 for a Material Change of Use for a Shop and Reconfiguring a Lot (access easement), on Lot 1 on SP161848 and Lot 1 on SP191827, Parish of Rockhampton, located at 143-167 Gladstone Road, Allenstown, Council resolves to Approve the following incentives if the use commences prior to 12 May 2020:

- a) A fifty per cent (50%) reduction of infrastructure charges to the amount of \$175,616.00;
- b) A refund of the development application fee of \$9,641.00 on commencement of the use;
- c) A refund of service and connection fees on completion of the development; and
- d) That Council enter into an agreement with the applicant in relation to (a),(b) and (c).

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.4 D/270-2013 - REQUEST TO EXTEND THE CURRENCY PERIOD TO DEVELOPMENT PERMIT D/270-2013 FOR A SHOWROOM**

**File No:** D/270-2013

**Attachments:** 1. Locality Plan  
2. Site Plan

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Jonathon Trevett-Lyall - Planning Officer

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**SUMMARY**

*Development Application Number:* D/270-2013

*Applicant:* Bingford Pty Ltd

*Real Property Address:* Lot 1 on RP605479 and Lot 1 on SP125027, Parish of Rockhampton

*Common Property Address:* 320 Lower Dawson Road, Allenstown

*Area of Site:* 2,614 square metres

*Planning Scheme:* Rockhampton Region Planning Scheme 2015

*Planning Scheme Zone:* Low Density Residential Zone

*Existing Development:* Vacant Land

*Existing Approvals:* Development Permit (D/270-2013) for a Material Change of Use for a Showroom

*Approval Sought:* Extension to the Currency Period for a Development Permit for a Material Change of Use for a Showroom

*Level of Assessment:* Impact

*Submissions:* Nil

*Referral Agency:* Department of Transport and Main Roads

*Infrastructure Charges Area:* Charge Area 1

**COMMITTEE RECOMMENDATION**

THAT in relation to the request to extend the currency period for Development Permit D/270-2013 for a Showroom, made by Bingford Pty Ltd, located at 320 Lower Dawson Road, Allenstown on land described as Lot 1 on RP605479, Lot 1 on SP125027 and Lot 1 on RP608196, Parish of Rockhampton, Council resolves to approve the request to extend the currency period.

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**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.5 D/32-2017/A - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/32-2017 FOR A MATERIAL CHANGE OF USE FOR INDOOR SPORT AND RECREATION (PERSONAL TRAINING GYM)**

**File No:** D/32-2017/A

**Attachments:** 1. Locality Plan  
2. Floor Plan

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Bevan Koelmeyer - Planning Officer

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**SUMMARY**

*Development Application Number:* D/32-2017/A

*Applicant:* XO Fitness Centre Pty Ltd

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

*Common Property Address:* 121 Kent Street, Rockhampton City

*Planning Scheme Zone:* Low-medium density residential zone

*Type of Approval:* Development Permit for a Material Change of Use for Indoor Sport and Recreation (personal training gym)

*Date of Decision:* 27 July 2017

*Application Lodgement Fee:* \$2,378.00

*Infrastructure Charges:* \$1,047.99

*Infrastructure charges incentive:* Non-residential development throughout the region (Maximum Concession: 50%)

*Incentives sought:* Refund of Development Application Fees; and  
Refund of service and connection fees.

**COMMITTEE RECOMMENDATION**

THAT in relation to the application made under the Development Incentives Policy for Development Permit D/32-2017 for a Material Change of Use for an Indoor Sport and Recreation (Personal Training Gym), located on Lot 2 on RP619304, Parish of Rockhampton, located at 121 Kent Street, Rockhampton City - Should the use commence prior to 27 July 2020, Council resolves to approve the following incentives:

- a) A 50 percent concession of the infrastructure charges in the amount of \$523.99;
- b) A reimbursement of the development application fees in the amount of \$2,378.00, upon commencement of the use;
- c) A refund of service and connection fees upon completion of the development; and
- d) That Council enter into an agreement with the applicant in relation to (a), (b) and (c).

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**Recommendation of the Planning and Regulatory Committee, 13 February 2018**
**9.2.6 D/125-2017 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR A HOTEL**

**File No:** D/125-2017

**Attachments:**

1. Locality Plan
2. Site Plan
3. Floor Plan

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Bevan Koelmeyer - Planning Officer

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**SUMMARY**

**Development Application Number:** D/125-2017

**Applicant:** Red Lion Property Holdings Pty Ltd

**Real Property Address:** Lot 1 and 2 on RP600326, Parish of Rockhampton

**Common Property Address:** 138 and 140 Denham Street, Allenstown

**Area of Site:** 1,400 square metres

**Planning Scheme:** *Rockhampton Region Planning Scheme 2015*

**Planning Scheme Zone:** Low-Medium Density Residential Zone

**Planning Scheme Overlays:** Nil Applicable

**Existing Development:** Hotel

**Existing Approvals:** Lot 1 on RP600326 - Hotel and associated building and plumbing approvals; and  
Lot 2 on RP600326 – Dwelling House

**Approval Sought:** Development Permit for a Material Change of Use for a Hotel

**Level of Assessment:** Impact

**Submissions:** One (1) submission

**Referral Agency(s):** Nil

**Infrastructure Charges Area:** Charge Area 1

**Application Progress:**

Application Lodged:	11 October 2017
Acknowledgment Notice issued:	24 October 2017
Request for Further Information sent:	24 October 2017
Request for Further Information responded to:	23 November 2017
Submission period commenced:	28 November 2017
Submission period end:	19 December 2017

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Council request for additional time:	1 February 2018
Last receipt of information from applicant:	23 January 2018
Statutory due determination date:	27 February 2018

## COMMITTEE RECOMMENDATION

### **RECOMMENDATION A**

THAT in relation to the application for a Development Permit for a Material Change of Use for a Hotel, made by Red Lion Property Holdings Pty, Lot 1 and 2 on RP600326, Parish of Rockhampton, located at 138 and 140 Denham Street, Allenstown - Council resolves to Approve the application despite its conflict with the planning scheme and provide the following merits to justify the decision despite the conflict:

- a) The development is an extension of an existing use which is of a scale and design that does not adversely impact on the residential character or amenity of the surrounding area;
- b) The proposed carpark will meet the demands generated by the development whilst protecting the safety and capacity of the road network;
- c) The application only received one (1) properly made submission which related to noise. The application demonstrated that the noise generated by the development would be within acceptable levels in accordance with the standards of the *Environmental Protection Policy (Noise) 2008*;
- d) The proposed use does not compromise the strategic framework in the *Rockhampton Region Planning Scheme 2015*;
- e) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and
- f) The proposed development does not compromise the relevant State Planning Policy.

### **RECOMMENDATION B**

That in relation to the application for a Development Permit for a Material Change of Use for a Hotel, made by Red Lion Property Holdings Pty Ltd, Lot 1 and 2 on RP600326, Parish of Rockhampton, located at 138 and 140 Denham Street, Allenstown - Council resolves to Approve the application subject to the following conditions:

#### **Part A: General Conditions (Applicable to both Stages One and Two)**

##### **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 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.6 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.7 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.8 Lot 1 and Lot 2 on RP600326 must be amalgamated and registered as one lot prior to the commencement of the use for Stage Two.

## 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>Drawing/report title</u>	<u>Prepared by</u>	<u>Date</u>	<u>Reference number</u>
Proposed Site Plan	Lotus	23 January 2018	Nil, Revision E
Floor Plan & Elevations	Lotus	23 January 2018	Nil, Revision E
Proposed Carpark and Swept Path Analysis	McMurtrie	18 July 2017	0071718-SK-0001, Revision A
Noise Impact Assessment	Alpha Acoustics	25 September 2017	Nil

- 2.2 Where there is any conflict between the conditions of this development approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.
- 2.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council prior to the submission of an application for a Development Permit for Operational Works and/or Building Works.

## 3.0 STAGED DEVELOPMENT

- 3.1 This approval is for a development to be undertaken in two (2) stages, namely:
- 3.1.1 Cocktail room and hotel room (Stage One); and
- 3.1.2 Beer garden, storeroom, bar and grill and carpark (Stage Two).
- in accordance with the approved Site Plan (refer to condition 2.1).
- 3.2 Stage One must be completed prior to the commencement of use for Stage Two.
- 3.3 Unless otherwise expressly stated, the conditions must be read as being applicable only to the particular stages(s) being developed.

## 4.0 PLUMBING AND DRAINAGE WORKS

- 4.1 A Development Permit for Plumbing and Drainage Works must be obtained for both Stages One and Two. This also applies to the removal and/or demolition of any existing dwelling structure on the development site.

- 4.2 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.
- 4.3 Amended sewerage/Sewerage trade waste permits must be obtained for the discharge of any non-domestic waste into Council's reticulated sewerage network. Arrestor traps must be provided where commercial or non-domestic waste is proposed to be discharged into the sewer system.
- 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 SITE WORKS
- 6.1 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
- 7.0 BUILDING WORKS
- 7.1 A Development Permit for Building Works must be obtained for the proposed extensions on the development site for both Stages One and Two.
- 8.0 LANDSCAPING
- 8.1 All landscaping must be established generally in accordance with the approved plans (refer to condition 2.1). The landscaping must be constructed and/or established prior to the commencement of the use and the landscape areas must predominantly contain plant species that are locally native to the Central Queensland region due to their low water dependency.
- 8.2 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.
- 8.3 The landscaped areas must be subject to:
- 8.3.1 a watering and maintenance plan during the establishment moment; and
  - 8.3.2 an ongoing maintenance and replanting programme.
- 9.0 ENVIRONMENTAL HEALTH
- 9.1 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"*.
- 9.2 Noise emitted from the activity must not cause an environmental nuisance.
- 9.3 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.
- 9.4 When requested by Council, noise monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise. The monitoring data, an analysis of the data and a report, including noise mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation. Council may require any noise mitigation measures identified in the assessment to be implemented within appropriate timeframes. Noise measurements must be compared with the acoustic quality objectives specified in the most recent edition of the *Environmental Protection (Noise) Policy 2008*.

**10.0 ASSET MANAGEMENT**

- 10.1 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.
- 10.2 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.
- 10.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.

**11.0 OPERATING PROCEDURES**

- 11.1 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 Denham Street, West Street.

**ADVISORY NOTES****NOTE 1. Aboriginal Cultural Heritage**

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

**NOTE 2. Asbestos Removal**

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

**NOTE 3. General 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 4. General Safety Of Public During Construction**

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

**NOTE 5. Infrastructure Charges Notice**

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

**Part B: Stage One****12.0 ADMINISTRATION**



- 12.1 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:

12.1.1 Plumbing and Drainage Works; and

12.1.2 Building Works.

### **Part C: Stage Two**

#### **13.0 ADMINISTRATION**

- 13.1 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:

13.1.1 Operational Works:

(i) Access and Parking Works;

(ii) Stormwater Works;

(iii) Site Works;

13.1.2 Plumbing and Drainage Works; and

13.1.3 Building Works.

#### **14.0 ACCESS AND PARKING WORKS**

- 14.1 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.
- 14.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, and *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 14.3 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).
- 14.4 The existing access from Denham Street to the development must be upgraded to a commercial access standard to comply with the requirements of the *Capricorn Municipal Development Guidelines*.
- 14.5 Service and delivery vehicles including for the purpose of refuse collection, are not permitted to enter the site.
- 14.6 Any redundant vehicular crossovers must be replaced by Council standard kerb and channel.
- 14.7 All vehicles must ingress and egress the development in a forward gear.
- 14.8 The access driveway to the site's proposed carpark on Denham Street must be confined within the extent of the development site's boundaries.
- 14.9 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 14.10 A minimum of 11 parking spaces must be provided on-site.
- 14.11 Universal access parking spaces must be provided on-site in accordance with *Australian Standard AS2890.6 "Parking facilities - Off-street parking for people with disabilities"*.
- 14.12 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

- 14.13 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 14.14 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 14.15 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.

#### 15.0 SEWERAGE WORKS

- 15.1 All sewerage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008*, and *Plumbing and Drainage Act 2002*.
- 15.2 The development must be connected to Council's reticulated sewerage network and the existing sewerage connection point(s) must be retained and upgraded, if necessary, to service the development.
- 15.3 Compliance with the Build Over Sewer Compliance Permit (Reference: 583-2017) is required, in particular:
  - 15.3.1 The space around the subject access chamber must be constructed with all new walls/gates with a minimum offset of 1.2 metres from the centre of the access chamber.
  - 15.3.2 Suitable ventilation must be provided with a minimum opening of 2.1 metres from the breezeway to the carpark.
  - 15.3.3 The subject access chamber must have a gas tight sealed lid to ensure gases are not released into the covered area.  
Note: In the event of a sewer surcharge or the access chamber lid becoming unsealed, please contact Fitzroy River Water (FRW) immediately to rectify.

#### 16.0 WATER WORKS

- 16.1 All water works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008*, and *Plumbing and Drainage Act 2002*.
- 16.2 The development must be connected to Council's reticulated water network and the existing water connection point(s) must be retained and upgraded, if necessary, to service the development.
- 16.3 Water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.

#### 17.0 STORMWATER WORKS

- 17.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works required by this development approval.
- 17.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, and sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 17.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause damage to other infrastructure.

- 17.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 17.5 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by engineering plans with details of any new drainage systems including retention systems, inlet and outlet structures, or the amendment and upgrading of existing drainage systems to implement the proposed drainage strategy. In particular please indicate the location of the detention tank as outlined in the Stormwater Management Plan.
- 18.0 ROOF AND ALLOTMENT DRAINAGE WORKS
- 18.1 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, and sound engineering practice.
- 19.0 SITE WORKS
- 19.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works on the development site.
- 19.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan that clearly identifies the following:
- 19.2.1 the location of cut and/or fill;
  - 19.2.2 the type of fill to be used and the manner in which it is to be compacted;
  - 19.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
  - 19.2.4 details of any proposed access routes that are intended to be used to transport fill to or from the development site; and
  - 19.2.5 the maintenance of access roads to and from the development site so that they are free of all cut and/or fill material and cleaned as necessary.
- 19.3 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 19.4 Retaining structures above one (1) metre in height that are not incidental works to a Development Permit for Building Works, must not be constructed unless separately and specifically certified by a Registered Professional Engineer of Queensland and must be approved as part of a Development Permit for Operational Works (site works).
- 19.5 Any retaining structures close to or crossing sewerage infrastructure must comply with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."* The structure must be self-supporting and no additional load must be applied to Council's sewerage infrastructure.
- 20.0 BUILDING WORKS
- 20.1 The proposed building must be designed to suit the Building Over/Adjacent to Local Government Sewerage Infrastructure Permit (Reference: 583-2017) conditions/plans.
- 20.2 Impervious paved waste storage area/s must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2008* and must be:
- 20.2.1 designed and located so as not to cause a nuisance to neighbouring properties;
  - 20.2.2 surrounded by at least a 1.8 metre high screen fence that obstructs from view the contents of the waste storage area by any member of the public from any public place;
-

20.2.3 of a sufficient size to accommodate commercial type bins that will be serviced by a commercial contractor as Kerbside collection. No Waste Service Vehicles are permitted entry into the site.

20.2.4 setback a minimum of two (2) metres from any road frontage; and

20.2.5 provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2002*.

As an alternative to a washdown facility, a fully contained commercial bin cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.

## 21.0 ENVIRONMENTAL HEALTH

19.1 All recommendations included in the Noise Impact Assessment (refer to condition 2.1) are to be implemented prior to the commencement of use of Stage Two and maintained thereafter.

Note: Any air-conditioning units proposed for the beer garden area (including the storeroom, bar and grill areas) must be located, installed and maintained at all times, so as not to cause a nuisance.

## RECOMMENDATION C

That in relation to the application for a Development Permit for a Material Change of Use for a Hotel, made by Red Lion Property Holdings Pty Ltd, Lot 1 and 2 on RP600326, Parish of Rockhampton, located at 138 and 140 Denham Street, Allenstown, Council resolves to issue an Infrastructure Charges Notice for the amount of \$17,628.25.

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.7 COMMITTEE REPORT DELEGATIONS - NOVEMBER 2017**

**File No:** 7028  
**Attachments:** Nil  
**Authorising Officer:** Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services  
**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

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**SUMMARY**

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

**COMMITTEE RECOMMENDATION**

THAT the report into the applications lodged in November 2017 be received, and request that Application D/135-2017 be presented to the Committee for decision and an inspection of the property be held.

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.8 COMMITTEE REPORT DELEGATIONS - DECEMBER 2017**

**File No:** 7028  
**Attachments:** Nil  
**Authorising Officer:** Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services  
**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

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**SUMMARY**

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

**COMMITTEE RECOMMENDATION**

THAT the report into the applications lodged in December 2017 be received.

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.9 MONTHLY OPERATIONS REPORT FOR PLANNING AND REGULATORY SERVICES - NOVEMBER 2017****File No: 1464****Attachments:**  
**1. Monthly Operations Report for Planning and Regulatory Services - November 2017**  
**2. Traffic Light Report - November 2017****Authorising Officer: Colleen Worthy - General Manager Community Services****Author: Steven Gatt - Manager Planning and Regulatory Services**

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**SUMMARY**

*The Monthly Operations Report for the Planning and Regulatory Services Section for November 2017 is presented for Councillor's information.*

**COMMITTEE RECOMMENDATION**

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

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**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.10 D/135-2016/A - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/135-2016 FOR A MATERIAL CHANGE OF USE FOR COMMERCIAL PREMISES, SHOP AND INDOOR SPORT AND RECREATION AND OPERATIONAL WORKS FOR ADVERTISING DEVICES, EARTHWORKS, STORMWATER, ACCESS AND PARKING WORKS AND ROAD WORKS**

**File No:** D/135-2016/A

**Attachments:**

1. Site Plan
2. Locality Plan

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Brandon Diplock - Planning Officer

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**SUMMARY**

Development Application Number:	D/135-2016/A
Applicant:	Kele Property Group (Qld) Pty Ltd
Real Property Address:	Lot 1 on RP604994, Lot 2 on RP604994 and Lot 3 on RP604994, Parish of Rockhampton
Common Property Address:	49 Archer Street, Rockhampton City QLD 4700
Planning Scheme Zone:	Low-Medium Density Residential
Type of Approval:	Development Permit for a Material Change of Use for Commercial Premises, Shop and Indoor Sport and Recreation and Operational Works for Advertising Devices, Earthworks, Stormwater, Access and Parking Works and Road Works
Date of Decision:	17 October 2016
Application Lodgement Fee:	\$5,006.00
Infrastructure Charges:	\$81,198.45
Infrastructure charges incentive:	All other areas – 50% Amount of discount - \$40,599.22
Incentives sought:	Development facilitation Refund of Development Application Fees

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**COMMITTEE RECOMMENDATION**

THAT in relation to the application under the Development Incentives Policy for a Development Permit for a Material Change of Use for Commercial Premises, Shop and Indoor Sport and Recreation and Operational Works for Advertising Devices, Earthworks, Stormwater, Access and Parking Works and Road Works, on land located at 49 Archer Street, Rockhampton City QLD 4700 described as Lot 1 on RP604994, Lot 2 on RP604994 and Lot 3 on RP604994, Parish of Rockhampton, Council resolves to Approve the following incentives if the use commences prior to 23 February 2021:

- a) A fifty (50) percent reduction of infrastructure charges to the amount of \$40,599.22;
- b) A refund of the development application fee of \$5,006.00; and
- c) That Council enter into an agreement with the applicant in relation to (a) and (b)

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.11 D/188-2014 - CHANGE APPLICATION TO DEVELOPMENT PERMIT D/188-2014 FOR A MATERIAL CHANGE OF USE FOR EDUCATIONAL ESTABLISHMENT**

**File No:** D/188-2014

**Attachments:** 1. Locality Plan  
2. Site Plan (Acoustic Fence)

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Brandon Diplock - Planning Officer

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**SUMMARY**

**Development Application Number:** D/188-2014

**Applicant:** Roman Catholic Trust Corp. For The Diocese of Rockhampton

**Real Property Address:** Lot 6 on SP123558, Lot 7 on RP618703 and Lot 45 on RP615945, Parish of Murchison

**Common Property Address:** 390 Feez Street, Norman Gardens

**Area of Site:** 6.8311 hectares

**Planning Scheme:** *Rockhampton City Plan 2005* (superseded)

**Planning Scheme Zone:** Richardson Road Residential Area

**Planning Scheme Overlays:** Nil

**Existing Development:** Church and Primary School

**Existing Approvals:** Town Planning Consent 912 for a School, Primary School and Administration Block: granted 3 December 1980;  
Town Planning Consent 42 for Rezoning land from Residential A to Special Purpose: granted 21 November 1988; and  
Various associated building and plumbing approvals

**Approval Sought:** Change Application to Development Permit D/188-2014 for a Material Change of Use for Educational Establishment

**Infrastructure Charges Area:** Charge Area 1

**COMMITTEE RECOMMENDATION****RECOMMENDATION A**

THAT in relation to the application for a Development Permit for a Material Change of Use for an Educational Establishment, made by the Roman Catholic Trust Corporation for the Diocese of Rockhampton, on Lot 6 on SP123558, Lot 7 on RP618703 and Lot 45 on RP615945, Parish of Murchison, located at 390 Feez Street, Norman Gardens, Council resolves that:

**1. Conditions 2.1 and 8.5 be amended by replacing:**

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

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
<i>Proposed Overall Site Plan</i>	<i>1988 SK-02</i>	<i>November 2013</i>
<i>Existing Main Carpark</i>	<i>1988 SK-03</i>	<i>November 2013</i>
<i>Proposed Main Carpark</i>	<i>1988 SK-04</i>	<i>November 2013</i>
<i>Existing Staff Carpark and Kindy</i>	<i>1988 SK-05</i>	<i>November 2013</i>
<i>Proposed Staff Carpark and Kindy</i>	<i>1988 SK-06</i>	<i>November 2013</i>
<i>Existing Prep and Carpark</i>	<i>1988 SK-07</i>	<i>November 2013</i>
<i>Proposed Prep and Carpark</i>	<i>1988 SK-08</i>	<i>November 2013</i>
<i>Proposed Floor Plan</i>	<i>1988 SK-09</i>	<i>December 2013</i>
<i>Proposed Floor Plan</i>	<i>1988 SK-11</i>	<i>December 2013</i>
<i>Elevations – Kindergarten</i>	<i>1988 SK-10</i>	<i>December 2013</i>
<i>Elevations – New Prep</i>	<i>1988 SK-12</i>	<i>December 2013</i>
<i>Noise Impact Assessment St Anthony's School 390 Feez Street, Norman Gardens</i>	<i>SP0578-0, Revision 0</i>	<i>9 April 2015</i>
<i>St Anthony's Catholic Primary School – Transport Impact Assessment</i>	<i>14B1125000, Issue A</i>	<i>13 October 2014</i>

- 8.5 *Provide a 2.1 metre high acoustic screen fence along the common boundary of the subject site and any adjoining residential properties.*

**With**

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

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Proposed Overall Site Plan	1988 SK-02	November 2013
Existing Main Carpark	1988 SK-03	November 2013
Proposed Main Carpark	1988 SK-04	November 2013

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Existing Staff Carpark and Kindy	1988 SK-05	November 2013
Proposed Staff Carpark and Kindy	1988 SK-06	November 2013
Existing Prep and Carpark	1988 SK-07	November 2013
Proposed Prep and Carpark	1988 SK-08	November 2013
Proposed Floor Plan	1988 SK-09	December 2013
Proposed Floor Plan	1988 SK-11	December 2013
Elevations – Kindergarten	1988 SK-10	December 2013
Elevations – New Prep	1988 SK-12	December 2013
Noise Impact Assessment St Anthony's School 390 Feez Street, Norman Gardens	SP0578-0, Revision 0	9 April 2015
St Anthony's Catholic Primary School – Transport Impact Assessment	14B1125000, Issue A	13 October 2014
Acoustic Fence	1988 SP-20 Rev B	September 2017

- 8.5 Provide a five (5) metre wide landscape buffer along the common boundary of the subject site and adjoining residential properties situated on Thomas Street in accordance with the approved plans (refer to condition 2.1).

### **RECOMMENDATION B**

That in relation to the application for a Development Permit for a Material Change of Use for an Educational Establishment, made by the Roman Catholic Trust Corporation for the Diocese of Rockhampton, on Lot 6 on SP123558, Lot 7 on RP618703 and Lot 45 on RP615945, Parish of Murchison, located at 390 Feez Street, Norman Gardens, Council resolves to Approve the application subject to the following conditions:

#### **1.0 ADMINISTRATION**

- 1.1 The Developer is responsible for ensuring compliance with this approval and the Conditions of the approval by an employee, agent, contractor or invitee of the Developer.
- 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 of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions of this approval must be undertaken and completed to the satisfaction of Council, at no cost to Council.
- 1.4 All conditions, works, or requirements of this approval must be undertaken and completed prior to the commencement of the use, unless otherwise stated.
- 1.5 Where applicable, infrastructure requirements of this approval must be contributed to the relevant authorities, at no cost to Council prior to the commencement of the use, unless otherwise stated.

- 1.6 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
- 1.6.1 Operational Works:
- (i) Access and Parking Works;
  - (ii) Stormwater Works; and
  - (iii) Roof and Allotment Drainage Works
- 1.6.2 Plumbing and Drainage Works; and
- 1.6.3 Building Works.
- 1.7 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.8 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.
- 1.9 All engineering drawings/specifications, design and construction works must comply with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.10 Lot 45 on RP615945, Lot 7 on RP618703 and Lot 6 on SP123558 must be amalgamated and registered as one lot prior to the commencement of the use.
- 2.0 APPROVED PLANS AND DOCUMENTS
- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Proposed Overall Site Plan	1988 SK-02	November 2013
Existing Main Carpark	1988 SK-03	November 2013
Proposed Main Carpark	1988 SK-04	November 2013
Existing Staff Carpark and Kindy	1988 SK-05	November 2013
Proposed Staff Carpark and Kindy	1988 SK-06	November 2013
Existing Prep and Carpark	1988 SK-07	November 2013
Proposed Prep and Carpark	1988 SK-08	November 2013
Proposed Floor Plan	1988 SK-09	December 2013
Proposed Floor Plan	1988 SK-11	December 2013
Elevations – Kindergarten	1988 SK-10	December 2013
Elevations – New Prep	1988 SK-12	December 2013
Noise Impact Assessment St Anthony's School 390 Feez	SP0578-0, Revision 0	9 April 2015

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Street, Norman Gardens		
St Anthony's Catholic Primary School – Transport Impact Assessment	14B1125000, Issue A	13 October 2014
Acoustic Fence	1988 SP-20 Rev B	September 2017

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

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

### 3.0 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 site.

3.2 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking Facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

3.3 All parking spaces, access driveway(s), and vehicular manoeuvring areas associated with this proposed development must be concrete paved or asphalted.

3.4 The car parking areas must include traffic calming measures to reduce the noise level and speed of vehicles within the car park.

3.5 The existing access from Bruigom Street to the development must be widened to allow unimpeded two-way access / egress to and from the site without any queuing occurring in Bruigom Street.

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

3.7 Universal access parking spaces must be provided in accordance with *Australian Standard AS2890.6 "Parking Facilities - Off-Street parking for people with disabilities"*.

3.8 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of Uniform Traffic Control Devices"* and *Australian Standard AS2890.1 "Parking Facilities – Off-street Car Parking"*.

3.9 Road signage and pavement markings must be installed in accordance with the *Australian Standard AS1742.1 "Manual of Uniform Traffic Control Devices"*.

3.10 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for Access and Mobility"*.

### 4.0 PLUMBING AND DRAINAGE WORKS

4.1 All works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act*, the *Plumbing and Drainage Act*.

4.2 All internal plumbing and sanitary drainage works must be in accordance with regulated work under the *Plumbing and Drainage Act* and Council's Plumbing and Drainage Policies.

- 4.3 The development must be connected to Council's reticulated water network and sewerage network.
- 4.4 The existing sewerage and water connection point(s) must be retained, and upgraded if necessary, to service the development.
- 4.5 Sewer connections and water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with trafficable lids.
- 4.6 Adequate domestic and fire fighting protection must be provided to the development, and must be certified by a hydraulic engineer or other suitably qualified person.
- 4.7 Alteration 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*.

#### 5.0 STORMWATER WORKS

- 5.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works on the site.
- 5.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 5.3 Any application for a Development Permit for Operational Works (stormwater works) must include a revised stormwater strategy that incorporates some form of detention such that there is no increase in peak runoff to Bruigom Street.
- 5.4 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect adjoining land or infrastructure in comparison to the pre-development condition by way of blocking, altering or diverting existing stormwater runoff patterns or have the potential to cause damage to other infrastructure.
- 5.5 Any application for a Development Permit for Operational Works (stormwater works) must include an assessment of how the development meets the water quality objectives of the *State Planning Policy*.
- 5.6 The proposed development must achieve no increase in peak stormwater runoff for a selected range of storm events up to and including the one in one hundred year storm event (100 year Average Recurrence Interval) for the post development condition.

#### 6.0 ROOF AND ALLOTMENT DRAINAGE WORKS

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

#### 7.0 SITE WORKS

- 7.1 All earthworks must be undertaken in accordance with *Australian Standards, AS3798 "Guidelines on Earthworks for Commercial and Residential Developments"*.
- 7.2 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to adjoining properties or infrastructure.

**8.0 BUILDING WORKS**

- 8.1 All external elements, such as air conditioners and associated equipment, must be adequately screened from public view to Council's satisfaction.
- 8.2 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the 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"*.
- 8.3 External privacy screening must be applied to the windows of the proposed classrooms which face to the south-east boundary to prevent overlooking into the private open space of the adjoining residential dwellings.
- 8.4 All windows facing onto the adjoining residential properties must be properly glazed or screened to not intrude on the privacy of residents.
- 8.5 Provide a five (5) metre wide landscape buffer along the common boundary of the subject site and adjoining residential properties situated on Thomas Street in accordance with the approved plans (refer to condition 2.1).
- 8.6 All waste storage areas must be aesthetically screened from any frontage or adjoining property.
- 8.7 Impervious paved and drained washdown areas to accommodate all refuse containers must be provided. The areas must be aesthetically screened from any road frontage or adjoining property.

**9.0 LANDSCAPING WORKS**

- 9.1 Landscaping must be provided between and around the buildings and new car parking areas, particularly toward the south east boundary. The planting must be designed to specifically reduce the perceived scale of the buildings and must include advanced plant stock, to create an immediate effect.
- 9.2 All landscaping must be constructed and or established prior to the commencement of the use.
- 9.3 The landscaped areas must be subject to an ongoing maintenance and replanting programme (if necessary).

**10.0 ELECTRICITY AND TELECOMMUNICATIONS**

- 10.1 Underground electricity and telecommunication connections must be provided to the proposed development to the standards of the relevant authorities.
- 10.2 Evidence must be provided of a Telecommunications Infrastructure Provisioning Confirmation and Certificate of Electricity Supply with the relevant service providers to provide the use with telecommunication and live electricity connections, in accordance with the requirements of the relevant authorities prior to the commencement of the use.

**11.0 ASSET MANAGEMENT**

- 11.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be at full cost to the Developer.
- 11.2 Any damage to existing water supply or sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land, pathway, roads, kerb and channel and stormwater gullies and drainage lines) which may occur during any works carried out in association with the approved development must be repaired. This must include the reinstatement of the existing traffic signs and pavement markings which may have been removed.



**12.0 ENVIRONMENTAL**

- 12.1 Any application for a Development Permit for Operational Works must be accompanied by an Erosion and Sediment Control Plan which addresses, but is not limited to, the following:
- (i) objectives;
  - (ii) site location / topography;
  - (iii) vegetation;
  - (iv) site drainage;
  - (v) soils;
  - (vi) erosion susceptibility;
  - (vii) erosion risk;
  - (viii) concept;
  - (ix) design; and
  - (x) implementation, for the construction and post construction phases of work.
- 12.2 Implement and maintain the Erosion Control and Stormwater Control Management Plan on-site for the duration of the works, and until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped). The prepared Erosion Control and Stormwater Control Management Plan must be available on-site for inspection by Council Officers during those works.

**13.0 OPERATING PROCEDURES**

- 13.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the site. No storage of materials, parking of construction machinery or contractors' vehicles will be permitted in Bruigom Street, Feez Street, Langford Street or Agnew Avenue.
- 13.2 Noise from the activity must not cause an environmental nuisance.
- 13.3 Noise mitigation measures must be implemented in accordance with the recommendations in the Noise Impact Assessment (refer to condition 2.1). Should the development be found to be creating a noise nuisance, then the report must be revised by the owner/operator within three (3) months and submitted to Council for approval with additional mitigation measures. Council may require any noise mitigation measures identified in the assessment to be implemented within appropriate timeframes.
- 13.4 When requested by the administering authority, noise monitoring must be undertaken and recorded to investigate any complaint of nuisance caused by noise. The monitoring data, an analysis of the data and a report, including noise mitigation measures, must be provided to the administering authority within fourteen days of the completion of the investigation.
- Noise measurements must be compared with the acoustic quality objectives specified in the most recent edition of the Environmental Protection (Noise) Policy and noise monitoring conducted in accordance with the most recent edition of *Department of Environment and Heritage Protection Noise Measurement Manual*.
- 13.5 The air-conditioning plant for the proposed Preparatory and Kindergarten buildings must be selected and installed to meet a combined noise level of 47dBA at the nearby residential dwellings at point R1 as shown on *Appendix A- Figures within the Noise Impact Assessment (Figure 1: Aerial photograph of site, Revision 0 – 9 April 2015, by Savery and Associates Pty Ltd)*. Noise testing is recommended to ascertain the noise emissions from the air-conditioning plants after installation. Acoustic enclosures or barriers may be required in case the noise exceeds the limit.

- 13.6 All waste storage areas must be kept in a clean, tidy condition in accordance with *Environmental Protection (Waste Management) Regulations*.

#### ADVISORY NOTES

NOTE 1. Aboriginal Cultural Heritage

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

NOTE 2. Asbestos Removal

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

NOTE 3. General 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 property during all stages of the development including earthworks, construction and operation.

NOTE 4. General Safety Of Public During Construction

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

NOTE 5. Property Notes

All vehicular access to and from the development must be via the Bruigom Street and Feez Street only. Direct vehicular access to Langford Street and Agnew Avenue is prohibited.

NOTE 6. 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 of the Planning and Regulatory Committee, 13 February 2018****9.2.12 MONTHLY OPERATIONS REPORT FOR PLANNING AND REGULATORY SERVICES - DECEMBER 2017****File No:** 1464**Attachments:**

1. Monthly Operations Report for Planning and Regulatory Services - December 2017
2. Traffic Light Report - December 2017

**Authorising Officer:** Colleen Worthy - General Manager Community Services**Author:** Steven Gatt - Manager Planning and Regulatory Services

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**SUMMARY**

*The Monthly Operations Report for the Planning and Regulatory Services Section for December 2017 is presented for Councillor's information.*

**COMMITTEE RECOMMENDATION**

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

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.13 OVERVIEW OF THE FLYING FOX COLONY AT WESTWOOD****File No:** 3247**Attachments:**

1. Urban Flying Fox Management Area - Westwood Locality
2. Urban Flying Fox Management Area

**Authorising Officer:** Colleen Worthy - General Manager Community Services**Author:** Steven Gatt - Manager Planning and Regulatory Services

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**SUMMARY**

*In late January 2018 Council became aware flying fox numbers in the Westwood area were beginning to increase.*

*Reports were received from Councillors that residents were becoming impacted and concerns were being raised regarding water supplies and the use of community facilities.*

*Appropriate steps to manage the issue are underway.*

*Officers are currently acting in accordance with the adopted Flying Fox Statement of Management Intent.*

*Council will work with the relevant landholder/s to manage the flying fox roost and provide assistance where available.*

**COMMITTEE RECOMMENDATION**

THAT the report Overview of the Flying Fox Colony at Westwood be received and noted, and the subsequent verbal report be received.

**Recommendation of the Planning and Regulatory Committee, 13 February 2018****9.2.14 ACCESS EASEMENT FRENCHVILLE****File No:** 7028**Attachments:**

1. Reconfiguration Plan
2. Aerial Map
3. Zoning Map

**Authorising Officer:** Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

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**SUMMARY**

*A property in North Rockhampton has no lawful access due to the inclusion of an Access Restriction Strip condition in a development approval from 1992.*

**COMMITTEE RECOMMENDATION**

THAT Council adopt Option One as detailed in the report.

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**Recommendation of the Planning and Regulatory Committee, 13 February 2018**
**9.2.15 D/114-2017 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR SERVICE STATION**

**File No:** D/114-2017

**Attachments:**

1. Locality Plan
2. Site Plan, DA-102A
3. Floor Plan, DA-201A
4. Elevation Plan, DA-301A

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Steven Gatt - Manager Planning and Regulatory Services  
Colleen Worthy - General Manager Community Services

**Author:** Brandon Diplock - Planning Officer

**SUMMARY**

*Development Application Number:* D/114-2017

*Applicant:* Gondor Investments Pty Ltd C/- Adams + Sparkes Town Planning

*Real Property Address:* Lot 1 on RP606047 and Lot 2 on SP195031, Parish of Rockhampton

*Common Property Address:* 40 Alma Street and 23 Albert Street, Rockhampton City

*Area of Site:* 2,018 square metres

*Planning Scheme:* Rockhampton Region Planning Scheme 2015

*Planning Scheme Zone:* Low-medium density residential zone

*Planning Scheme Overlays:* Acid Sulfate Soils – Above 5m and below 20m AHD  
Transport Noise Corridor – Main Roads Cat 2 and 3

*Existing Development:* Commercial office and dwelling house

*Existing Approvals:* D/495-1996 New office  
D-R/2-1996 Residential B to Special Facilities (Kit Garage Display)  
D-R/218-2007 Carparking and Caretaker's Residence

*Approval Sought:* Development Permit for a Material Change of Use for Service Station

*Level of Assessment:* Impact Assessable

*Submissions:* Nil

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

*Infrastructure Charges Area:* Charge Area 1

*Application Progress:*

<i>Application Lodged:</i>	<i>27 September 2017</i>
<i>Confirmation Notice issued:</i>	<i>12 October 2017</i>
<i>Submission period commenced:</i>	<i>6 November 2017</i>
<i>Submission period end:</i>	<i>27 November 2017</i>
<i>Council request for additional time:</i>	<i>16 January 2018</i>
<i>Government Agency Response:</i>	<i>30 October 2017</i>
<i>Last receipt of information from applicant:</i>	<i>28 November 2017</i>
<i>Statutory due determination date:</i>	<i>22 February 2018</i>

## COMMITTEE RECOMMENDATION

### **RECOMMENDATION A**

THAT in relation to the application for a Development Permit for a Material Change of Use for Service Station, made by Gondor Investments Pty Ltd C/- Adams + Sparkes Town Planning, on land located at 40 Alma Street and 23 Albert Street, Rockhampton City, formally described as Lot 1 on RP606047 and Lot 2 on SP195031, Parish of Rockhampton, Council resolves to Approve the application despite its conflict with the planning scheme and provide the following grounds to justify the decision despite the conflict:

- a) The site's locational characteristics provide an appropriate opportunity to accommodate a service related land use that is designed and sited to complement and not adversely impact on nearby sensitive land uses;
- b) The proposal takes advantage of the site's high exposure and accessibility to the Bruce Highway and the Rockhampton CBD servicing the needs of local residents and travellers passing through Rockhampton;
- c) The proposed development will provide a localised convenience function and will not result in an 'out of centre' development;
- d) The proposed use does not compromise the Strategic framework in the *Rockhampton Region Planning Scheme 2015*;
- e) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and
- f) The proposed development does not compromise the relevant State Planning Policy.

### **RECOMMENDATION B**

THAT in relation to the application for a Development Permit for a Material Change of Use for Service Station, made by Gondor Investments Pty Ltd C/- Adams + Sparkes Town Planning, on land located at 40 Alma Street and 23 Albert Street, Rockhampton City, formally described as Lot 1 on RP606047 and Lot 2 on SP195031, 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) Road Works;
- (ii) Access and Parking Works;
- (iii) Stormwater Works;
- (iv) Roof and Allotment Drainage;
- (v) Site Works;
- (vi) Landscaping Works;
- (vii) Advertising Signage;
- 1.5.2 Plumbing and Drainage Works; and
- 1.5.3 Building Works:
- (i) Demolition Works; and
- (ii) Building Works.
- 1.6 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.7 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.8 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.9 Lot 1 on RP606047 and Lot 2 on SP195031 must be amalgamated and registered as one lot prior to the commencement of the use.
- 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>
Cover Sheet & Artist Impression	DA-000, Issue A	13 September 2017



Existing Conditions & Demolition Plan	DA-101, Issue A	13 September 2017
Site Plan	DA-102, Issue A	13 September 2017
Ground Floor Plan	DA-201, Issue A	13 September 2017
Elevations	DA-301, Issue A	13 September 2017
Section	DA-302, Issue P3	12 September 2017
Signage Details	DA-801, Issue A	13 September 2017
Engineering Services Report	Revision B	16 September 2017
Technical Design Note	17750	20 September 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 submission of an application for a Development Permit for Operational Works.

### 3.0 ROAD WORKS

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

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

3.3 A concrete pathway, with a minimum width of 1.2 metres, must be constructed on the western side of Alma Street for the full frontage of the development site.

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

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

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

### 4.0 ACCESS AND PARKING WORKS

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

4.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

4.3 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).

- 4.4 The two (2) existing access points to the site from Alma Lane must be closed.
- 4.5 Any redundant vehicular crossovers must be replaced by Council standard kerb and channel.
- 4.6 All vehicles must ingress and egress the development in a forward gear.
- 4.7 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 4.8 A minimum of nine (9) parking spaces must be provided on-site.
- 4.9 Universal access parking spaces must be provided on-site in accordance with *Australian Standard AS2890.6 "Parking facilities - Off-street parking for people with disabilities"*.
- 4.10 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 4.11 Any application for a Development Permit for Operational Works (access and parking works) must be accompanied by detailed and scaled plans, which demonstrate the turning movements/swept paths of the largest vehicle to access the development site including refuse collection vehicles.
- 4.12 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 4.13 Road signage and pavement markings must be installed in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"*.
- 4.14 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.
- 4.15 Bicycle parking facilities must be provided in accordance with *AUSTROADS Guide to Traffic Engineering Practice, Part 14 – Bicycles*. The bicycle parking facilities must be located at basement or ground floor level and encourage casual surveillance.
- 5.0 **PLUMBING AND DRAINAGE WORKS**
- 5.1 A Development Permit for Plumbing and Drainage Works must be obtained for the removal and/or demolition of any existing structure on the development site.
- 5.2 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2002*, Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.
- 5.3 The development must be connected to Council's reticulated sewerage and water networks.
- 5.4 The existing sewerage and water connection point(s) must be retained, and upgraded if necessary, to service the development.
- 5.5 The redundant water connection point(s) must be disconnected. A new water connection point must be provided to the development. An hydraulic engineer or other suitably qualified person must determine the size of connection required.
- 5.6 Adequate domestic and fire fighting protection must be provided to the development, and must be certified by an hydraulic engineer or other suitably qualified person.

- 5.7 Sewer connections and water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 5.8 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*.
- 5.9 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.
- 5.10 The development must comply with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."* Any permit associated with the Building Over/Adjacent to Local Government Sewerage Infrastructure Policy must be obtained prior to the issue of a Development Permit for Building Works.

#### 6.0 STORMWATER WORKS

- 6.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works required by this development approval.
- 6.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 6.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause damage to other infrastructure.
- 6.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 6.5 The installation of gross pollutant traps must be in accordance with relevant *Australian Standards* and all maintenance of the proposed gross pollutant traps must be the responsibility of the property owner or body corporate (if applicable).
- 6.6 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by engineering plans with details of any new drainage systems including retention systems, inlet and outlet structures, or the amendment and upgrading of existing drainage systems to implement the proposed drainage strategy.

#### 7.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 7.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any drainage works on the development site.
- 7.2 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (roof and allotment drainage works).
- 7.3 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not restrict, impair or change the natural flow of runoff water or cause a nuisance to surrounding land or infrastructure.

**8.0 SITE WORKS**

- 8.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works on the development site.
- 8.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan that clearly identifies the following:
- 8.2.1 the location of cut and/or fill;
  - 8.2.2 the type of fill to be used and the manner in which it is to be compacted;
  - 8.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
  - 8.2.4 details of any proposed access routes that are intended to be used to transport fill to or from the development site; and
  - 8.2.5 the maintenance of access roads to and from the development site so that they are free of all cut and/or fill material and cleaned as necessary.
- 8.3 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 8.4 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.

**9.0 BUILDING WORKS**

- 9.1 A Development Permit for Building Works must be obtained for the removal and/or demolition of any existing structure on the development site.
- 9.2 All building works for Class 2 to Class 9 buildings must be undertaken in accordance with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."*
- 9.3 All building works must be undertaken in accordance with Council's *Building Over/Adjacent to Local Government Sewerage Infrastructure Policy* and any permit obtained in respect of this policy.
- 9.4 Impervious paved waste storage area/s must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2008* and must be:
- 9.4.1 designed and located so as not to cause a nuisance to neighbouring properties;
  - 9.4.2 screened so as not to be visible from a public space;
  - 9.4.3 of a sufficient size to accommodate commercial type bins that will be serviced by a commercial contractor plus clearances around the bins for manoeuvring and cleaning;
  - 9.4.4 setback a minimum of two (2) metres from any road frontage; and
  - 9.4.5 provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2002*.
- As an alternative to a washdown facility, a fully contained commercial bin cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.
- 9.5 All external elements, such as air conditioners, pool and spa pumps and associated equipment, must be located in accordance with DA-102A, Site Plan Rev A.

- 9.6 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"*.
- 9.7 Any Advertising device associated with or attached to the development must be carried out in accordance with the applicable Advertising Devices Code in the Council Planning Scheme and a development permit for Operational Works (Advertising Device).
- 10.0 LANDSCAPING WORKS
- 10.1 A Development Permit for Operational Works (landscaping works) must be obtained prior to the commencement of any landscaping works required by this development approval.
- 10.2 A Landscaping Plan must be submitted with the first application for a Development Permit for Operational Works. The landscaping must be constructed and/or established prior to the commencement of the use and the landscape areas must predominantly contain plant species that are locally native to the Central Queensland region due to their low water dependency.
- 10.3 All landscaping must be constructed and/or established, in accordance with the requirements of the Development Permit for Operational Works (landscaping works), prior to the commencement of the use.
- 10.4 Any application for a Development Permit for Operational Works (landscaping works) must be generally in accordance with the approved plans (refer to condition 2.1) and must include, but is not limited to, the following:
- 10.4.1 A plan documenting the "Extent of Works" and supporting documentation that includes:
- (i) location and name of existing trees, including those to be retained (the location of the trees must be overlaid or be easily compared with the proposed development design);
  - (ii) the extent of soft and hard landscape proposed;
  - (iii) important spot levels and/or contours. The levels of the trees to be retained must be provided in relation to the finished levels of the proposed buildings and works;
  - (iv) underground and overhead services;
  - (v) typical details of critical design elements (stabilisation of batters, retaining walls, trees in car park areas, fences);
  - (vi) details of landscape structures including areas of deep planting; and
  - (vii) specification notes on mulching and soil preparation.
- 10.4.2 A "Planting Plan" and supporting documentation that includes:
- (i) landscape areas predominantly containing plant species that are locally native to the Central Queensland region due to their low water dependency;
  - (ii) trees, shrubs and groundcovers to all areas to be landscaped;
  - (iii) position and canopy spread of all trees and shrubs;
  - (iv) the extent and type of works (including but not limited to paving, fences and garden bed edging). Edging must be provided for all garden beds;

- (v) a plant schedule with the botanic and common names, total plant numbers and pot sizes at the time of planting; and
  - (vi) mature screen planting to the rear and side boundaries.
- 10.5 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.
- 10.6 Landscaping, or any part thereof, upon reaching full maturity, must not:
  - (i) obstruct sight visibility zones as defined in the *Austroads 'Guide to Traffic Engineering Practice'* series of publications;
  - (ii) adversely affect any road lighting or public space lighting; or
  - (iii) adversely affect any Council infrastructure, or public utility plant.
- 10.7 The landscaped areas must be subject to:
  - (i) a watering and maintenance plan during the establishment moment; and
  - (ii) an ongoing maintenance and replanting programme.
- 11.0 ELECTRICITY
- 11.1 Evidence that the development is provided with electricity services from the relevant service provider must be provided to Council, prior to the commencement of the use.
- 12.0 TELECOMMUNICATIONS
- 12.1 Evidence that the development is provided with telecommunications services from the relevant service provider must be provided to Council, prior to the commencement of the use.

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

Note: For telecommunications services, written evidence must be in the form of either a "Telecommunications Infrastructure Provisioning Confirmation" where such services are provided by Telstra or a "Notice of Practical Completion" where such services are provided by the NBN.
- 13.0 ASSET MANAGEMENT
- 13.1 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.
- 13.2 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.
- 13.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.
- 14.0 ENVIRONMENTAL
- 14.1 Any application for a Development Permit for Operational Works must be accompanied by an Erosion and Sediment Control Plan that addresses, but is not limited to, the following:
  - (i) objectives;
  - (ii) site location and topography;
  - (iii) vegetation;

- (iv) site drainage;
- (v) soils;
- (vi) erosion susceptibility;
- (vii) erosion risk;
- (viii) concept;
- (ix) design; and
- (x) implementation,

for the construction and post-construction phases of work.

- 14.2 The Erosion Control and Stormwater Control Management Plan prepared by a Registered Professional Engineer of Queensland in accordance with the *Capricorn Municipal Design Guidelines*, must be implemented, monitored and maintained for the duration of the development works, and until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped). The plan must be available on-site for inspection by Council Officers whilst all works are being carried out.

15.0 ENVIRONMENTAL HEALTH

- 15.1 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"*.
- 15.2 Noise emitted from the activity must not cause an environmental nuisance.
- 15.3 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.
- 15.4 When requested by Council, noise monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise. The monitoring data, an analysis of the data and a report, including noise mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation. Council may require any noise mitigation measures identified in the assessment to be implemented within appropriate timeframes. Noise measurements must be compared with the acoustic quality objectives specified in the most recent edition of the *Environmental Protection (Noise) Policy*.
- 15.5 Noise mitigation methods recommended in the Town Planning Report – Development Application for Material Change of Use to establish a Service Station, 23 Albert Street & 40 Alma Street, Rockhampton City prepared for Gondor Investment Pty Ltd, September 2017 R170501 and as incorporated in Report Noise Assessment Report Proposed Service Station, Albert Street, Rockhampton, Report 1097R1-RO dated 8<sup>th</sup> September 2017 by ROADPRO acoustics, are to be implemented prior to commencement of operations.
- 15.6 Plant, equipment and air-conditioning units must be located so as not to cause a noise nuisance and maintained in proper working order at all times. Installation is to be as per manufacturers' directions to ensure the efficiency of the equipment.
- 15.7 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by light or dust. 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.
- 15.8 Stormwater must be prevented from entering contaminated work areas. Any stormwater which may enter into a contaminated area must not be drained to the stormwater drainage system.
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- 15.9 No contaminants are permitted to be released to land or water, including soil, silt, oils, detergents, etcetera. Any wash-down areas used for the maintenance or cleaning of equipment (including vehicles) must be appropriately bunded and drained to the sewer network in accordance with a trade waste permit.
- 15.10 All chemicals and/or environmentally hazardous liquids must be contained within a covered, bunded storage area that has a volume of at least that of the largest container in the bund plus twenty-five percent (25%) of the total storage capacity.
- 15.11 An appropriate spill kit must be kept on-site for neutralising or decontaminating spills. The spill kit must be clearly identifiable, maintained regularly and stored in a central location that is easily accessible to employees. Staff must be adequately trained in the use of these materials. The spill kit may consist of:
- 15.11.1 a bin with a tight-fitting lid, partially filled with non-combustible absorbent material such as vermiculite;
  - 15.11.2 a broom, shovel, face shield, chemically-resistant boots and gloves; and
  - 15.11.3 waste bags and ties.
- 15.12 Where regulated waste is removed from the premises, records must be maintained for a period of five (5) years, and include the following:
- 15.12.1 the date, quantity and type of waste removed;
  - 15.12.2 a copy of any licensed waste transport vehicle dockets;
  - 15.12.3 the name of the licensed regulated waste removalist and/or disposal operator; and
  - 15.12.4 the intended treatment and/or disposal destination of the waste.

These records must be available for inspection by Council when requested.

16.0 OPERATING PROCEDURES

- 16.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within Albert Street, Alma Lane or Alma Street.
- 16.2 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, noise or dust.
- 16.3 Access to the site for loading/unloading including refuelling of the Service Station must be between 0800 and 1700 hours, Monday to Saturday (inclusive) only. Access to the site for loading/unloading including refuelling of the Service Station must not occur on Sunday or any public holiday.
- 16.4 All waste must be stored within a waste storage area (for example, general waste, recyclable waste, pallets, empty drums etcetera). The owner of the land must ensure that:
- 16.4.1 the area is kept in a clean and tidy condition;
  - 16.4.2 fences and screens are maintained;
  - 16.4.3 no waste material is stored external to the waste storage area/s;
  - 16.4.4 all wash down of refuse containers takes place in the existing washdown facility;
  - 16.4.5 the area is maintained in accordance with *Environmental Protection Regulation 2008*.

17.0 CHEMICAL STORAGE (ERA 8)



- 17.1 Adequate procedures and measures (including an inventory control system) must be in place to monitor the storage volumes within chemical tanks to prevent overflow and to detect leaks and for the inspection and maintenance of environmental control measures, for example, bunding, wastewater containment devices, interceptors and acoustic enclosures.
- 17.2 All fuel dispensing areas must be drained to a holding tank or the sewer through a trade waste approved oil interceptor/separation system.

### ADVISORY NOTES

NOTE 1. Asbestos Removal

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

NOTE 2. General Environmental Duty

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

NOTE 3. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the development site, Council's Environment and Public Health Unit must be consulted to determine whether any approvals are required. Such activities may include food preparation, storage of dangerous goods or environmentally relevant activities. Approval for such activities is required before 'fit out' and operation.

NOTE 4. General Safety Of Public During Construction

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

NOTE 5. Property Note (Audit of conditions)

An inspection of the property to ascertain compliance with conditions will be undertaken three (3) months after the use commences. If the works are completed prior to this time please contact Council for an earlier inspection. A property note to this effect will be placed on Council's records.

NOTE 6. Infrastructure Charges Notice

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

NOTE 7. Duty to Notify of Environmental Harm

If a person becomes aware that serious or material environmental harm is caused or threatened by an activity or an associated activity, that person has a duty to notify Rockhampton Regional Council.

### RECOMMENDATION C

THAT in relation to the application for a Development Permit for a Material Change of Use for Service Station, made by Gondor Investments Pty Ltd C/- Adams + Sparkes Town Planning, on land located at 40 Alma Street and 23 Albert Street, Rockhampton City, formally described as Lot 1 on RP606047 and Lot 2 on SP195031, Parish of Rockhampton, Council resolves not to issue an Infrastructure Charges Notice.

**9.3 INFRASTRUCTURE COMMITTEE MEETING - 13 FEBRUARY 2018****RECOMMENDATION**

THAT the Minutes of the Infrastructure Committee meeting, held on 13 February 2018 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, 13 February 2018****9.3.1 CIVIL OPERATIONS MONTHLY OPERATIONS REPORT****File No:** 7028**Attachments:**

1. Civil Operations Monthly Operations Report - December 2017
2. Capital Works Program January 2018 - February 2018

**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** David Bremert - Manager Civil Operations

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**SUMMARY**

*This report outlines Civil Operations Monthly Operations Report for December 2017 and also Works Program of planned projects for the months of January 2018 and February 2018.*

**COMMITTEE RECOMMENDATION**

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

**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.2 BUSINESS OUTSTANDING TABLE FOR INFRASTRUCTURE COMMITTEE MEETING****File No: 10097****Attachments: 1. Business Outstanding Table for Infrastructure Committee****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Peter Kofod - General Manager Regional Services**

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**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, 13 February 2018****9.3.3 SPEED LIMIT REVIEWS - ALLEN ROAD, BYRNES PARADE AND RAZORBACK ROAD****File No:** 7127**Attachments:**  
1. Plan ALLEN1  
2. Plan BYRNES1  
3. Plan RAZOR1**Authorising Officer:** Peter Kofod - General Manager Regional Services  
Martin Crow - Manager Engineering Services  
Stuart Harvey - Coordinator Strategic Infrastructure**Author:** Stuart Singer - Technical Officer

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**SUMMARY**

*Several requests for speed limit reviews have been received from community members across the region. This report provides recommendations on a number of these speed limit reviews.*

**COMMITTEE RECOMMENDATION**

THAT the following new speed limits be adopted:

- a) An amended speed zone of 60km/h for the length of Allen Street as shown on Plan ALLEN1.
- b) An amended speed zone of 50km/h for the length of Byrnes Parade, Mount Morgan from James Street to the Number 7 Dam, as shown on Plan BYRNES1.
- c) An amended speed zone of 60km/h for the section of the Razorback Road at the "Jump-up" as shown on Plan RAZOR1.

**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.4 REVIEW OF IMPOUNDING AND DISPOSAL OF ABANDONED VEHICLES  
POLICY AND PROCEDURE****File No:** 11979**Attachments:**

1. Impounding and Disposal of Abandoned Vehicles Policy
2. Impounding and Disposal of Abandoned Vehicles Procedure

**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** David Bremert - Manager Civil Operations

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**SUMMARY**

*A review of the Policy and Procedure for Impounding and Disposal of Abandoned Vehicles has identified an opportunity to replace it with a Standard Operating Procedure. It is recommended that Council rescinds the current policy (POL.I1.8) and procedure (PRO.I1.8). A Standard Operating Procedure has been developed for staff.*

**COMMITTEE RECOMMENDATION**

THAT the Impounding and Disposal of Abandoned Vehicles Policy and Procedure be rescinded.

**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.5 ENGINEERING SERVICES MONTHLY OPERATIONS REPORT - JANUARY 2018****File No: 7028****Attachments: 1. Monthly Operations Report - Engineering Services - January 2018****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Martin Crow - Manager Engineering Services**

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**SUMMARY**

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

**COMMITTEE RECOMMENDATION**

THAT the Engineering Services Monthly Operations Report for January 2018 report be received.

**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.6 DEPARTMENT OF TRANSPORT AND MAIN ROADS' CYCLEWAYS FOR ROCKHAMPTON**

**File No:** 1963  
**Attachments:** Nil  
**Authorising Officer:** Peter Kofod - General Manager Regional Services  
**Author:** David Bremert - Manager Civil Operations

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**SUMMARY**

*In December 2017 the Department of Transport and Main Roads (DTMR) requested Council consider undertaking the design and construction of a footpath from Parkhurst to Stockland Rockhampton on their behalf. The offer to construct has been accepted and design work is currently underway.*

**COMMITTEE RECOMMENDATION**

THAT the Department of Transport and Main Roads' Cycleways for Rockhampton report be received.



**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.7 ROOKWOOD WEIR COMMUNITY CONSULTATION****File No:** 2830**Responsible Officer:**

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**SUMMARY**

*Councillor Rutherford raised the matter of communities to be affected by the proposed Rookwood Weir feeling they have not had the appropriate consultation.*

**COMMITTEE RECOMMENDATION**

THAT Council notes with enthusiasm the recent commitments around funding for Rookwood Weir but would like to raise to attention that members of the affected communities are feeling that they have not had the consultation, and that we approach both Sunwater and Gladstone Area Water Board (GAWB) to advocate for our impacted communities.

**Recommendation of the Infrastructure Committee, 13 February 2018****9.3.8 WEBBER PARK DRAINAGE SCHEME****File No:** 8055, 2479**Attachments:**

1. Stage 1A 18%AEP Difference Map
2. Stage 1A 1%AEP Difference Map
3. Stages 1A+1B 18%AEP Difference Map
4. Stages 1A+1B 1%AEP Difference Map
5. Webber Park Drainage Scheme Preliminary Design

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

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**SUMMARY**

*Council Officers reporting on the progress to date and future direction for the proposed Webber Park Drainage Scheme.*

**COMMITTEE RECOMMENDATION**

THAT Council:

1. Proceed with the final design and delivery of Stage 1A of the Webber Park Drainage Scheme; and
2. Engage AECOM to prepare the final design and documentation for the Stage 1A works under the Register of Prequalified Supplier RPQS12294 - Consultancy Services (Engineering, Planning and Design).

**9.4 AIRPORT, WATER AND WASTE COMMITTEE MEETING - 13 FEBRUARY 2018****RECOMMENDATION**

THAT the Minutes of the Airport, Water and Waste Committee meeting, held on 13 February 2018 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, 13 February 2018****9.4.1 BUSINESS OUTSTANDING TABLE FOR AIRPORT, WATER AND WASTE COMMITTEE MEETING**

**File No:** 10097

**Attachments:** 1. Business Outstanding Table - Airport, Water and Waste Committee

**Authorising Officer:** Peter Kofod - General Manager Regional Services

**Author:** Peter Kofod - General Manager Regional Services

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**SUMMARY**

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

**COMMITTEE RECOMMENDATION**

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

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.2 ROCKHAMPTON AIRPORT MONTHLY OPERATIONAL REPORT - JANUARY 2018****File No:** 7927**Attachments:** 1. Rockhampton Airport Monthly Operations Report - January 2018**Authorising Officer:** Tony Cullen - General Manager Advance Rockhampton/  
Acting General Manager Aviation Services**Author:** Tracey Baxter - Manager Airport

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**SUMMARY**

*The monthly operations and annual performance plan report for the Rockhampton Airport for January 2018 is presented for Councillors information.*

**COMMITTEE RECOMMENDATION**

THAT the Rockhampton Airport Operations and Annual Performance Plan Report for January 2018 be 'received'.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.3 FRW ANNUAL PERFORMANCE PLAN AS AT 31 DECEMBER 2017****File No:** 1466**Attachments:**

1. Customer Service Standards as at 31 December 2017
2. Customer Service and Financial Targets as at 31 December 2017
3. Non Compliance Comments as at 31 December 2017

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

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**SUMMARY**

*Fitzroy River Water's performance against financial and non-financial targets and key strategies is reported to Council on a quarterly basis in accordance with the adopted Annual Performance Plan for 2017/18. This report as at 31 December 2017 is presented for the Committee's information.*

**COMMITTEE RECOMMENDATION**

THAT the Fitzroy River Water Annual Performance Plan quarterly report as at 31 December 2017 be received.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.4 FRW MONTHLY OPERATIONS REPORT - JANUARY 2018**

**File No:** 1466  
**Attachments:** 1. FRW Monthly Operations Report - January 2018  
**Authorising Officer:** Peter Kofod - General Manager Regional Services  
**Author:** Jason Plumb - Manager Fitzroy River Water

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**SUMMARY**

*This report details Fitzroy River Water's financial position and other operational matters for the Council's information as at 31 January 2018.*

**COMMITTEE RECOMMENDATION**

THAT the FRW Monthly Operations Report for January 2018 be received.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.5 LAKES CREEK ROAD PIGGY BACK LANDFILL PROJECT UPDATE****File No: 12276****Attachments: Nil****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Kim Saloyedoff - Project Manager Parks Restoration  
Craig Dunglison - Manager RRWR**

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**SUMMARY**

*The purpose of this report is to provide an update on the Landfill extension project.as the concept plan for the landfill expansion and detailed design has recently been completed with a tender being awarded for the construction of the first landfill cell.*

**COMMITTEE RECOMMENDATION**

THAT the Lakes Creek Piggy Back Landfill Project Update report be received.



**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.6 ROADSIDE BIN STATIONS REVIEW****File No:** 7284

**Attachments:**

1. Prohibited Items Disposed at Roadside Bin Stations
2. Recyclable Items Disposed at Roadside Bin Stations
3. Illegal Dumping Examples
4. Concept Layout Design for Proposed WTS

**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** Craig Dunglison - Manager RRWR

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**SUMMARY**

*A review has been undertaken of the effectiveness of the current nine Roadside Bin Stations operated by Council. This report presents the review outcomes and recommends replacing these facilities with three Waste Transfer Stations.*

**COMMITTEE RECOMMENDATION**

THAT this matter be referred to a full Council meeting and that detailed costing be presented.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.7 PURCHASE OF SANITARY LANDFILL COMPACTOR FOR LAKES CREEK ROAD LANDFILL**

**File No:** 7283  
**Attachments:** Nil  
**Authorising Officer:** Peter Kofod - General Manager Regional Services  
**Author:** Craig Dunlison - Manager RRWR  
Michael O'Keeffe - Coordinator Waste Services

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**SUMMARY**

*This report seeks endorsement of the commencement of the tender process for the procurement of a sanitary landfill compactor. As the commissioning of the landfill extension project will commence soon, a compactor is required to ensure efficient compaction of the waste to maximise the operational life of the facility, lowering operational costs.*

**COMMITTEE RECOMMENDATION**

THAT Council approve the commencement of the acquisition process for a sanitary landfill compactor with final purchase subject to its approval in the 2018/19 budget.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.8 CONTAINER REFUND SCHEME - UPDATE**

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

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**SUMMARY**

*The Container Refund Scheme is planned to commence on 01 July 2018. This report provides an update on the scheme's implementation and whilst Council's involvement is limited, it outlines implications for Council.*

**COMMITTEE RECOMMENDATION**

THAT the Container Refund Scheme Update report be received.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.9 ROCKHAMPTON REGIONAL WASTE AND RECYCLING MONTHLY OPERATIONS AND ANNUAL PERFORMANCE PLAN AS AT 31 JANUARY 2018****File No: 7927****Attachments: 1. RRWR Operations and Annual Performance Plan as at 31 January 2018****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Craig Dunglison - Manager RRWR**

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**SUMMARY**

*The purpose of this report is to provide Council with an overview of Rockhampton Regional Waste and Recycling (RRWR) for the months of December and January.*

**COMMITTEE RECOMMENDATION**

THAT the RRWR Monthly Operations Report for period ended 31 January 2018 be received.

**Recommendation of the Airport, Water and Waste Committee, 13 February 2018****9.4.10 LOWER FITZROY RIVER INFRASTRUCTURE PROJECT****File No:** 2830**Attachments:**

1. LFRIP-DBC-Executive Summary
2. RRC Submission to Building Queensland - LFRIP

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

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**SUMMARY**

*The Detailed Business Case (DBC) for the Lower Fitzroy River Infrastructure Project (LFRIP) was released in January. The DBC describes both opportunities and uncertainties for Council. This report outlines the next steps in ensuring that the LFRIP proceeds in a manner consistent with Council's interests of maximising water security and meeting community expectations.*

**COMMITTEE RECOMMENDATION**

THAT this matter be referred to a full Council meeting.

**9.5 COMMUNITY SERVICES COMMITTEE MEETING - 14 FEBRUARY 2018****RECOMMENDATION**

THAT the Minutes of the Community Services Committee meeting, held on 14 February 2018 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, 14 February 2018

### 9.5.1 COMMUNITY ASSISTANCE PROGRAM

**File No:** 12535  
**Attachments:** 1. Community Assistance Program  
**Authorising Officer:** Colleen Worthy - General Manager Community Services  
**Author:** Cheryl Haughton - Manager Communities and Facilities

#### SUMMARY

*Seven applications for funding were received for the second round of the Community Assistance Program for the current financial year. The applications have been assessed and recommendations for funding are presented for Council consideration.*

#### COMMITTEE RECOMMENDATION

THAT Council approves the allocation of funding from the Community Assistance Program for the following:

Applicant	Purpose of Grant/Sponsorship	Amount
Capricorn Animal Aid	Community Organisation Support – Veterinary Cost	\$10,000.00
Capricorn District Country Music Association Inc.	CDCM Solar Panels	\$3,476.60
Fitzroy Parish UCA	Carpets	\$3,250.00
Q Squash Central Region Inc.	Queensland Junior Squash Championships	\$3,054.00
Rockhampton Ten Pin Bowling Association	Come and Try Day – Coaching Clinic	\$500.00
The Scout Association of Australia, Queensland Branch Inc.	Warripari Scout Den — Stage 5 Refurbishment	\$7,250.00
The Women's Health Centre Rockhampton	2018 Women's Wellness Expo	\$4,408.00
<b>TOTAL</b>		<b>\$31,938.60</b>

**Recommendation of the Community Services Committee, 14 February 2018****9.5.2 COMMUNITIES AND FACILITIES MONTHLY OPERATIONAL REPORT****File No: 1464****Attachments: 1. Communities and Facilities Monthly  
Operations Report****Authorising Officer: Colleen Worthy - General Manager Community Services****Author: Cheryl Haughton - Manager Communities and Facilities**

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**SUMMARY**

*This report provides information on the activities of the Communities and Facilities section for November and December 2017.*

**COMMITTEE RECOMMENDATION**

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



**Recommendation of the Community Services Committee, 14 February 2018****9.5.3 ARTS AND HERITAGE OPERATIONAL REPORT FOR NOVEMBER AND DECEMBER 2017****File No: 1464****Attachments:**  
**1. Arts & Heritage Monthly Report Nov 17**  
**2. Arts & Heritage Monthly Report Dec 17****Authorising Officer: Colleen Worthy - General Manager Community Services****Author: John Webb - Acting Manager Arts and Heritage**

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**SUMMARY**

*The report provides information on the programs and activities of the Arts and Heritage section for November and December 2017.*

**COMMITTEE RECOMMENDATION**

THAT the Arts and Heritage Operational Report for November and December 2017 be received.

**9.6     PARKS, RECREATION AND SPORT COMMITTEE MEETING - 14 FEBRUARY 2018****RECOMMENDATION**

THAT the Minutes of the Parks, Recreation and Sport Committee meeting, held on 14 February 2018 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, 14 February 2018****9.6.1 KOONGAL DOG OFF LEASH AREA**

**File No:** 8044  
**Attachments:** Nil  
**Authorising Officer:** Colleen Worthy - General Manager Community Services  
Blake Hunton - Manager Parks  
**Author:** Brett Nicholls - Coordinator Parks Planning and Projects

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**SUMMARY**

*This report provides the results of the recent public consultation on the establishment of a dog off leash area in Koongal and recommends approval for an amended Subordinate Local Law No.2 (Animal Management).*

**COMMITTEE RECOMMENDATION**

THAT Council approve to amend *Subordinate Local Law No. 2 (Animal Management) 2011* to recognise that part of All Blacks Park, Koongal (access via Lakes Creek Road) be limited to the area designated as a dog off-leash area by signpost as a dog off-leash area.

**Recommendation of the Parks, Recreation and Sport Committee, 14 February 2018****9.6.2 NAMING OF LYLE ALBERT DOBBS PARK**

**File No:** 1313  
**Attachments:** Nil  
**Authorising Officer:** Colleen Worthy - General Manager Community Services  
Blake Hunton - Manager Parks  
**Author:** Brett Nicholls - Coordinator Parks Planning and Projects

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**SUMMARY**

*Request to name a developed parkland in Norman Gardens to reflect the contribution of a local resident.*

**COMMITTEE RECOMMENDATION**

THAT Council:

1. Supports the naming of the developed parkland on the corner of German Street and Sunset Drive in Norman Gardens as '*Lyle Albert Dobbs Park*'; and
2. Endorses the public notification of the proposed naming to canvas community opinion.

**Recommendation of the Parks, Recreation and Sport Committee, 14 February 2018****9.6.3 PARKS OPERATIONAL REPORT - NOVEMBER AND DECEMBER 2017****File No:** 1464**Attachments:** 1. Parks Operational Report - November and December 2017**Authorising Officer:** Colleen Worthy - General Manager Community Services**Author:** Blake Hunton - Manager Parks

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**SUMMARY**

*This report provides information on the activities and services of Parks section for November and December 2017.*

**COMMITTEE RECOMMENDATION**

THAT the report on the activities and services of Parks Section for November and December 2017 be received.

## **10 COUNCILLOR/DELEGATE REPORTS**

Nil

## 11 OFFICERS' REPORTS

### 11.1 SMART HUB FEE SCHEDULE - 20 FEBRUARY 2018 TO 30 JUNE 2018

<b>File No:</b>	<b>12472</b>
<b>Attachments:</b>	<b>1. Draft Smart Hub Fee Schedule - 20 Feb to 30 Jun 18</b>
<b>Authorising Officer:</b>	<b>Ross Cheesman - Deputy Chief Executive Officer</b>
<b>Author:</b>	<b>Drew Stevenson - Manager Corporate and Technology Services</b>

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#### SUMMARY

*With the Customs House Smart Hub fitout now complete, the Smart Hub team are seeking Council's approval for the February to June 2018 fee schedule for the Customs House and 212 Quay Street smart hub operations.*

#### OFFICER'S RECOMMENDATION

THAT Council approves the Smart Hub fee schedule for the period 20 February to 30 June 2018 as attached to the report.

#### COMMENTARY

The Customs House Smart Hub was officially opened on 9 February 2018. In preparation for the offering and induction of startups into the hub, the attached fee schedule has been drafted to cover the operations of both the Customs House Smart Hub and the offices in 212 Quay Street.

In determining the appropriate fee structure, the Smart Hub team has conducted an extensive review of just under 30 co-working/startup/accelerator operations throughout the State; both city based and regional facilities. The fees for similar membership range from \$32 to \$369 per week, with the average being around \$130 per week. Without knowing fully what services are provided in these spaces, the price range appears to be based on limited access in a co-working space to full 24/7 access to all technology and facilities.

It is proposed the Customs House Smart Hub fees for resident startups range from \$40 per week for a single space to \$60 per week for a three-desk private room. The co-working spaces are recommended to be \$30 per week (\$15 daily rate). The fee inclusions are access to Wi-Fi and printer, use of kitchen facilities, Green Room, Microsoft Surface Hub and the Hub Annex and other meeting rooms as required and available.

With regard to the existing office spaces in 212 Quay Street, it is proposed the weekly rate be set at \$100 per week. It is also proposed that the existing fee arrangement for current resident startups in 212 Quay Street be continued until 20 February 2019.

For non-resident startups, a \$50 monthly fee is proposed. The Smart Hub monthly membership includes access to the free in-house training and workshop sessions, Wi-Fi and printer, use of kitchen facilities, Green Room, Microsoft Surface Hub, the Hub Annex and the meeting rooms as required and available.

The fee schedule for the 2018/19 Financial Year will be included in the next year's budget adoption process.

#### CONCLUSION

In drafting the Smart Hub fee schedule, the Smart Hub team has undertaken extensive research of similar facilities throughout Queensland. The proposed fee schedule presented for approval includes an appropriate range of fees to support the operation of our Hub.

# **SMART HUB FEE SCHEDULE – 20 FEBRUARY 2018 TO 30 JUNE 2018**

## **Draft Smart Hub Fee Schedule – 20 Feb to 30 Jun 18**

**Meeting Date: 20 February 2018**

**Attachment No: 1**



## DRAFT - SMART HUB FEE SCHEDULE - 20 February to 30 June 2018\*

GROUND FLOOR OF CUSTOMS HOUSE - 208 QUAY STREET, ROCKHAMPTON - as shown on concept plan				
Room no. Name/Type	Hourly Rate or part	Daily	Weekly	Inclusions
Green Room	\$30	\$150	N/A	Wifi, smart board, green screen and lighting.
Annex / small event space	\$35	\$175	N/A	Wifi, projector, chairs, whiteboard and smart board (if available)
Co-workstations - non permanent in Lounge and Central Room (13 available)	N/A	\$15	\$30	Smart Hub membership, 24 Hr access, Wifi, printing (up to 100 pages per month), use of kitchen facilities, use of Green Room (as required/ available).
Office 4 (two desks with glass door) - Adhoc usage available	N/A	\$35	\$50	
Co-workstations - permanent located in Ring Room (5 available)	N/A	N/A	\$40	
Office 5 (two desks with glass door)	N/A	N/A	\$50	
Office 6 (two desks with glass door, with one window)	N/A	N/A	\$50	
Office 1 (three desks, private room with two windows)	N/A	N/A	\$60	
Office 2 (three desks, private room with window)	N/A	N/A	\$60	

GROUND FLOOR AND LEVEL 2, 212 QUAY STREET, ROCKHAMPTON - SMART HUB STAGE 2				
Room no. Name/Type	Hourly Rate	Daily	Weekly	Inclusions
Small Meeting Rooms	\$15	\$35	N/A	Wifi, desk and chairs
Workshop Room (Level 2)	\$20	\$100	N/A	Wifi, table and chairs, projector and white board
Event Spaces (GF and Level 2)	\$20	\$100	N/A	
Boardroom (Level 2)	\$20	\$100	N/A	Smart Hub Membership, 24 Hr access, Wifi, use of kitchen facilities and meeting rooms as required/ available
All other offices (GF and Level 2)	N/A	N/A	\$100**	

<b>Non-Resident Smart Hub Membership</b>	\$50 / month	Free in-house training and workshop sessions, Wifi, printing (up to 100 pages per month), use of kitchen facilities, use of Green Room and Annex (as required/ available).		
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\*All fees are inclusive of GST

\*\* The current fee arrangement for current resident startups in 212 Quay St will be continue until 20 February 2019

**11.2 THE QUAY STREET CULTURAL PRECINCT - ROCKHAMPTON CBD**

**File No:** 12155

**Attachments:** 1. Quay St Cultural Precinct Schematic Designs  
2. Rockhampton Art Gallery Business Case - Executive Summary

**Authorising Officer:** Peter Kofod - General Manager Regional Services

**Author:** Andrew Collins - Manager Program Delivery

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**SUMMARY**

*This report seeks Council's endorsement of the schematic design for the Quay Street Cultural Precinct Project and approval to commence the detailed design and lodgement of a development application for the Art Gallery.*

**OFFICER'S RECOMMENDATION**

THAT Council:

1. Endorses the schematic design for the Cultural Precinct Project and commencement of the detailed design and planning approvals process;
2. Receives the Business Case for the new Art Gallery proposal and approves for the active pursuit of grant funding for the Art Gallery's construction; and
3. Adopt the scope of works as outlined in the report.

**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 is proposed to be a three (3) storey structure with around 4700m<sup>2</sup> gross floor area built over 212 and 214 Quay Street sites and a section of 220 Quay Street for a delivery dock. 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 precinct design is also to provide a visual link through and within the building to the CBD and the Fitzroy River.

Key to the linkages of the Cultural Precinct with the CBD are the properties at 115 and 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 in future redevelopment works. The Smart Hub installation in the basement area of Customs House and the Bond Store, which the Central Queensland University are investing in, have not been a direct part of the schematic design development.

**COMMENTARY**

The schematic design of the Cultural Precinct has been completed and the package includes the design of a purpose built Art Gallery complex, over 212 and 214 Quay Street, modifications to the rear of 220 Quay Street for Art Gallery deliveries, new East Street link, works to the Customs House and Stables buildings and the Custom House site.

The project has reached the design milestone hold point which is "Schematic Design".

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It is proposed to use the completed Schematic Design to submit for Development Approval and to work through the DA process concurrently whilst the detailed design development is underway.

The complete Schematic Design (attached) along with the Business Case (Executive Summary attached) and cost plan will also provide detailed information suitable for funding applications and project promotion.

The scope of works for the next stage of the project will be the detailed design which will deliver the tender documentation and for construction drawing package for the Art Gallery.

### THE BUSINESS CASE

A Business Case has been developed and finalised based on a multi-criteria options assessment. The options analysed included the following:

- Option 1: Business as usual;
- Option 2: New Art Gallery at Victoria Parade;
- Option 3: New Art Gallery at Quay Street and
- Option 4: Customs House.

The Business Case has confirmed that Option 3 New Art Gallery at Quay Street delivers the most significant outcome in economic, cultural and social benefits. Option 3 delivers a Benefit to Cost Ratio (BCR) of 3.55 indicating the benefits of the project outweigh its costs.

Through its collection holdings of historic paintings, objects and photographs, Rockhampton Art Gallery interprets the history and heritage of Rockhampton in exhibitions. However, the Rockhampton Art Gallery's current limited capacity and outdated layout and facilities are impeding its potential to optimise its collection and expand its programming, resulting in a loss of cultural, social and commercial opportunities. Its current location also presents limitations to its ability to contribute fully to the future life and livability of Rockhampton Region.

A new Art Gallery at Quay Street will deliver for both the Rockhampton and the Central Queensland region. The projects benefits will include:

- Optimising the collections, programming and visitor experience – tripling the proportion of the collection able to be exhibited;
- Enhanced economic opportunities for artists and cultural service suppliers;
- Enhanced employment opportunities for residents, estimated at an annual average of 165 full time equivalent (FTE) additional jobs per year across the 15-year construction and initial operational period, as a result of both direct and indirect output impacts associated with capital, operations and visitor spend;
- Increased tourism expenditure of \$244.7M and value added of \$91.4M over the 15-year construction and initial operational period;
- Increased visitation levels from 41,000 p.a. to 90,000 in the short term, and by an increasing margin in the longer term;
- Education and training opportunities for students, artists and the broader workforce and;
- Active contribution to revitalisation of the CBD.

The project is expected to result in an increase of tourism visitor expenditure of \$244.7M using a 7% discount rate. This will increase economic output by \$245.1M and the value-added component accounts \$91.4M of the 15-year appraisal period.

It is expected that the project will, in net present value (NPV) terms, increase Rockhampton's economic output by \$280.0M from 2018 to 2034. This was driven by the capital and operating expenditure of the project which would stimulate additional regional investment, along with the increase in spend from additional visitations.

This increase in activity has a positive impact on job creation, with an average of 69.0 full-time equivalent (FTE) positions created in Rockhampton each year from 2018 to 2020 during construction. This represents the net amount of employment that will be supported. Over the 15-year appraisal period, the total number of supported jobs in Rockhampton is 173.5 FTEs on average per year.

The economic appraisal illustrates the positive economic benefits and impact this project will provide to the community both during its construction and its ongoing operation as a significant asset and attraction for the City of Rockhampton's CBD.

### COUNCIL PREVIOUS RESOLUTION

Council previously resolved the following:

*Ordinary Meeting 25/07/2017*

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.

*Ordinary Meeting 24/01/2017*

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

Council currently has approximately \$13.5M allocated in the capital budget over the next four financial years. This includes \$2.8M for the current Design and Business case components of the project for which \$2M is funded from the State Government, through Arts Queensland. The budget allocation is indicated in the following table 1.

The current conservatively measured cost plans have the probable costs for the Art Gallery construction estimated at approximately \$31.5M. It is also proposed to work closely with the external design team and project Quantity Surveyor to add value management and value engineering into the Detailed Design stage to ensure the most cost effective design solution is developed.

Table 1- Rockhampton Regional Council Capital Budget

Project Description	Budget 17/18 FY	Budget 18/19 FY	Budget 19/20 FY	Budget 20/21FY	TOTALS
CBD Cultural Precinct – Design	\$2,800,000				<b>\$2,800,000</b>
CBD Cultural Precinct – Art Gallery		\$2,000,000	\$6,608,154	\$2,113,000	<b>\$10,721,154</b>

## LEGISLATIVE CONTEXT

There are no legislative implications arising from the adoption of the proposed recommendations. The Detailed Design development process and required due diligences and risk assessment during this phase will identify and appropriately resolve all relevant building and operational legislation.

## STAFFING IMPLICATIONS

There are no staffing implications arising from the adoption of the proposed recommendations.

## RISK ASSESSMENT

The project is being delivered through the Capital Project Management Framework Policy. The gateway review process adopted under this policy is being implemented on this project to ensure Council considers the project at key decision points and risk in its lifecycle before advancing to the next stage. The advancement to the detailed design stage is the next major milestone and decision point for Council.

## PROJECT TIME LINES

The following is the Project's current estimated program for delivery and is subject to funding to ensure the procurement of the Art Gallery construction. Indicative milestones are detailed in the following table:

Project Element	Time Frames
Detailed Design	March 2018 – November 2018
Development Approval	April 2018 – November 2018
Construction Procurement	January 2019 – March 2019
Construction	April 2019 – September 2020

## CORPORATE/OPERATIONAL PLAN

This project will meet and in some part exceed the community expectations set out in Council's Corporate Plan and outcomes around, Community, Economy, Environment, Service Excellence and Local Government Leader.

As defined in the business case the project will contribute to meeting the objectives of our Corporate Plan and:

- Provide a stronger, broader and more encompassing focus on the unique qualities of the region incorporating the integrity and passion of not only the local community's history but vision for the future;
- Refocus the future value of Rockhampton Art Gallery as a destination, its power of attraction and the unlimited opportunities that can be created by expansion and diversification of experiences in the region;
- Incorporate the evolution of technology and competing entertainments and the broader sight, sound, emotional and educational experiences it can bring;
- Develop stronger connections and a closer affinity with local networks of communities, friends, businesses and families and instilling greater pride in the Gallery's cultural value and the important role it can play in helping define the face of the region's cultural importance;
- Increase the understanding of the economic value of Rockhampton Art Gallery not as a sole destination but a valuable part of the region and the wider community, and part of the drawcard puzzle that will expand communities, increase employment, inject pride, instil cultural integrity and empower regions;
- Rockhampton Art Gallery makes a strong contribution to the Arts sector, including tourism and education through offering exceptional cultural experiences. Expansion will allow for greater audience capacity, interaction and revenue generation; and

- Provide a wider range of benefits. These range from social benefits, to civic, environmental and economic benefits. This wider range of benefits is also to be considered as 'benefits to Government' as many of them address realisation of policies and strategies which have been noted at local, regional, State and Federal level.

**CONCLUSION**

This report seeks Council's endorsement to commence the detailed design phase of the New Art Gallery. The fully costed detailed design will be presented to Council for final approval prior to the commencement of the procurement stage.

# **THE QUAY STREET CULTURAL PRECINCT - ROCKHAMPTON CBD**

## **Quay Street Cultural Precinct Schematic Designs**

**Meeting Date: 20 February 2018**

**Attachment No: 1**



CONRAD  
GARGETT  
**clare**  
design  
brian hooper architect

Quay St Cultural Precinct Development  
AR-0-0000- 2



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SCALE: 1:500 @ A1  
© CONRAD GARGETT  
PROJECT: QUAY ST CULTURAL PRECINCT DEVELOPMENT  
DRAWING: SIGHTLINES  
DATE: 10/11/17  
APPD: 10/11/17

**CONRAD  
GARGETT**  
**clare**  
design  
brian hooper architect

PROJECT  
Quay St Cultural  
Precinct Development

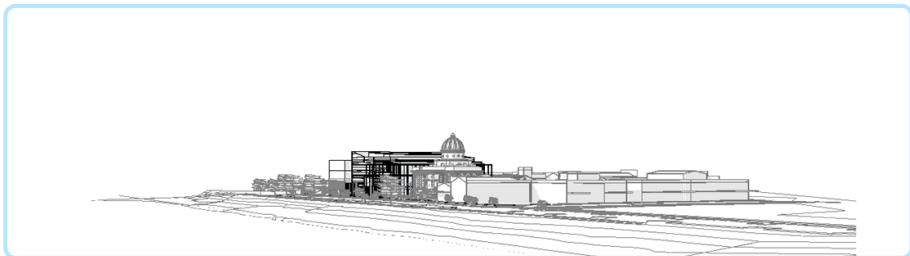
CLIENT  
Rockhampton Regional  
Council

DRAWING  
Sightlines

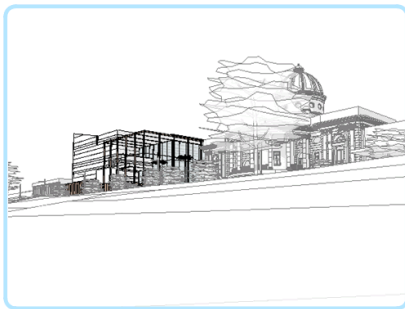
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PRELIMINARY



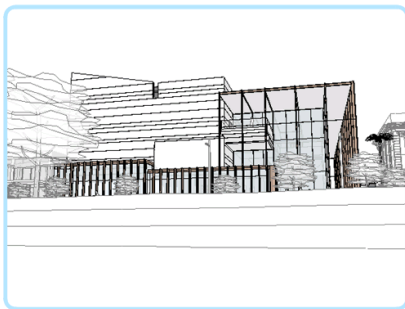
A - Fitzroy Bridge Sightline



B - Riverside Structure 2

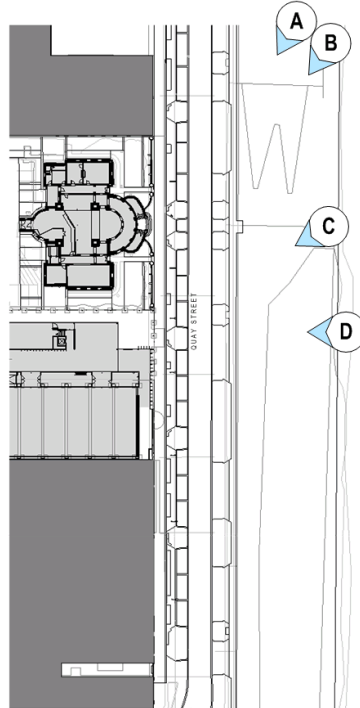


C - Riverside Structure 1



D - Fitzroy River Bank Sightline

SIGHTLINE FROM  
FITZROY BRIDGE



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SCALE - 500 @ A1  
© CONRAD GARGETT  
www.conradgargett.com.au ABN 49 525 121 500  
121 525 121 500  
REGISTERED ARCHITECT (QUEENSLAND REG NO 888)  
REV DESCRIPTION DATE APPD  
1 SD Issue 10/11/17

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GARGETT**  
**clare**  
design  
brian hooper **architect**

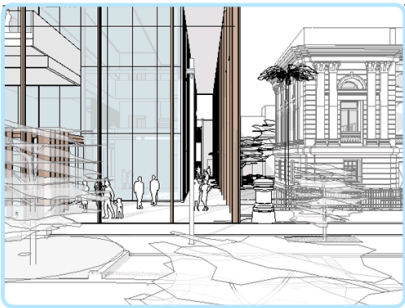
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Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
Sightlines

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REV: 1  
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PRELIMINARY



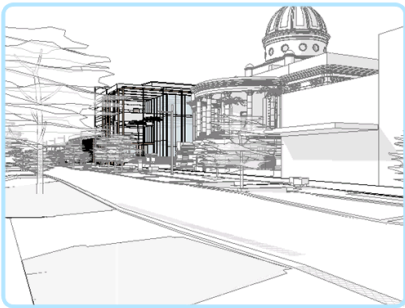
G - Quay St Sightline - Gallery



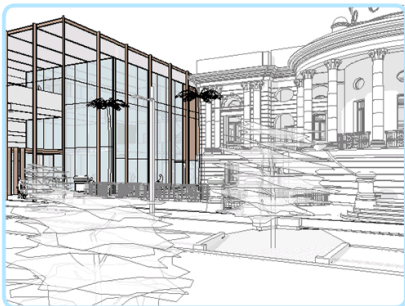
J - Customs House Colonnade



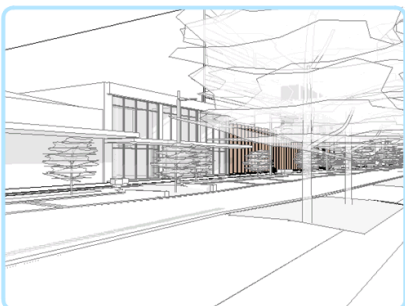
K - Stables Sightline



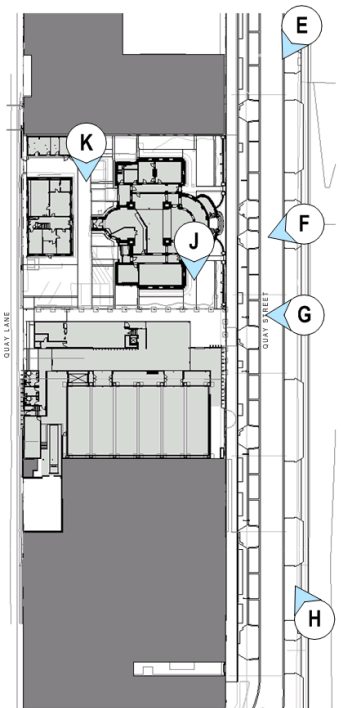
E - Quay St South Sightline

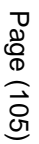
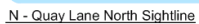


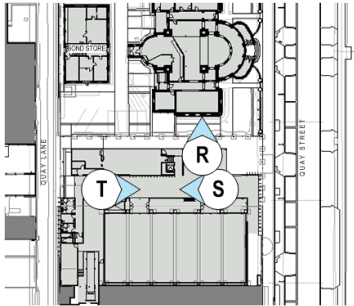
F - Quay St Sightline



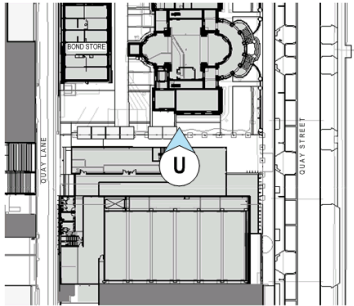
H - Quay St North Sightline



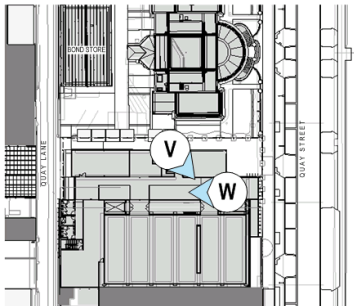




Gallery Ground Plan - View Lines



Gallery Level 1 Plan - View Lines



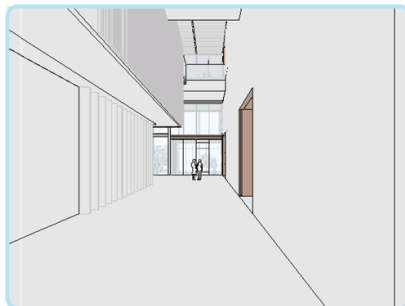
Gallery Level 2 Plan - View Lines



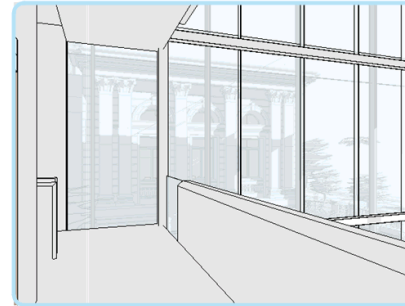
R - Function to Customs House



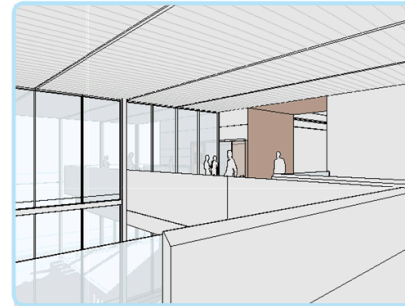
### S - Function and Long Gallery



T - Long Gallery



U- Level 1 Lift Lobby



V - Level 2 Top of Stairs



W - Level 2 Long Gallery

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DO NOT SCALE (DRAWING & VERIFY ALL DIMENSIONS AND LEVELS ON SITE)  
NONRATED ARCHITECT BRUCE VULFO ROAD RD 3880

REV	DESCRIPTION	DATE	APPD
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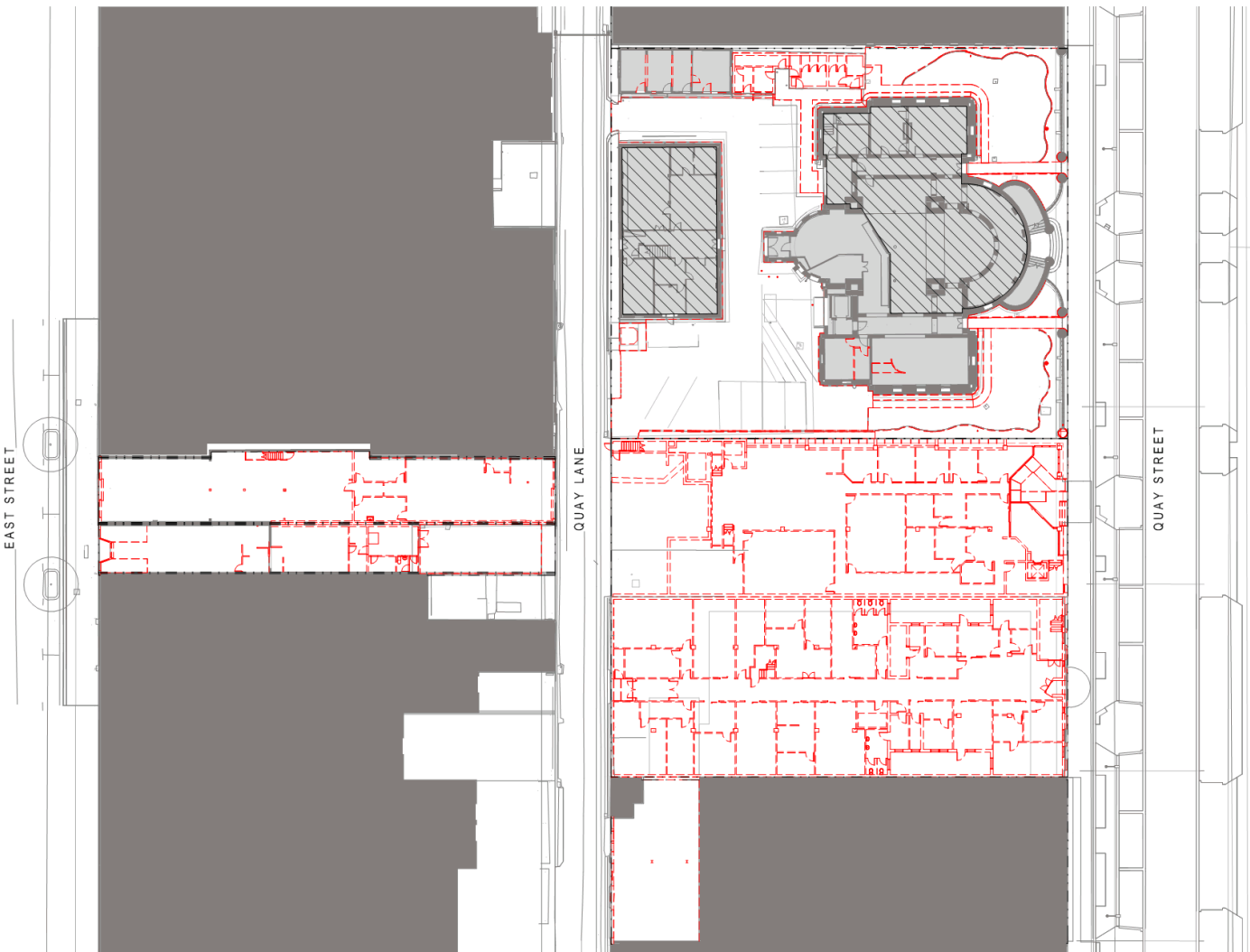
CONRAD  
GARGETT  
**clare**  
design  
brian hooper **architect**

PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
Sightlines - Gallery

PROJECT No:	STATUS
17090	SD
DRAWING No:	REV:
AR-0-0104	1
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1	DR	PLAN	06/11/17
2	SD	PLAN	07/11/17

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PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
Existing-Demo - Site  
Plan

PROJECT NO.  
17090  
DRAWING NO.  
AR-0-1001

REVISION  
SD  
2

DATE  
A1 SCALE  
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PRELIMINARY



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brian hooper architect

PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
Proposed - Site Plan

PROJECT NO.  
17090

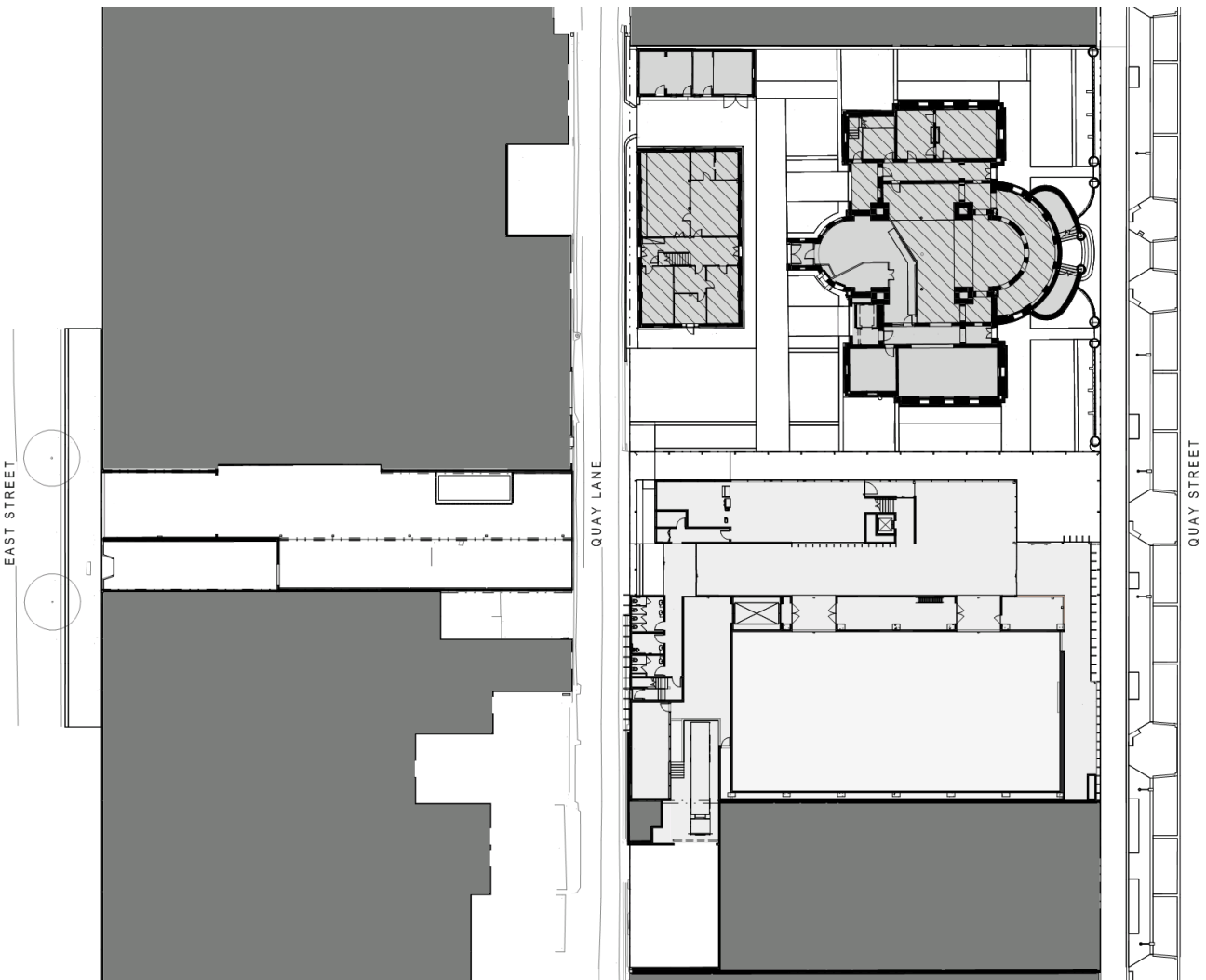
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PRELIMINARY







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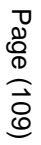
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STATUS: SD  
REV: 2

A1 SCALE: 1 : 100



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100-101 QUAY STREET, ROCKHAMPTON QLD 4660				
ABN 49 525 121 529				
REGISTERED ARCHITECT (QUEENSLAND REG NO. 598)				
REV	DESCRIPTION	DATE	APPD	
1	Plans for Q3	26.09.17		
2	Q3 Issue	06/11/17		
2	Q3 Issue	10/11/17		

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design  
brian hooper **architect**

PROJECT  
Quay St Cultural  
Precinct Development

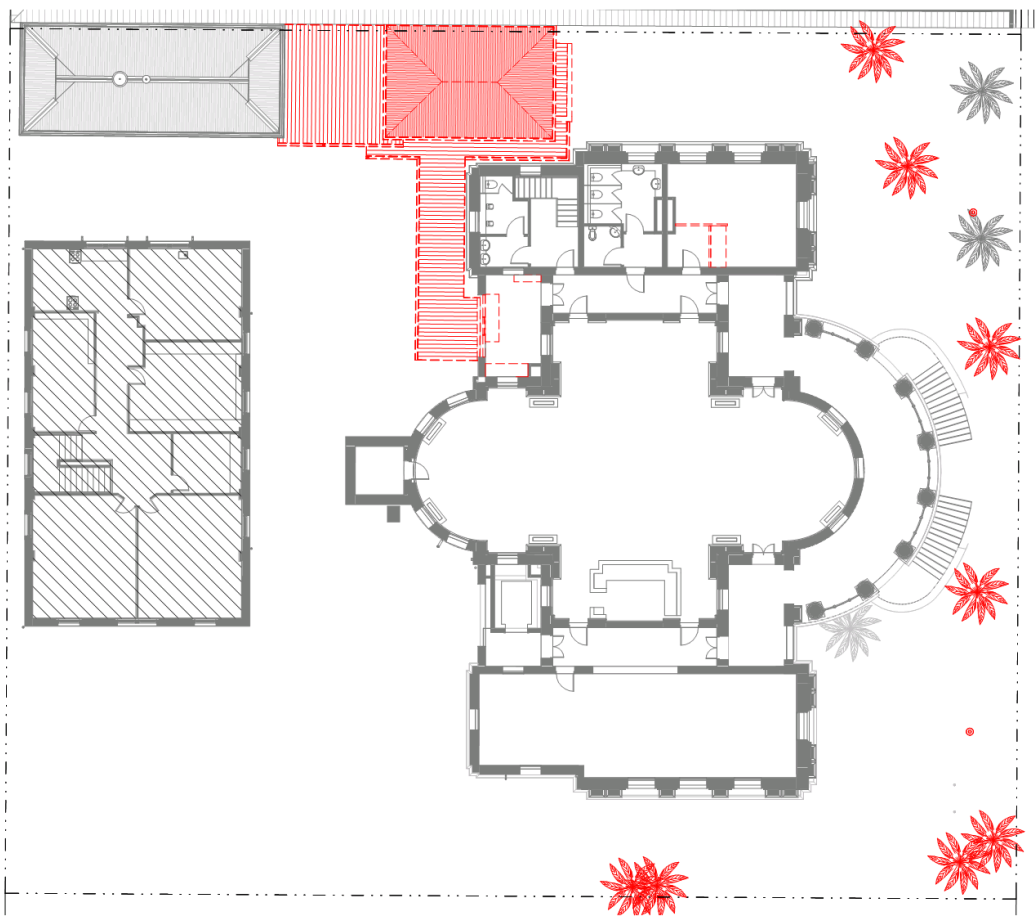
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Rockhampton Regional  
Council

DRAWING  
First Floor Demolition  
Plan

PROJECT NO.  
17090  
DRAWING NO.  
AR-1-0202

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REV	DESCRIPTION	DATE	APPD	
1	Mastered Drawings	31.07.17		
2	Update for QS	28.08.17		
3	QS Issue	06.10.17		
4	QS Issue Circled	06.11.17		
5	QS Issue	10.11.17		

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design  
brian hooper **architect**

PROJECT  
Quay St Cultural  
Precinct Development

CURBY  
Rockhampton Regional  
Council

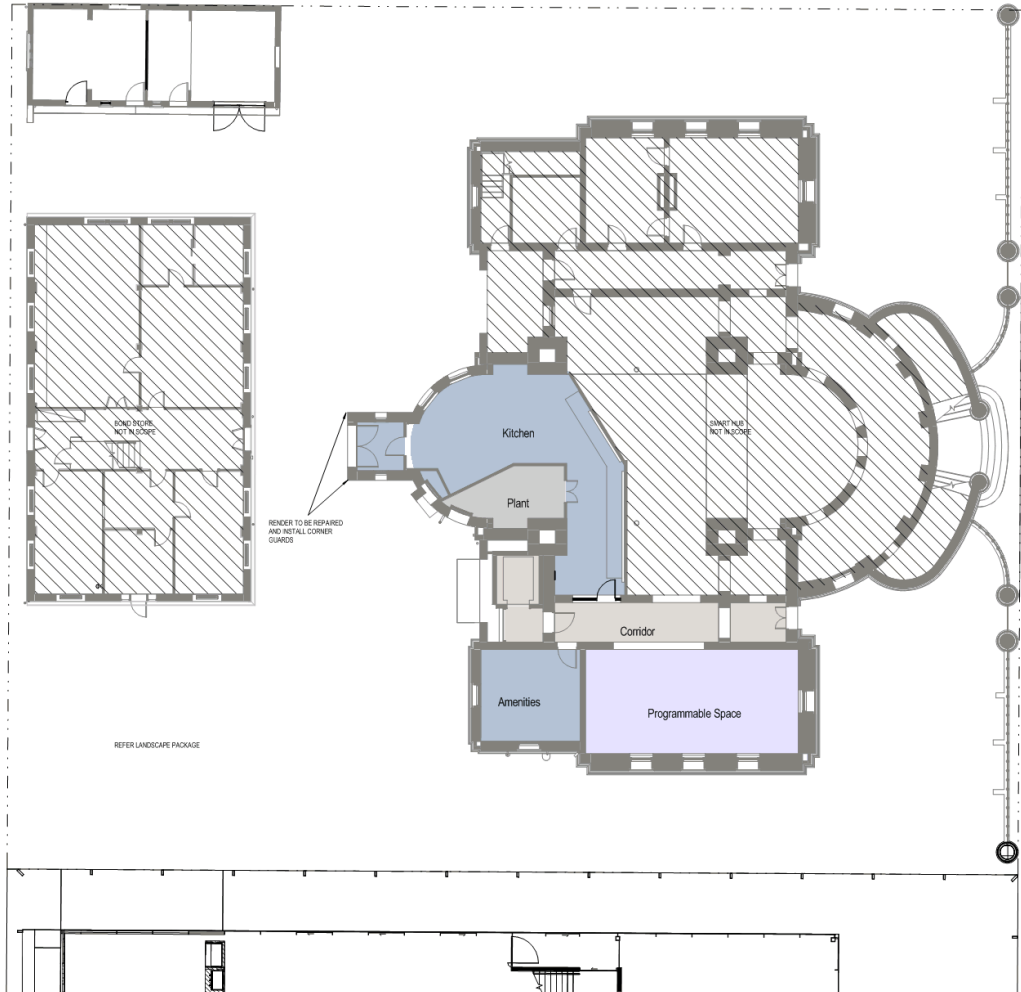
DRAWING  
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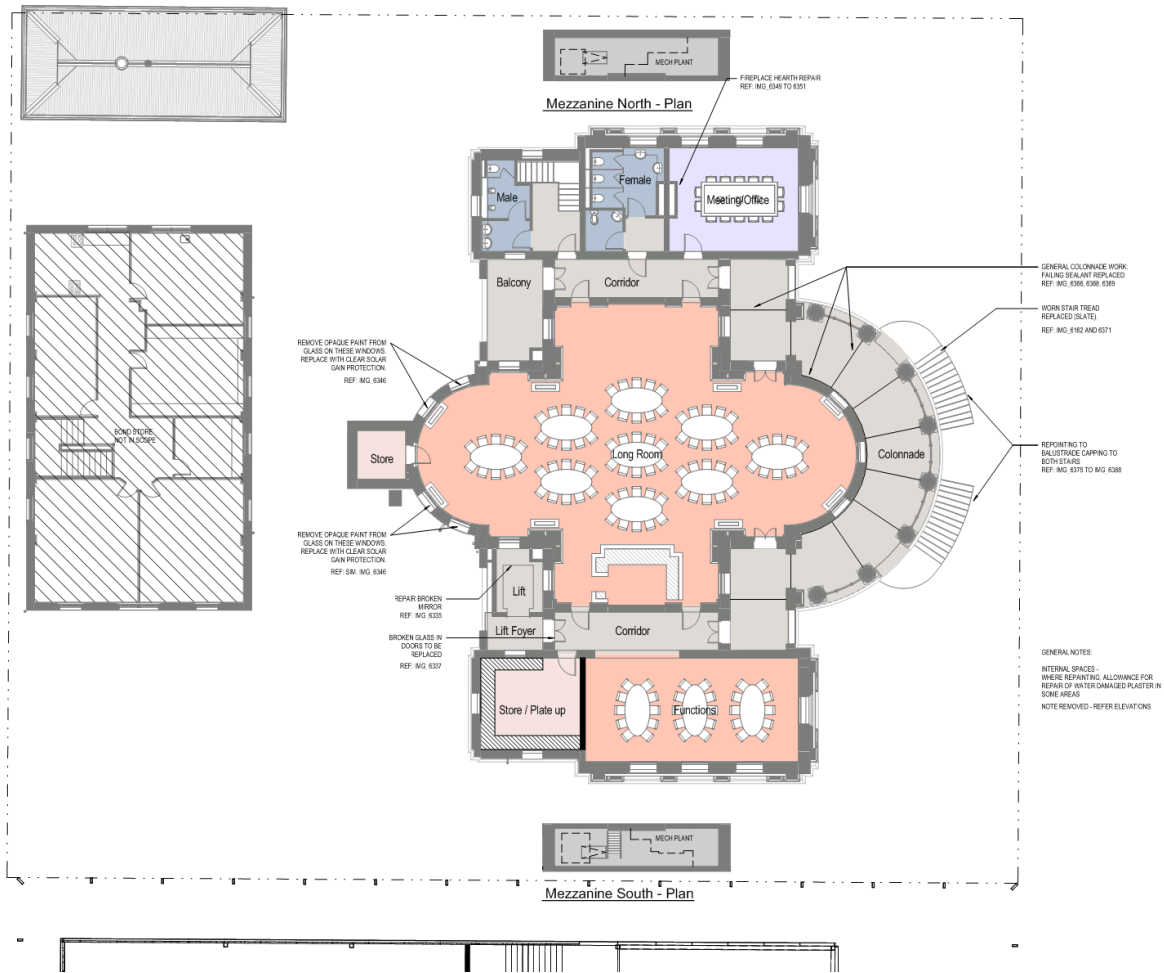
PROJECT NO.  
17090  
DRAWING NO.  
AR-1-2101

STATUS  
SD  
REV.  
5

A1 SCALE  
1 : 100

PRELIMINARY





REV	DESCRIPTION	DATE	APPD
1	Plans for Q3	26.09.17	
2	Q3 Mezz. Q3	26.09.17	
3	Q3 Mezz. Q3	26.09.17	
4	Q3 Mezz. Q3	26.09.17	

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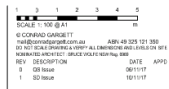
PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
First Floor Plan



PROJECT NO: 17090  
DRAWING NO: AR-1-2102 4  
REV: SD  
A1 SCALE: 1:100



DRAWING  
Ground Floor Reflected  
Ceiling Plan

NORTH

A simple compass rose with four arrows pointing North, South, East, and West. The word 'NORTH' is written above the North arrow.

PROJECT No:	STATUS	
17090	SD	
DRAWING No:	REV:	AS SCALE
AR-1-2501	1	1 : 100

PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

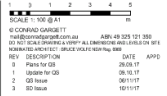
### DRAWING First Floor Reflected Ceiling Plan

NORTH

PROJECT No: 17090 STATUS: SD

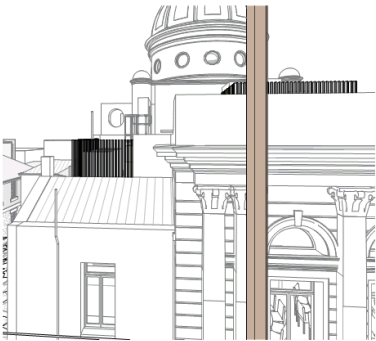
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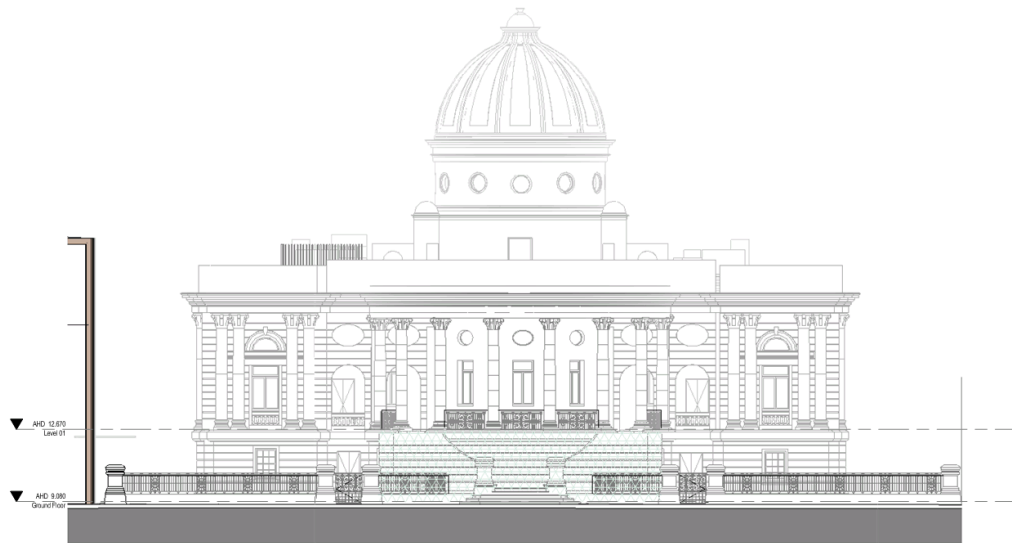
**PRELIMINARY**



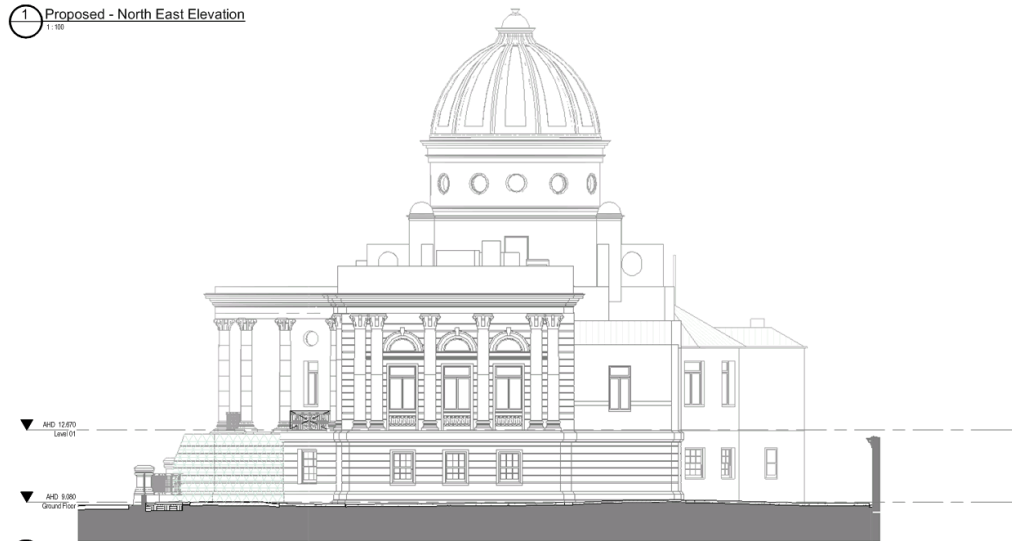
PROJECT No:	STATUS
17090	SD
DRAWING No:	REV:
AR-1-2801	3
	A1 SCALE
	1 : 100

NORTH

A circular compass rose with four arrows pointing towards the cardinal directions. The top arrow is labeled 'NORTH', the bottom 'SOUTH', the left 'WEST', and the right 'EAST'.



1 Proposed - North East Elevation  
1:100



2 Proposed - North West Elevation  
1:100

1	2	1	2	3	4	5
1	2	1	2	3	4	5
SCALE: 1:100 @ A1						
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brian hooper architect

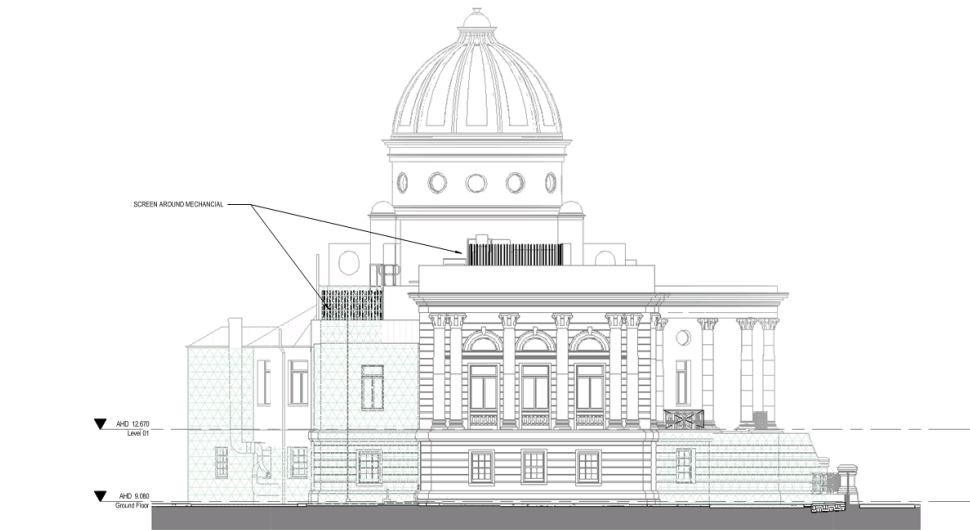
PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

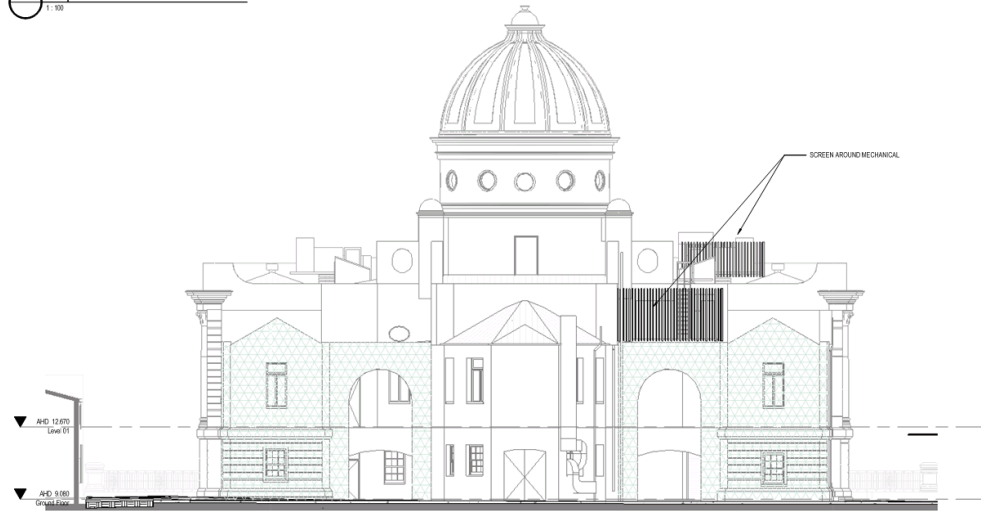
DRAWING  
Proposed - North East  
and North West  
Elevations

PROJECT NO: 17090  
DRAWING NO: AR-1-3011  
REV: 2  
SCALE: 1:100

PRELIMINARY



1 Proposed - South East Elevation  
1:100



2 Proposed - South West Elevation  
1:100

1	2	1	2	3	4	5
SCALE 1:100 @A1						
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REV	DESCRIPTION	DATE	APPD			
1	Issue for DS	06/10/17				
2	Issue	10/11/17				

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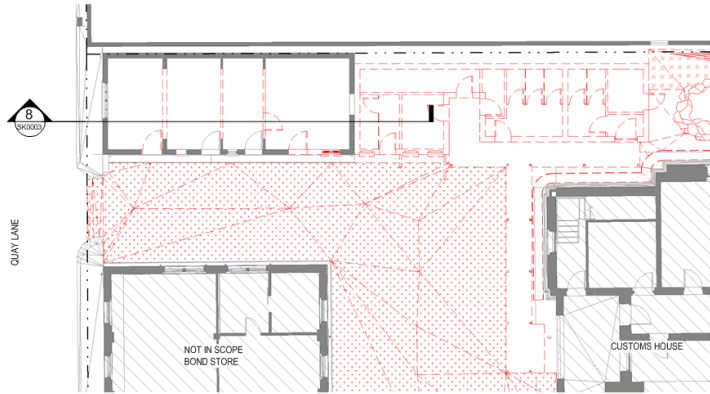
PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

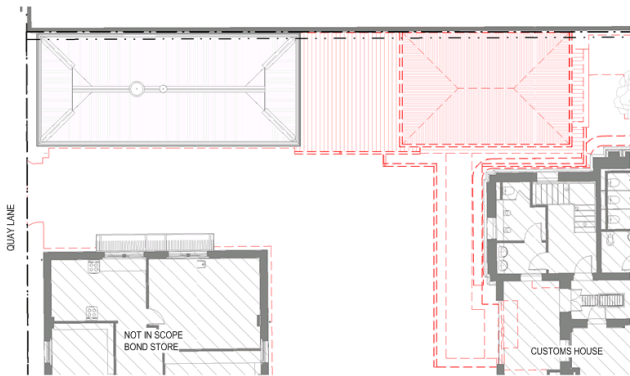
DRAWING  
Proposed - South East  
and South West  
Elevations

PROJECT NO: 17090  
DRAWING NO: AR-1-3012  
REV: 2  
DATE: 10/11/17  
SCALE: 1:100

PRELIMINARY



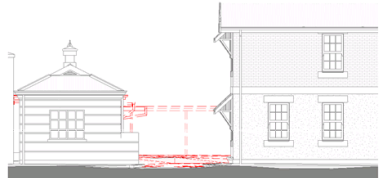
1 Existing/Demo - Stables Ground Level  
1:100



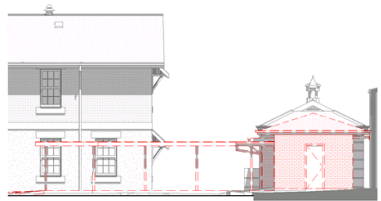
2 Existing/Demo - Stables Roof Level  
1:100



3 South East Elevation Demolition  
1:100



4 South West Elevation Demolition  
1:100



5 North East Elevation Demolition  
1:100

**DRAWING TO BE PRINTED IN COLOUR ONLY**

NO	DESCRIPTION	DATE	APPD
1	Issue for DS	28/09/17	
2	Issue for DS	28/11/17	
3	Issue for DS	28/11/17	

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ANCHER MORTLOCK WOOLLEY  
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PROJECT  
Quay St Cultural  
Precinct Development

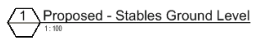
CLIENT  
Rockhampton Regional  
Council

DRAWING  
Stables Demolition  
Plans and Elevations

PROJECT NO: 17090  
DRAWING NO: AR-2-0201  
REVISION: 2  
SCALE: 1:100

PRELIMINARY  
NORTH





10 20 30 40 50  
SCALE 1:1 @A1 mm

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REV	DESCRIPTION	DATE	APP'D
0	Issue for QS	28/09/17	
1	QS Issue	06/11/17	
2	QS Issue	10/11/17	

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PROJECT  
**Quay St Cultural  
Precinct Development**

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Council

### DRAWING

## Stables Proposed Plans and Elevations

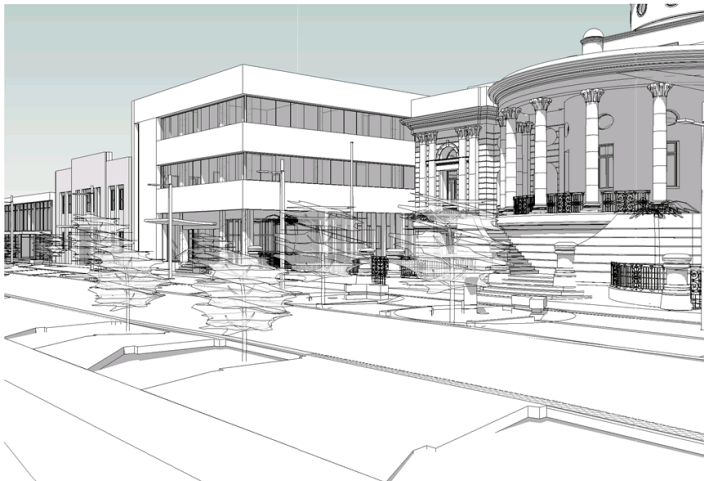
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DRAWING No: AR-2-2101 2 REV: 1 A1 SCALE: 1 : 100



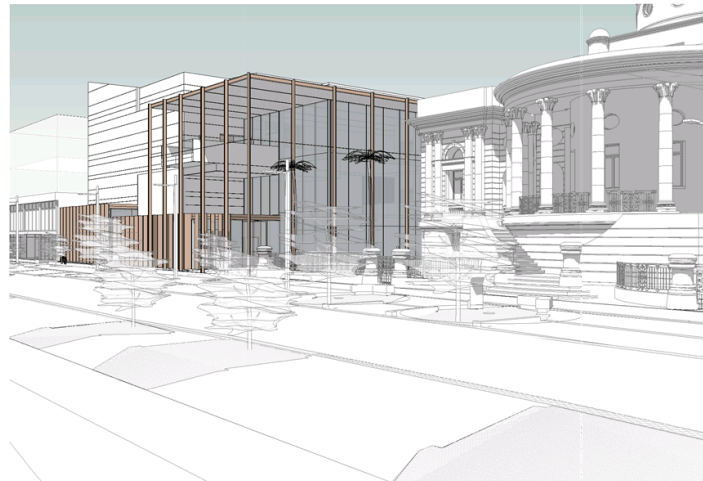
3D View 1 - Existing



3D View 1 - Proposed



3D View 2 - Existing



3D View 2 - Proposed

10	20	30	40	50
SCALE 1:1 @A1				
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mail@conradgargett.com.au				
10/10/17 QUAY ST CULTURAL PRECINCT - ALL DRAWINGS ARE TO BE USED FOR THE PROJECT ONLY				
NOV	DESCRIPTION	DATE	APPD	
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2	08/11/17	08/11/17		

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brian hooper architect

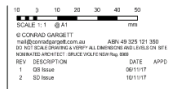
PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
3D Views

PROJECT NO.  
17090  
DRAWING NO.  
AR-4-0010

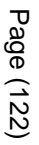
REVISION  
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REV. 2  
A1 SCALE



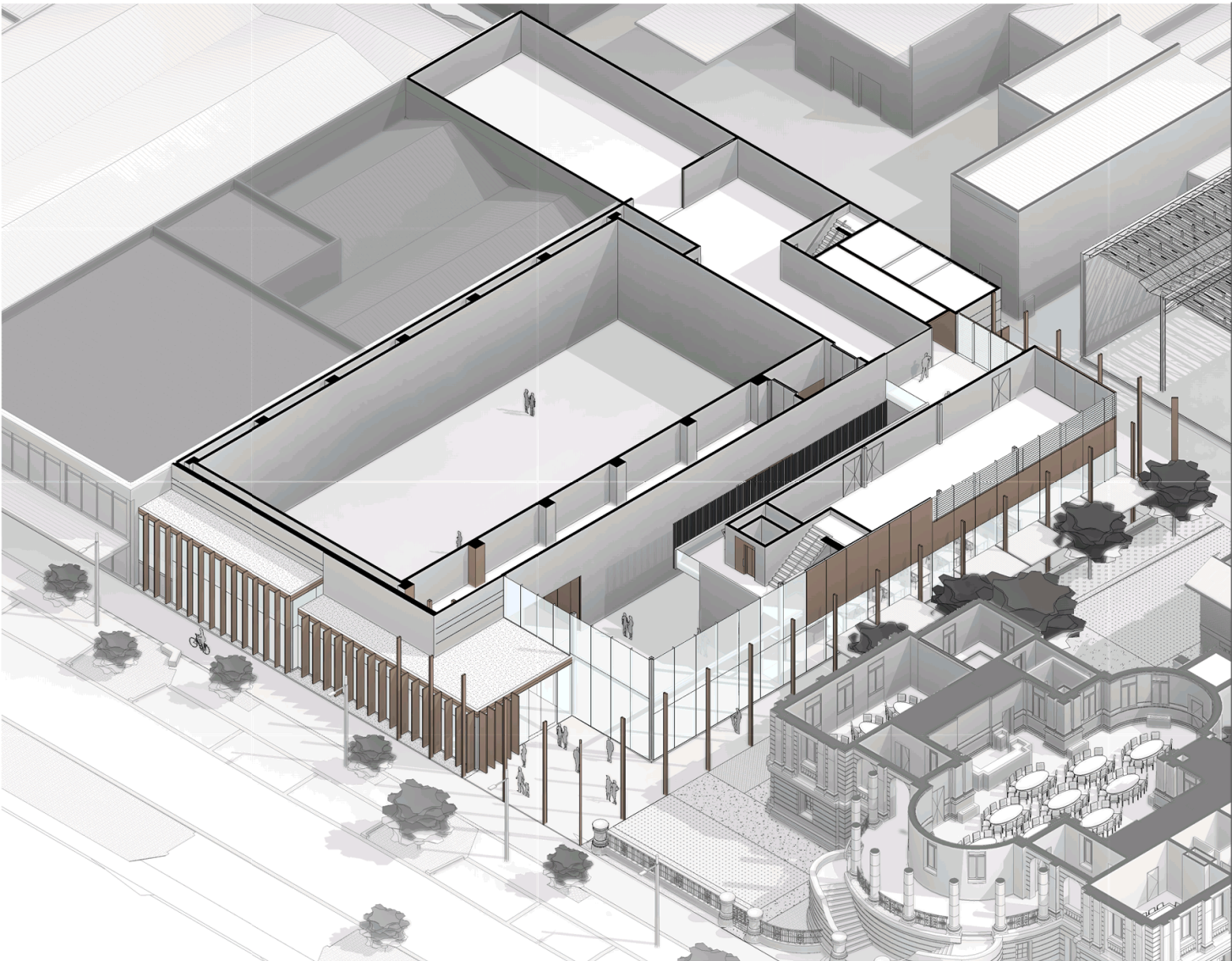
This architectural rendering illustrates the proposed new building design. The structure is a long, low-profile building with a modern aesthetic, featuring a prominent glass facade and a central section with a large, white, dome-like roof. The building is situated in an urban context, with a city skyline visible in the background. The rendering includes a color palette and a line drawing of the building's footprint, providing a visual representation of the proposed design.

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PROJECT No:	STATUS	
17090	SD	
DRAWING No:	REV:	A1 SCALE
AR-4-0011	2	







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brian hooper architect

PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
Rockhampton Regional  
Council

DRAWING  
3D ISO - First Floor

PROJECT NO.  
17090  
DRAWING NO.  
AR-4-0013

DESIGNER  
SD  
REV.  
2

DATE  
10/11/17  
BY  
10/11/17

SCALE  
A1 SCALE



1 2 3 4 5  
SCALE: 1/50 @A1  
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PROJECT  
Quay St Cultural  
Precinct Development

CITY  
Rockhampton Regional  
Council

DRAWING  
3D ISO - Second Floor

PROJECT NO: 17090  
DRAWING NO: AR-4-0014  
REVISION: SD  
DATE: 17/11/17  
BY: [Signature]  
CHECKED: [Signature]  
APPROVED: [Signature]





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110-112 QUEEN STREET, SUITE 101, MELBOURNE VIC 3000  
RENDERED ARCHITECT: BRUCE COLLETT/BRUCE COLLETT ARCHITECT  
REV. DESCRIPTION DATE APPD  
1 GR Model 06/11/17  
2 SD Model 07/11/17

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Quay St Cultural  
Precinct Development

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DRAWING  
3D ISO

PROJECT NO: 17090  
DRAWING NO: AR-4-0015  
REVISION: SD  
REV: 2  
A1 SCALE

10 20 30 40 50  
SCALE 1:1 @A1  
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10/10/17 CLARE DESIGN ARCHITECT ALL INFORMATION IS TO BE KEPT  
UNPUBLISHED ARCHITECT 212 QUAY ST Rockhampton QLD 4660  
REV DESCRIPTION DATE APPD  
1 Demolition Plans for QS 28/09/17  
SD Hous

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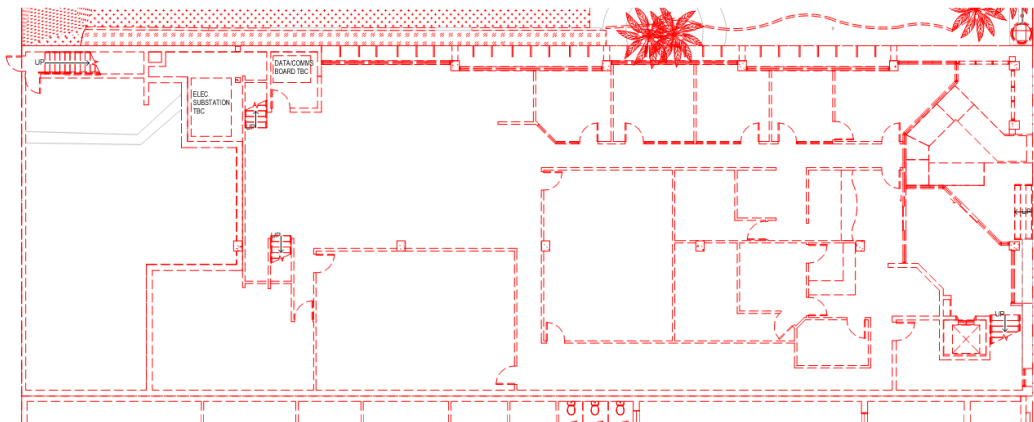
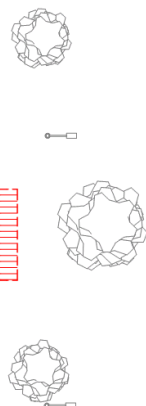
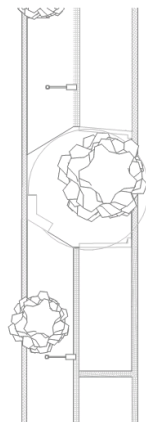
PROJECT  
Quay St Cultural  
Precinct Development

CLIENT  
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Council

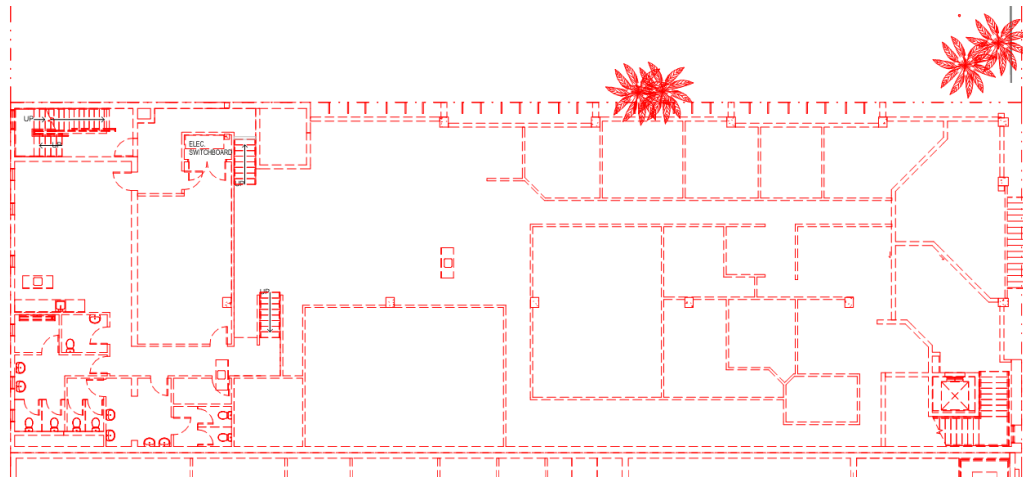
DRAWING  
212 Quay St Demolition  
Plan

PROJECT NO: 17090  
DRAWING NO: AR-4-0201 1  
STATUS: SD  
REV: 1  
A1 SCALE: 1:100

PRELIMINARY



**1** 212 Quay St Ground Level - Demolition  
1:100



**2** 212 Quay St Mezzanine Level - Demolition  
1:100

**DRAWING TO BE PRINTED IN COLOUR ONLY**



DRAWING  
212 Quay St Demolition  
Plans

NORTH

A simple compass rose with a circle in the center. Four lines radiate from the center to the edges, representing the cardinal directions. The top line is labeled 'NORTH', the bottom line is labeled 'SOUTH', the left line is labeled 'WEST', and the right line is labeled 'EAST'.

**DRAWING TO BE PRINTED IN COLOUR ONLY**



PROJECT No:	STATUS	
17090	SD	
DRAWING No:	REV:	A1 SCALE
AR-4-0203	1	1 : 100

**PRELIMINARY**



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SCALE 1:1 @A1  
mm  
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10 100 YEARS PROTECTING YOUR ALL INFORMATION ABOUT YOUR SITE  
ROCKHAMPTON ARCHITECT 214 QUAY ST ROCKHAMPTON QLD 4880  
REV DESCRIPTION DATE APPD  
1 Demolition Plans for QB 28/09/17  
1 QB Issue 01/11/17

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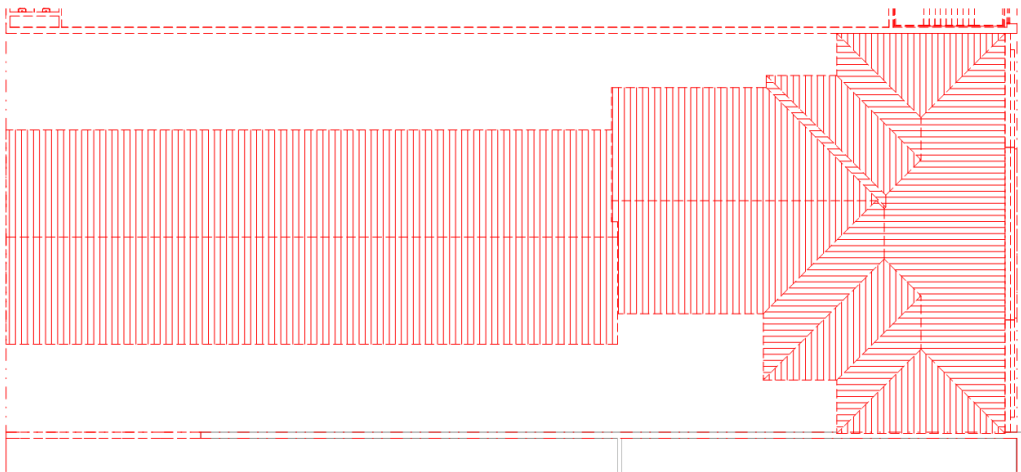
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1 214 Quay St Roof - Demolition  
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REGISTERED ARCHITECT (QUEENSLAND REG. NO. 588)  
REV. DESCRIPTION DATE APPD  
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2 QB Issue 01/11/17

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DRAWING  
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PROJECT NO.  
17090  
DRAWING NO.  
AR-4-0206

STATUS  
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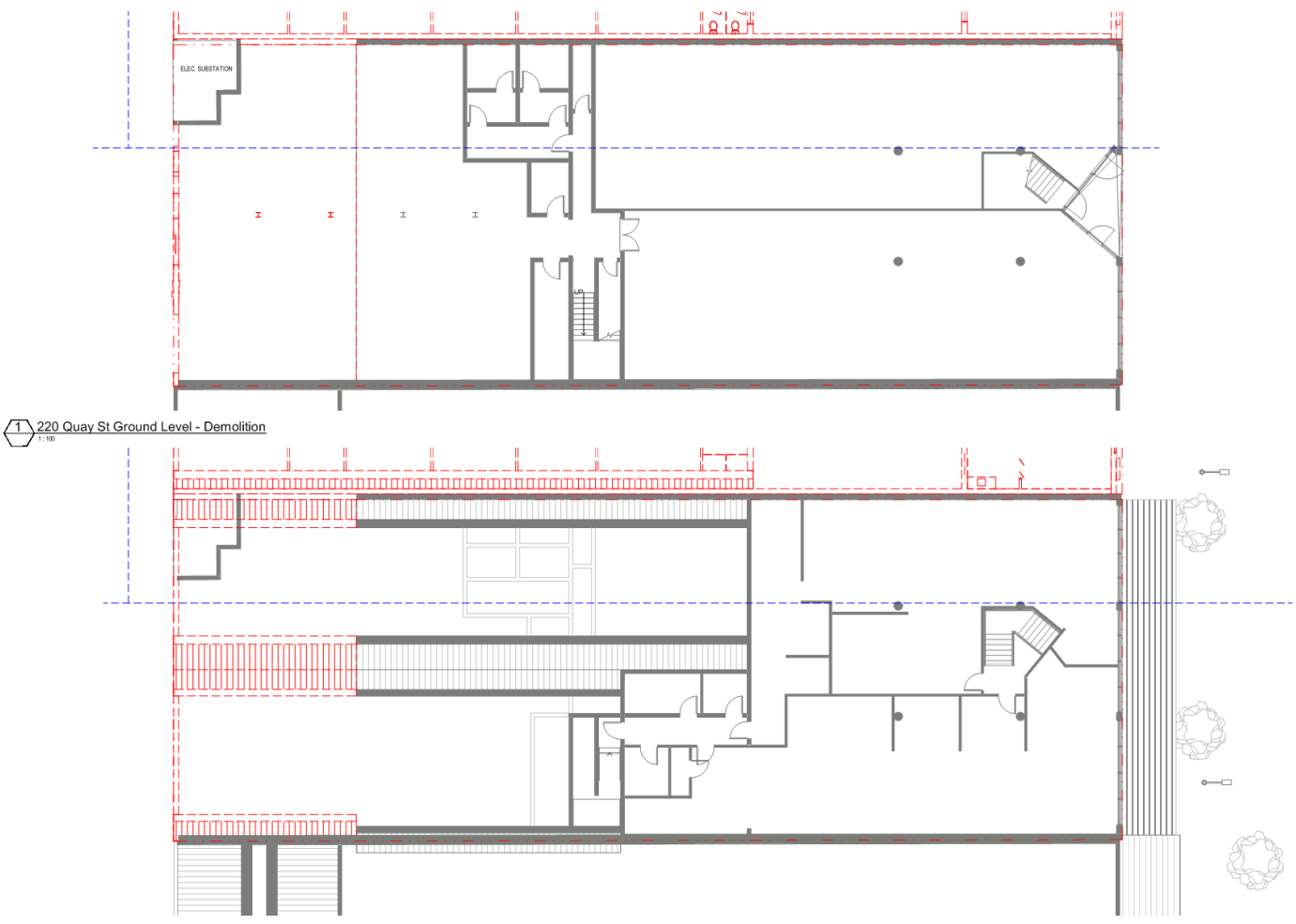
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PRELIMINARY



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**2** 220 Quay St Level 1 - Demolition  
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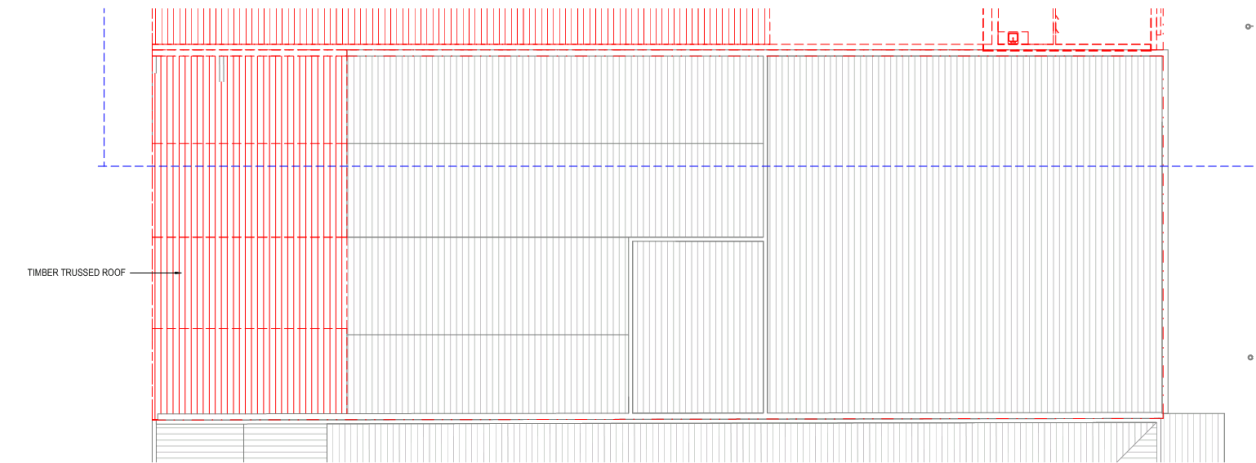
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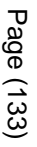
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NORTH



PROJECT No: 17090  
DRAWING No: AR-4-2102

STATUS: SD  
REV: 4

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2	GD - Issue	06/11/17				
3	SD - Issue	10/11/17				

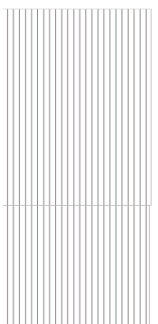
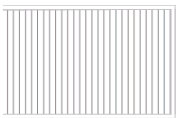
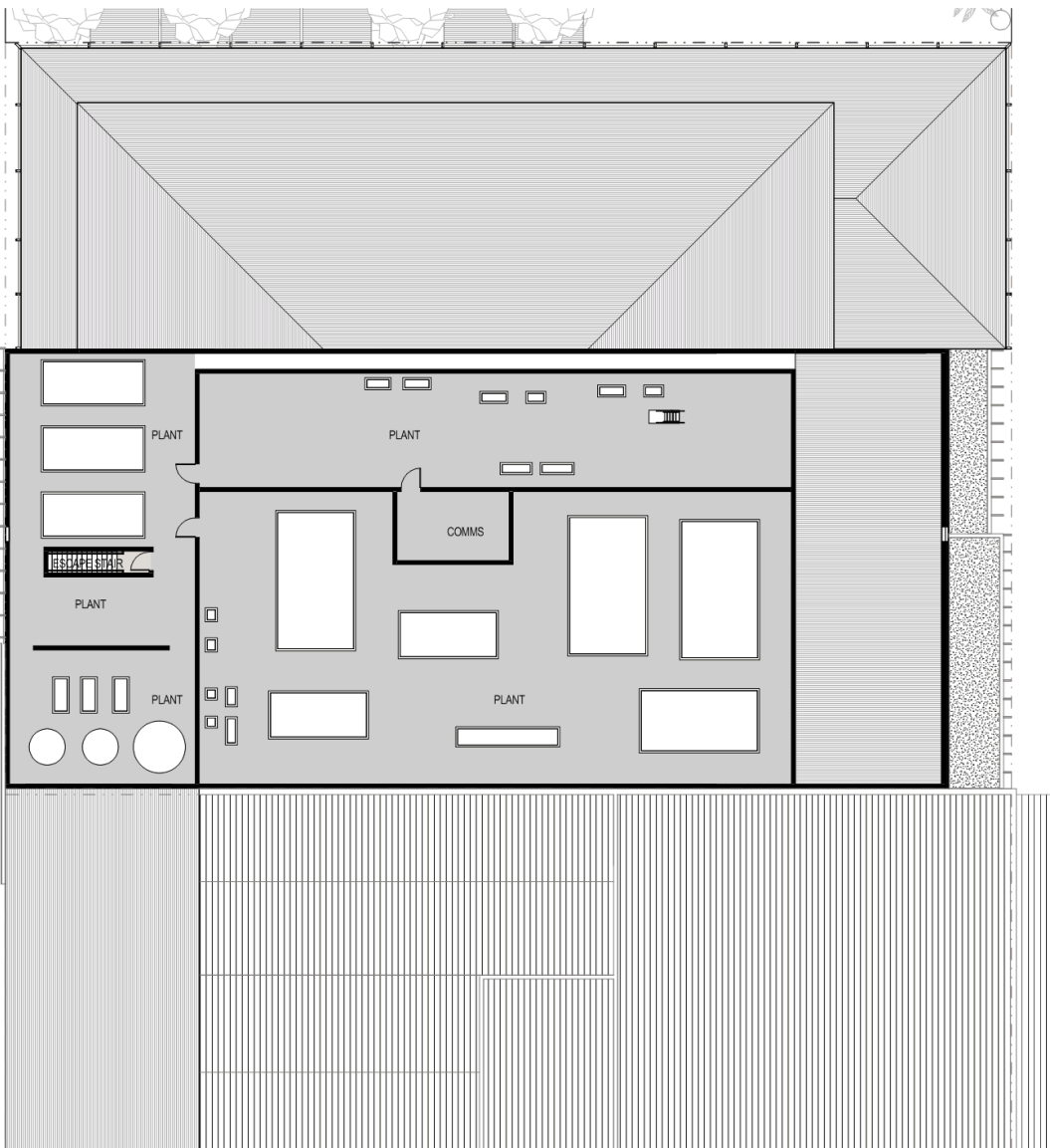
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DRAWING  
Level 03 (Plant) - Plan

NORTH  
PROJECT NO: 17090  
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REVISION: SD  
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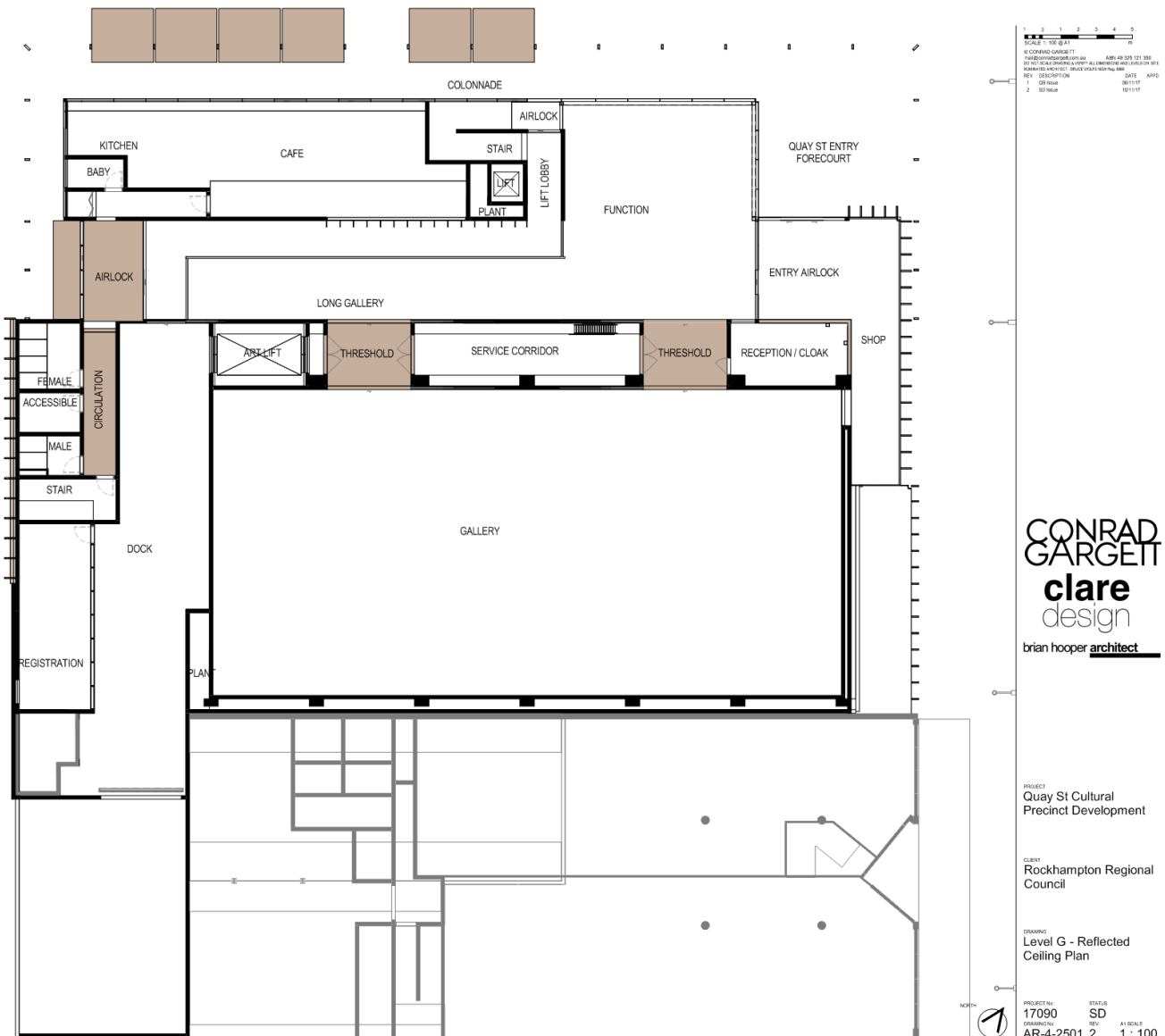
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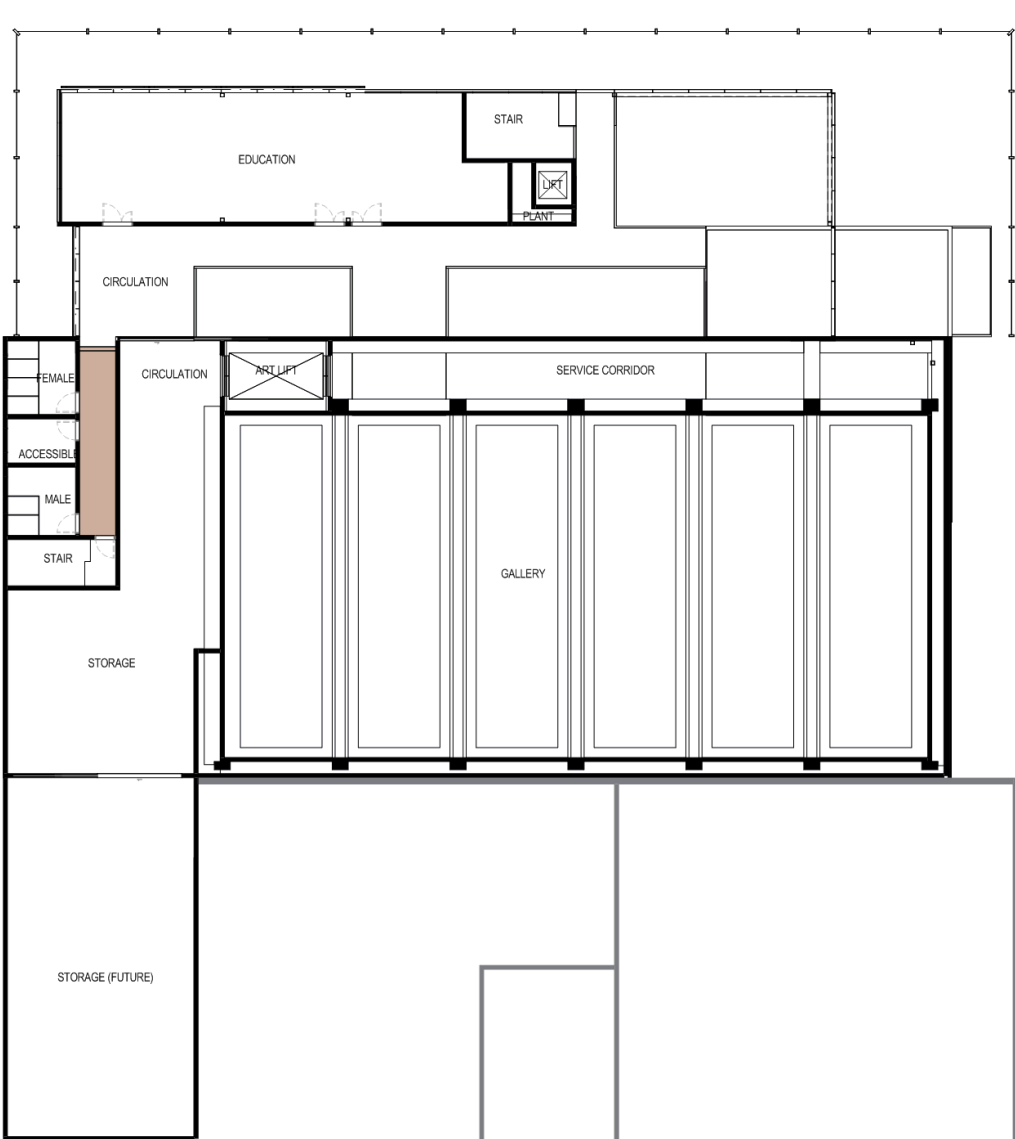
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REV	DESCRIPTION	DATE	APP'D
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2	SD Issue	07/11/17	

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DRAWING  
Level 01 - Reflected  
Ceiling Plan



PROJECT NO: 17090  
DRAWING NO: AR-4-2502  
REVISION: SD  
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PRELIMINARY



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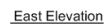
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DRAWING  
Level 02 - Reflected  
Ceiling Plan

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# PRELIMINARY





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BY QUALIFIED ARCHITECT BRUCE WOLFE NBR Reg 888

REV	DESCRIPTION	DATE	APPR
1	SD Cast Plan	02/10/17	
2	Q3 Issue	06/11/17	
3	Q3 Issue Clouds	06/11/17	
4	SD Issue	10/11/17	

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## DRAWING Elevations

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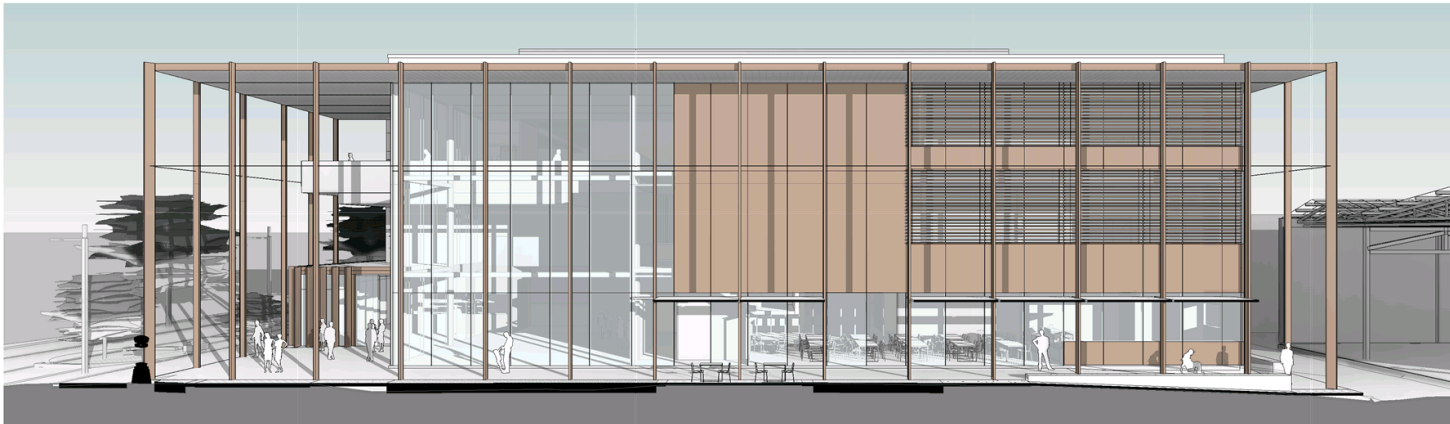
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Page (142)





3D Elevation East



3D Elevation North

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CONFIDENTIAL ARCHITECT: CLARE GARGETT ARCHITECT DATE: 06/11/17  
1. 000 Model APPD  
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DRAWING  
3D Elevations

PROJECT NO: 17090  
DRAWING NO: AR-4-3101  
REVISION: SD  
SCALE: A1 SCALE 2



3D Elevation West

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12/10/17 CLARE DESIGN CLARE DESIGN ARCHITECTURE  
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REV DESCRIPTION DATE APPD  
1 GR Issue 06/11/17  
2 SD Issue 07/11/17

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3D Elevations

PROJECT NO: 17090  
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STATUS: SD  
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A1 SCALE

PRELIMINARY

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REV. DESCRIPTION DATE APPD

1 SD Gap Plan 02/10/17

2 SD House 06/11/17

3 SD House Circles 06/11/17

4 SD House 07/11/17

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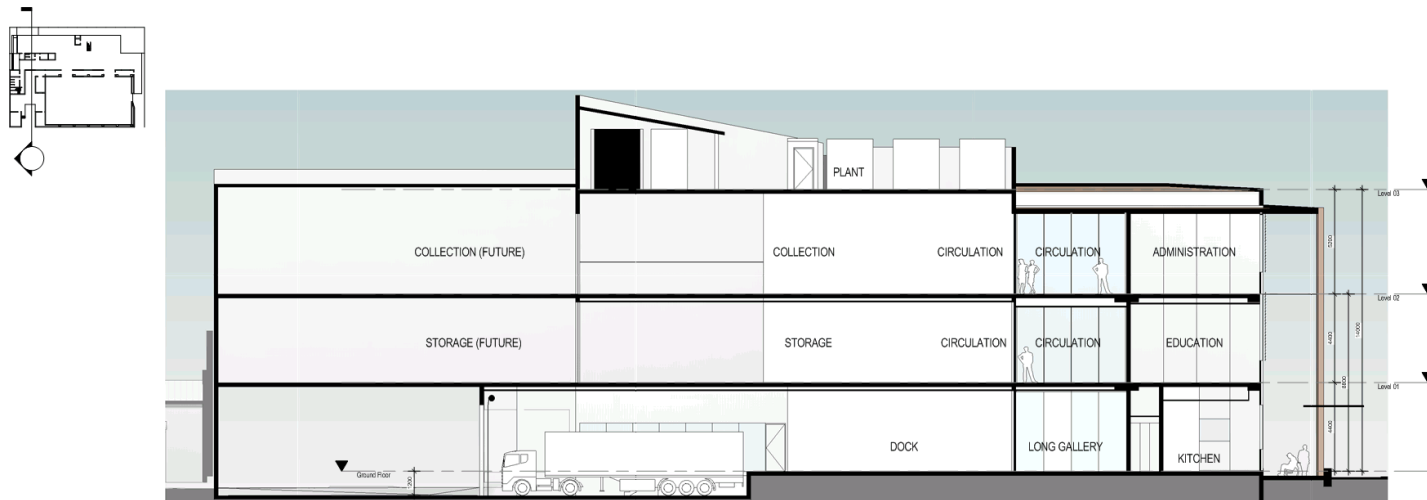
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PROJECT NO.  
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DRAWING NO.  
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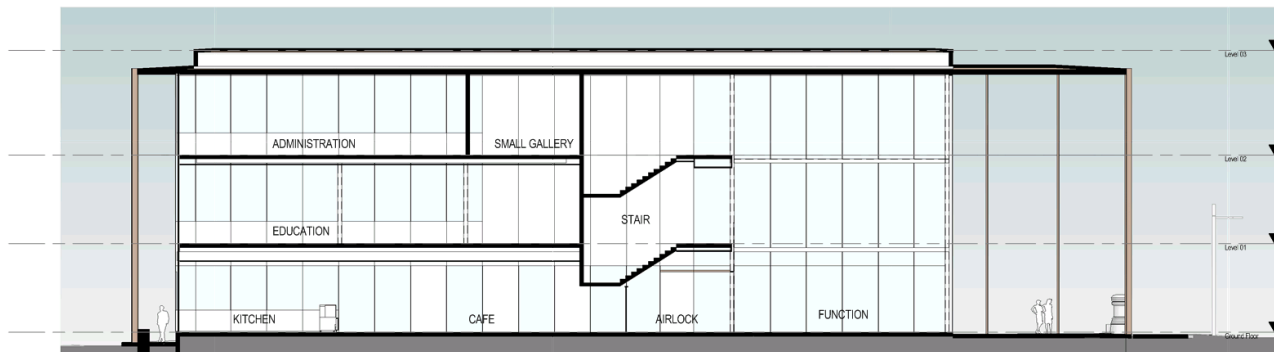
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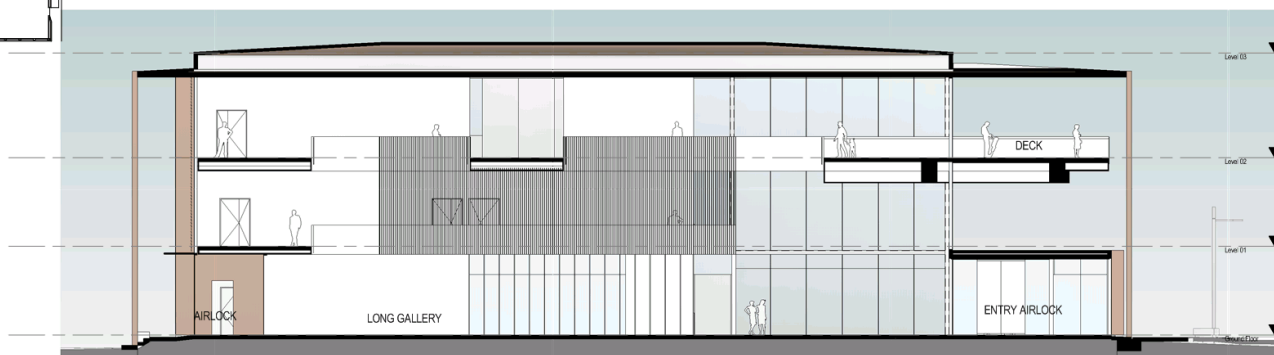
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02 Section 02  
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03 Section 03  
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04 Section 04  
1:100

1 2 3 4 5  
SCALE 1:100 @A1 m

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NO 70 SCALE DRAWING A VERTICAL DIMENSIONED AND LABELED ON SITE  
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REV	DESCRIPTION	DATE	APPR
1	SD Cast Plan	02/10/17	
2	Q3 Issue	06/11/17	
3	Q3 Issue Clouds	06/11/17	
4	SD Issue	10/11/17	

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DRAWING  
Sections 03-04

PROJECT No:	STATUS	
17090	SD	
DRAWING No:	REV:	A1 SCALE
AR-4-3502	4	1 : 100



This architectural section drawing illustrates the vertical organization of the Museum of Contemporary Art, Los Angeles. The building is divided into three main levels, indicated by dashed lines and labels on the right: Level E3 (top), Level E2 (middle), and Level E1 (bottom). The drawing shows the internal spaces, including a 'COLLECTION' area, 'STORAGE', a 'DOCK' with a staircase, a 'PERMANENT GALLERY', and a 'GALLERY'. The drawing also shows the building's footprint and a small inset plan of the building's footprint in the top left corner.

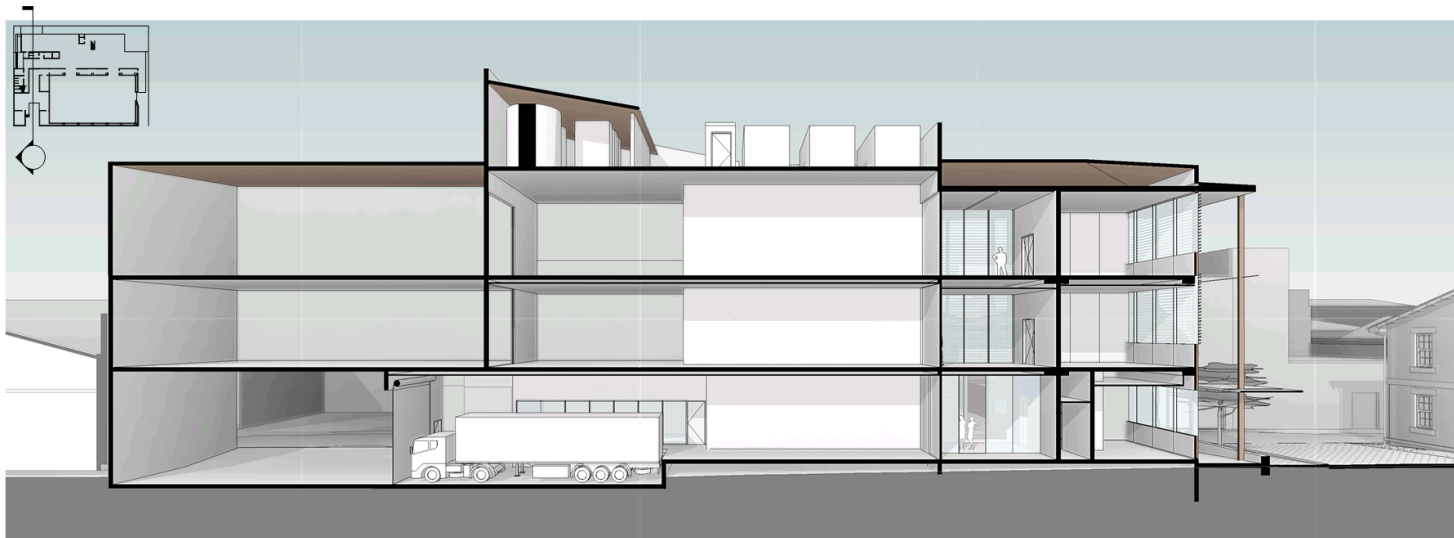
PROJECT  
Quay St Cultural  
Precinct Development

DRAWING  
Sections 05-06

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3D Section 01



3D Section 02

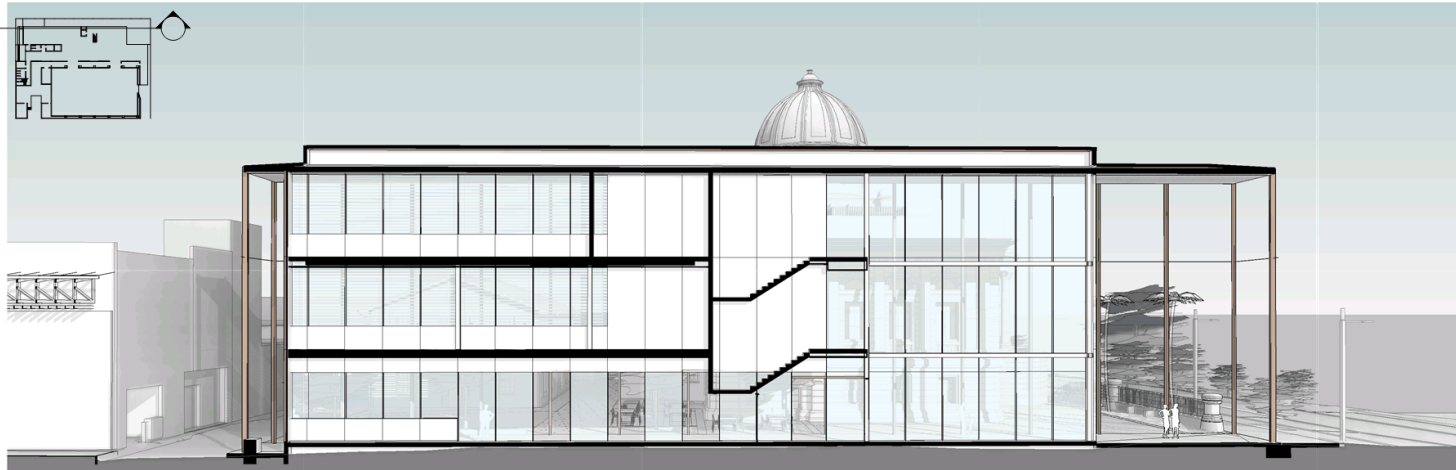
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Precinct Development

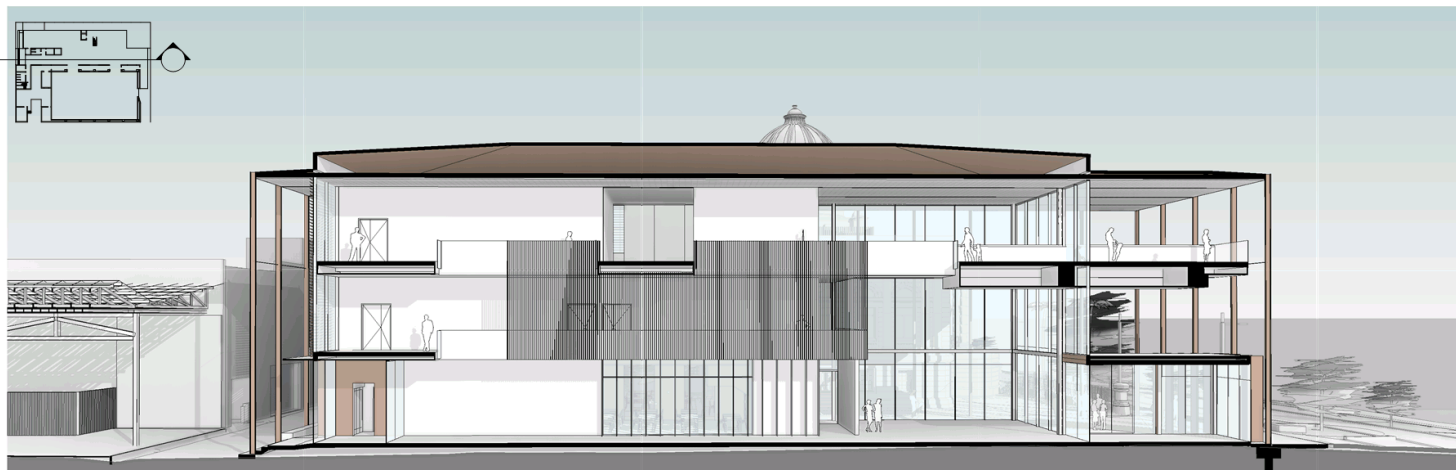
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Rockhampton Regional  
Council

DRAWING  
3D Sections 01-02

PROJECT NO: 17090  
DRAWING NO: AR-4-3511  
REVISION: 2  
DATE: 07/11/17  
SCALE: A1



3D Section 03



3D Section 04

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SCALE 1:1 @ A1  
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REV DESCRIPTION DATE APPD  
1 QB Issue 06/11/17  
2 SD Issue 07/11/17

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DRAWING  
3D Sections 03-04

PROJECT NO: 17090  
DRAWING NO: AR-4-3512  
REVISION: SD  
SCALE: A1 SCALE 2



PROJECT No:	STATUS:	
17090	SD	
DRAWING No:	REV:	A1 SCALE
AR-4-3513	2	





## Gallery Finishes

## External Finishes

Location / Element	Finish
Entry and Function Walls	Glazing as per glazing assessment – Aluminium Framing – Glass Mullions
Airlocks	Frameless glazing
Shop Wall	Glazing as per glazing assessment with deep aluminium fins – Light Bronze - Axolotl anodised
Gallery Front and Quay Lane External Finish (base and above)	75mm sandstone facing on wall structure (local sandstone 30% discounted supply rate) Fins to Quay Lane as per 'Shop Wall'
Gallery Side External Finish	Ruled render over wall structure
Colonnade Awnings	Standing seam roof and plywood soffit; on structure
Colonnade Column Finish	Metallic paint system on structure (eg Axolotl or Altex Coatings; heavy duty, high quality paint system)
Shop and Dock Roof	Rigid foam insulation with gravel ballast; over structure
Administration and Education External Finish	Aluminium Cladding with Murobond paint over wall structure; with windows glazed as per glazing assessment with external retractable blinds
Functions Deck Finish	Concrete
Functions End Balustrade	Frameless glazing
Functions Side Balustrades	Unfinished structure
Entry and Colonnade Ceiling (continues inside)	Timber feature – Bunya Pine
Roof	Trimdek profile @ 3deg, colorbond



Internal Finishes (which superseded "Gallery Brief Draft" issued with initial SD Cost Plan)

Location / Element	Finish
<b>Ground Floor</b>	
Entry/Shop	Painted Plasterboard, Feature Bronze Murobond paint over ply lining around Reception, Concrete Floor
Reception Cloak Room	Feature Bronze Murobond paint over ply lining to walls and ceiling, Concrete floor
Function	3 storey height space, Painted Plasterboard walls, Feature Timber Ceiling – Bunya Pine, Concrete floor
Gallery Thresholds	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor
Gallery	Painted Plasterboard over 19mm ply walls, Painted Plasterboard Ceiling, Concrete Beams, Concrete Floor
Long Gallery	3 storey height space, Painted Plasterboard over 19mm ply walls, Feature Timber Ceiling – Bunya Pine, Concrete floor
Café/Kitchen	Painted Plasterboard walls, Painted Plasterboard Ceiling, Concrete Floor, Feature Lighting Timber screen to Long Gallery
Amenities	Tiled Floor, Full Height wall tiles (2700 high)
Amenities Circulation	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor
Quay Lane Airlock	Frameless Glazing to 2 sides Painted Plasterboard walls, Painted Plasterboard Ceiling, Dark Concrete Floor
<b>First Floor</b>	
Education	Painted Plasterboard Walls, Painted Plasterboard Ceiling, Concrete Floor
Amenities	Tiled Floor, Full Height wall tiles (2700 high)
Amenities Circulation	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor
Circulation/Bridges	Solid Balustrades and Frameless Glass Balustrades (with dense Timber Screen to Long Gallery), Concrete Floor
<b>Second Floor</b>	
Small Gallery	Painted Plasterboard over 19mm ply walls, Painted Plasterboard Ceiling, Concrete Floor
Administration	Painted Plasterboard Walls, Painted Plasterboard Ceiling, Concrete Floor
Permanent Gallery/ Emerging Gallery	Painted Plasterboard over 19mm ply walls, Painted Plasterboard Ceiling, Concrete Beams, Concrete Floor
Gallery Thresholds	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor
Airlock/Bar	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor
Circulation/Bridges	Solid Balustrades and Frameless Glass Balustrades, Concrete Floor, Feature Timber Ceiling – Bunya Pine
Amenities	Tiled Floor, Full Height wall tiles (2700 high)
Amenities Circulation	Feature Bronze Murobond paint over ply lining to walls and ceiling, Dark Concrete floor

10 0 10 20 30 40 50  
SCALE 1:1 @A1  
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12/10/17 CLARE DESIGN & ARCHITECT ALL INFORMATION ABOUT THIS PROJECT  
KNOWLEDGE ARCHITECT SPACE CULTURE Rockhampton QLD  
REV DESCRIPTION DATE APPD  
1 3D Views 10/11/17

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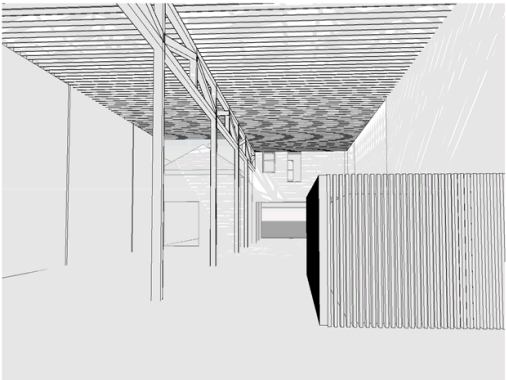
PROJECT  
Quay St Cultural  
Precinct Development

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Council

DRAWING  
3D views

PROJECT NO.  
17090  
DRAWING NO.  
AR-5-0101  
REVISION  
SD  
REV.  
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A1 SCALE

PRELIMINARY



View from Quay Lane



View to Gallery



View from East St



View from Gallery (Long Gallery)



NORTH  PROJECT No: 17090 STATUS: SD  
DRAWING No: AR-5-0201 REV: 3 A1 SCALE: 1:100

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12/10/17 CLARE DESIGN & ARCHITECT ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED  
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1 Demolition Plans for GS 28/09/17  
2 GS Issue 08/11/17  
3 SD Issue 10/11/17

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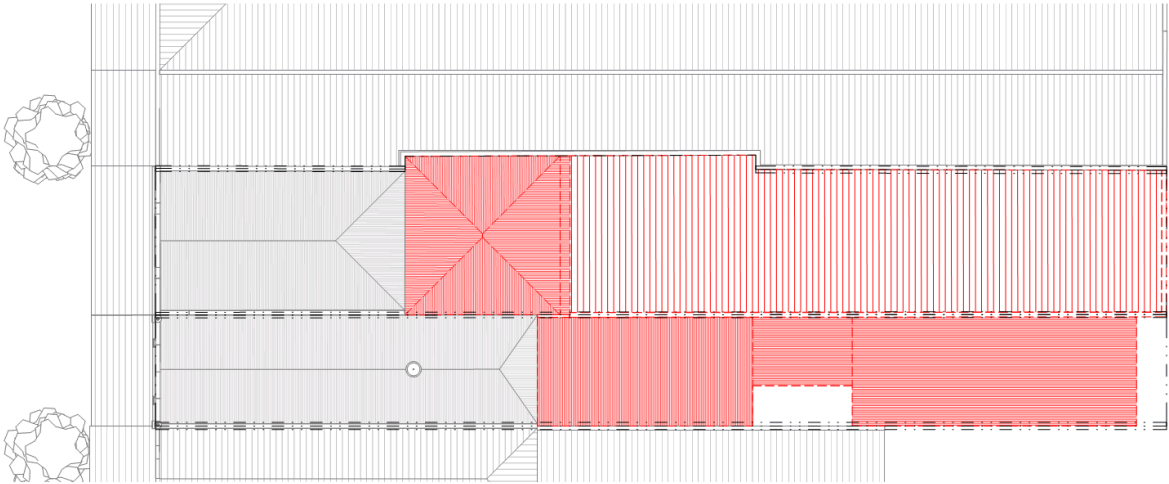
PROJECT  
Quay St Cultural  
Precinct Development

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DRAWING  
East St Link Roof  
Demolition Plan

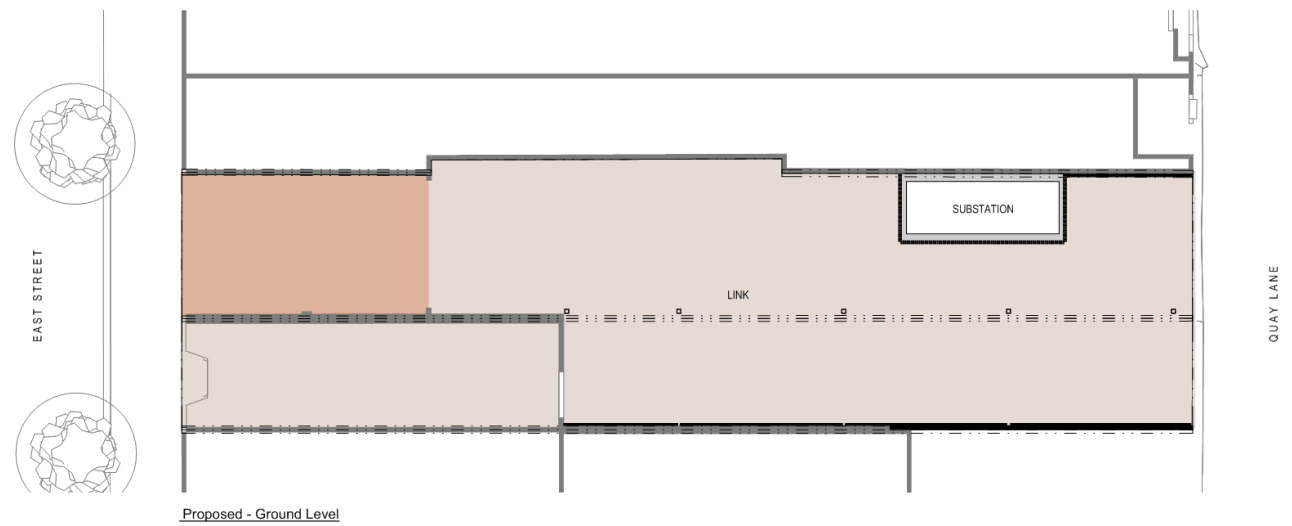
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PRELIMINARY



1 Demolition Plan - Roof Level  
1:100

**DRAWING TO BE PRINTED IN COLOUR ONLY**



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REV	DESCRIPTION	DATE	APPD	
1	DR Master	06/11/17		
2	SD Master	07/11/17		

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DRAWING  
East St Link Plans

PROJECT NO.  
17090

DESIGNER  
SD

DRAWING NO.  
AR-5-2102

REV.  
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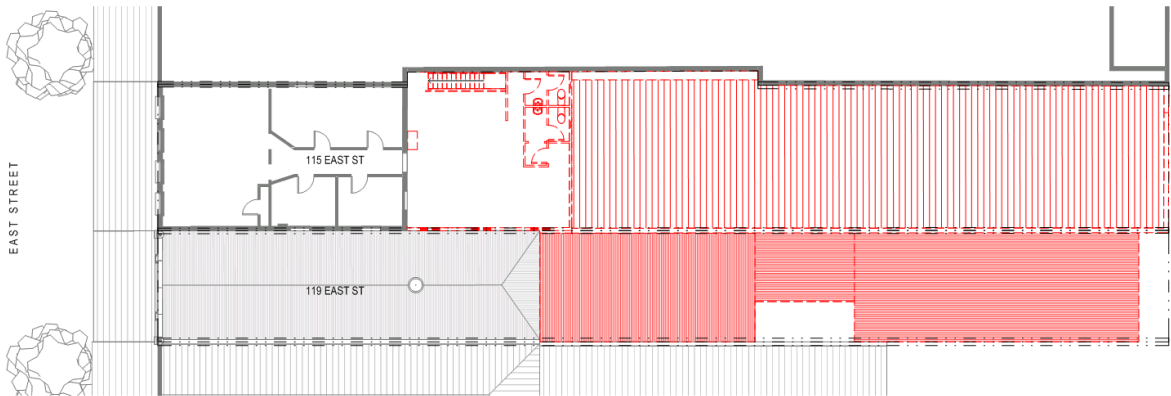
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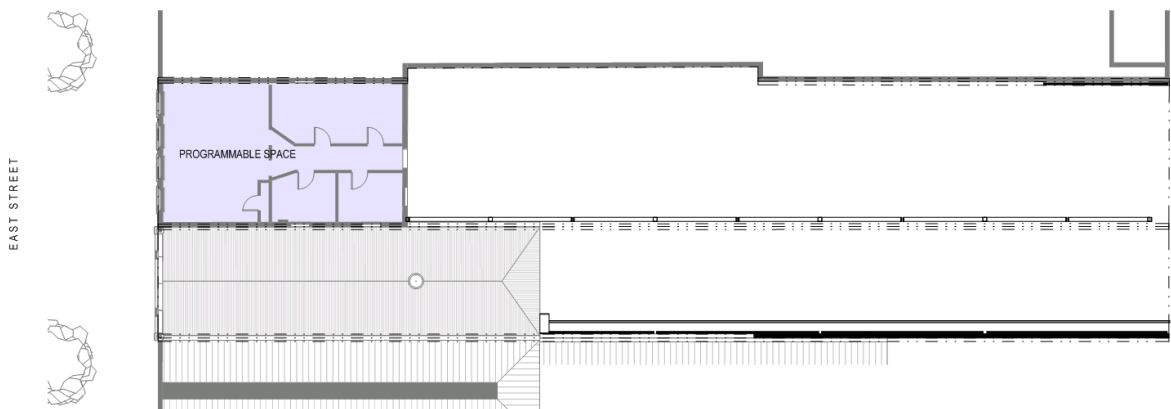
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PRELIMINARY



Existing/Demo - Level 01



Proposed - Level 01

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110 EAST STREET, ROCKHAMPTON QLD 4820				
110 EAST STREET, ROCKHAMPTON QLD 4820				
REV	DESCRIPTION	DATE	APPD	
1	Q3 House	06/11/17		
2	Q3 House	07/11/17		

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DRAWING  
East St Link Roof Plans

PROJECT NO.  
17090

DRAWING NO.  
AR-5-2801

STATUS  
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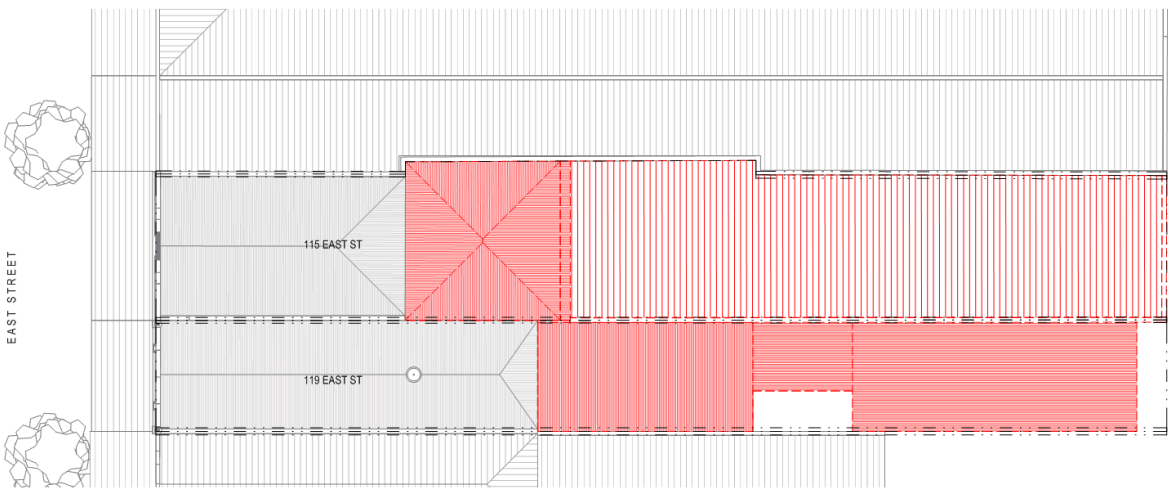
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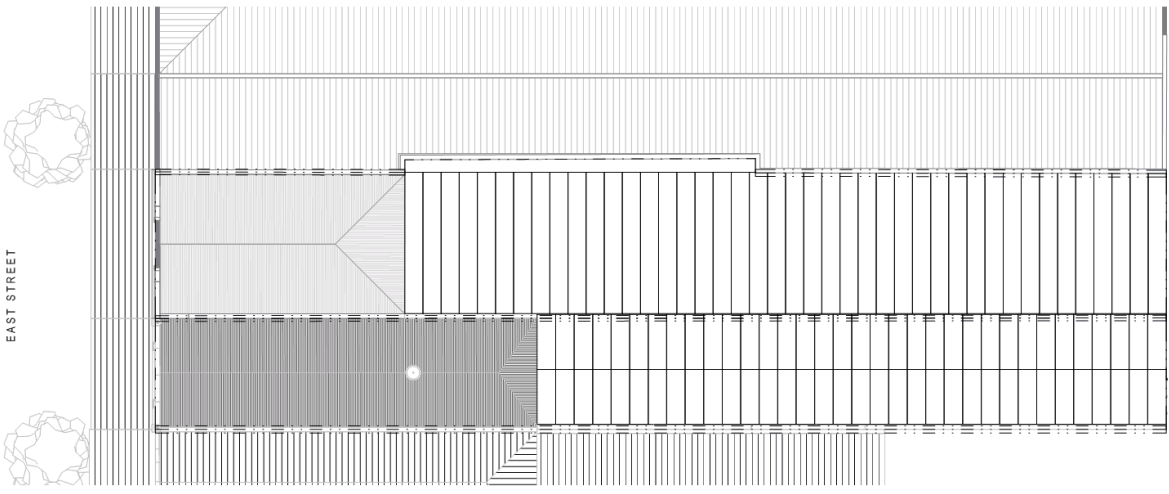
QUAY LANE

QUAY LANE

PRELIMINARY



Existing/Demo - Roof Level



Proposed - Roof Level





North East Elevation - Existing/Demo



North East Elevation - Proposed



South West Elevation - Existing/Demo



South West Elevation - Proposed

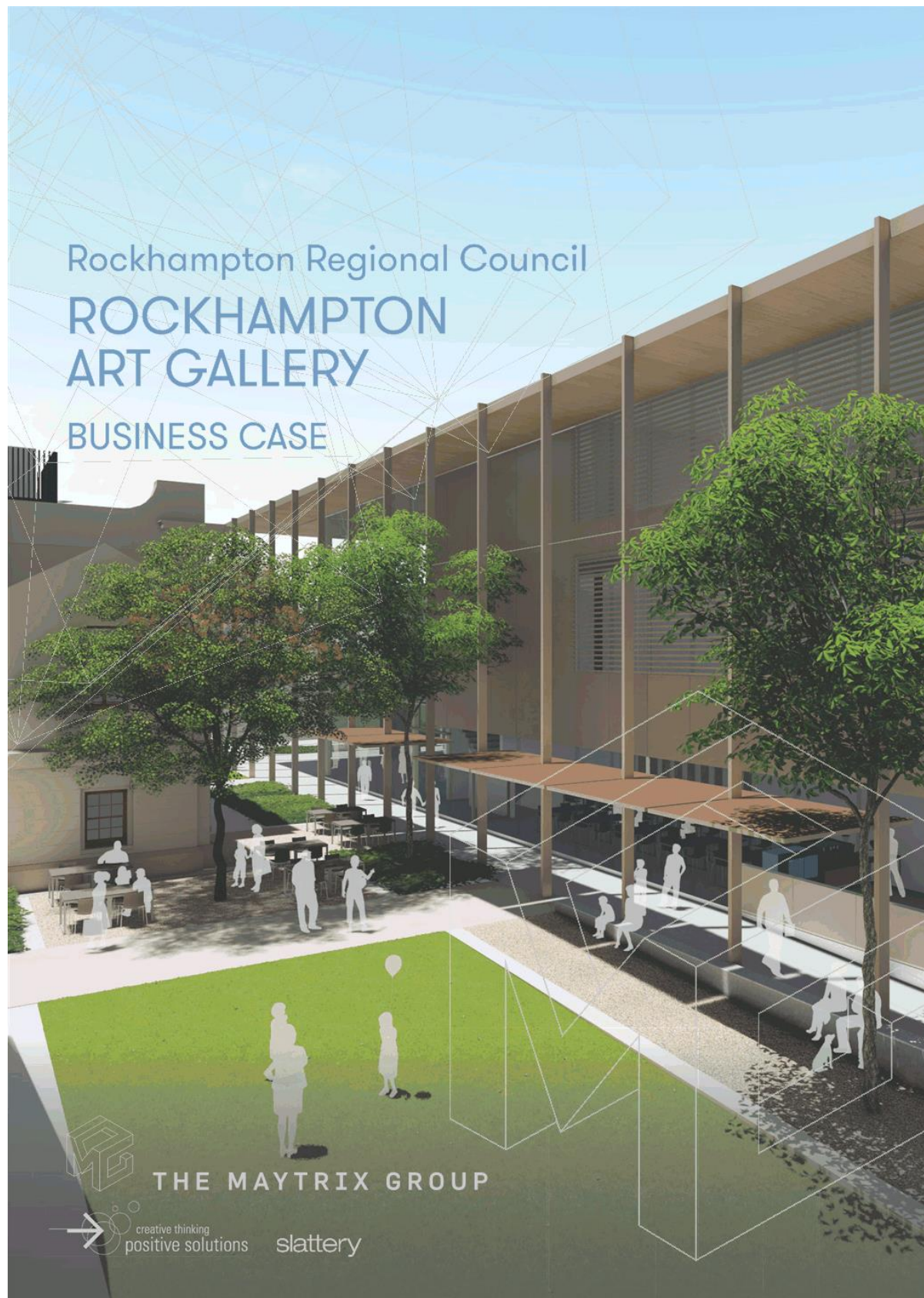
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# **THE QUAY STREET CULTURAL PRECINCT - ROCKHAMPTON CBD**

## **Rockhampton Art Gallery Business Case - Executive Summary**

**Meeting Date: 20 February 2018**

**Attachment No: 2**





Commercial in Confidence

## 1 EXECUTIVE SUMMARY

### 1.1 Introduction

This document outlines a compelling business case seeking Government support for the redevelopment of the Rockhampton Art Gallery (RAG). The RAG collection is regarded as one of the finest in regional Australia and is of National significance. It is the only regional Gallery in Australia to hold a representative collection of the works of the 'greats' of Australian modernist painting of the second half of the twentieth century. Through its collection holdings of historic paintings, objects and photographs RAG interprets the history and heritage of Rockhampton in exhibitions. However, RAG's limited capacity and outdated layout and facilities are impeding its potential to optimise its collection and expand its programming, resulting in a loss of cultural, social and commercial opportunities. Its current location also presents limitations to its ability to contribute fully to the future life and liveability of Rockhampton Region.

In its document 'An Opportune Time to Invest in the Revitalisation of Rockhampton CBD' (2017), Council identifies RAG relocation as a priority catalyst project for the development of the Rockhampton CBD. It is envisaged that a redeveloped and relocated Gallery will support the changing nature of Rockhampton's CBD by encouraging business growth, greater public amenity and safety, and by providing economic benefits to the city from business events and heightened tourism activity.

Over the past decade, Rockhampton Regional Council has undertaken a number of feasibility studies to review opportunities to expand and upgrade the existing Gallery, and to identify alternative sites and examine the feasibility of developing these sites.

Through the development of a business case, this document critically examines the feasibility and viability of a 'reimagined' RAG. It examines the strategic and current issues facing RAG, and Options to achieve Council's objectives to: reposition Rockhampton as a major cultural destination; provide an all-encompassing contemporary art experience that balances international touring exhibitions with deep connections to surrounding regional area and cultural identity and; ensure the Gallery is in touch with the community and is an inclusive place for art to thrive.

This project's outcomes link closely with a number of State and Regional Plans, and it is central to the Rockhampton CBD Redevelopment Framework (2017). In the context of the Rockhampton Region Economic Development Strategy (2017), a 'reimagined' Gallery can support a more attractive urban environment for residents, businesses and visitors, complementing the Riverbank Revitalisation 2016-2018.

Following a multi-criteria Options analysis using the State Government Project Assessment Framework (PAF), a new Gallery at Quay Street (Option 3) was identified as the Preferred Option. The redevelopment of the Quay Street area around the historic Customs House building, coupled with redevelopment of the riverbank, will create a new hub in the city and establish a pedestrian link between the waterfront and the CBD, with the potential to significantly benefit both areas. An economic appraisal indicates a net direct and indirect benefit with positive economic impacts including increased economic output and employment.

This business case outlines the significant economic, cultural and social benefits that a new Gallery at Quay Street (Option 3) will deliver for both the Rockhampton and the Central Queensland region. Amongst others these will include:

- Optimising the collections, programming and visitor experience – tripling the proportion of the collection able to be exhibited
- Enhanced economic opportunities for artists and cultural service suppliers
- Enhanced employment opportunities for residents, estimated at an annual average of 165 full time equivalent (FTE) additional jobs per year across the 15-year construction and initial operational period, as a result of both direct and indirect output impacts associated with capital, operations and visitor spend
- Increased tourism expenditure of \$244.7m and value added of \$91.4m over the 15-year construction and initial operational period
- Increased visitation levels from 41,000 p.a. to 90,000 in the short term, and by an increasing margin in the longer term
- Education and training opportunities for students, artists and the broader workforce
- Active contribution to revitalisation of the CBD.





Commercial in Confidence

## 1.2 Need for Project

### 1.2.1 Strategic Context and Drivers of Change

The Rockhampton Art Gallery (RAG) collection embodies a government and community asset that is currently far from achieving its potential economically, socially, scholarly and culturally. Its sustainability in the current era is entirely dependent on expanding and diversifying audiences.

The Council's recent and significant investment in Rockhampton's economic development and CBD revitalisation strategies has again brought the future of the Gallery to the forefront of planning considerations as a catalyst project in the realisation of these economic and community aspirations. The Quay Street Cultural Precinct Masterplan (2017), focused on developing a vibrant, connected and diverse heart of the city, describes RAG's location at Quay Street as the Key Element to the project, connecting important historical and heritage elements of the precinct with contemporary art and culture.

The Rockhampton Region Economic Development Strategy's Economic Development Programs, representing the broad areas of focus for the economic development activities and investment of the community, provide the most significant changes in the forward context for RAG. Programs include:

- Branding and Marketing: This Program seeks to enhance the profile of the Rockhampton Region as a location of choice for people to "live, work and play" and for business to establish and grow
- Education and Skills: This Program seeks to improve the skills base of the Rockhampton Region population to improve the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes
- Urban Rejuvenation: This Program will seek to increase the amenity, accessibility and competitiveness of the Rockhampton Urban Area.

Rockhampton Regional Council 5-Year Corporate Plan (2017-2022) includes five outcomes which also relate closely to the Rockhampton Art Gallery project:

- Outcome 1.2: Focus on developing public places that meet the community's needs
- Outcome 1.5: Offer opportunities for the local and regional community to become better connected and informed
- Outcome 1.6: Promote, value and embrace creativity and regional history
- Outcome 2.1: Foster Rockhampton as a destination for community events and tourism
- Outcome 2.3: Redevelop and activate major urban places to attract investment and improve lifestyles.

Rockhampton and the broader region are also currently undergoing significant change, including:

- Potential for 1,100 additional workers residing in RCC as a result of Adani's fly-in fly-out (FIFO) workforce for the multi-billion-dollar Carmichael coal mine project
- Rockhampton Airport international flight trials, and Federal Government funded pavement upgrade
- A \$1b upgrade for Shoalwater Bay training centre to upgrade defence infrastructure, roads and hi-tech military hardware. Singapore will now stage two training exercises a year and more than double the number of military personnel (to 14,000) that visit the region.

There is broad agreement within Council, the community and the business sector that the Gallery needs revitalisation to support aligning the CBD with the changing nature and increased sophistication and complexity of the region's economy.

### 1.2.2 Problem Analysis

The following two problems drive the need for a 'reimagined' RAG.

**Problem 1: RAG's limited capacity and outdated layout and facilities are impeding its potential to optimise its collection and expand its programming, resulting in a loss of cultural, social and commercial opportunities**

Numerous past studies have identified critical constraints and issues for RAG. RAG, which provides an invaluable community and cultural service to the broader Rockhampton Region, has outgrown its current facility and this is now impacting the potential of the Gallery, its deliverable service, visitor numbers and its economic potential. The site is grossly inadequate for current collection exhibitions, service levels and has a lack of adequate exhibition, program, retail and function space. Limited space and exhibition amenity also impact the ability to host major national and international exhibitions.

**Problem 2: Missed opportunities to grow the creative sector and showcase artistic and cultural excellence is limiting business activity and employment, tourism, and the revitalisation of Rockhampton's CBD and the region**



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Broader longer-term trends and strategic challenges also provide context for the problem analysis. According to the Rockhampton Region Economic Development Strategy, the Rockhampton Region's economic potential is currently not being realised, in part because of challenges including: an above average unemployment rate, a workforce with a below average skills profile, and an economy dominated by the public sector (in industries such as health and education). Furthermore, tourism to the Rockhampton Regional Council area currently makes a smaller economic contribution than it does to other major areas of regional Queensland.

### 1.3 Options Assessment and the Preferred Solution

#### 1.3.1 Options Assessment

A comprehensive approach to identification and assessment of concept design Options to provide a distinct and comparable basis for informing an investment decision was aligned with the Queensland Government's Project Assessment Framework (PAF). Three distinct concept design Options for a 'reimagined' RAG have been considered and evaluated:

- **Business as usual** (Option 1) - Continued use of the existing Gallery at 62 Victoria Parade
- **New Gallery at Victoria Parade** (Option 2) - Development of a new Gallery in the car park to the rear of the existing Gallery and the neighbouring Pilbara Theatre for performing arts
- **New Gallery at Quay Street** (Option 3) - development of a new Gallery at 212 and 214 Quay Street in the Rockhampton CBD, and incorporating linkages to the neighbouring Customs House
- **Customs House** (Option 4) - Repurposed Gallery at Customs House with ancillary structure at 212 Quay Street.

Options were subjected to detailed analysis in accordance with a range of measures dictated by the PAF. These included, amongst others:

- Impact on service levels, such as
  - Visitation
  - Exhibition, education and storage space
  - Ability to generate and tour exhibitions
- Alignment with Council policies and outcomes, such as
  - Community connectivity and cohesion
  - Valuing creativity and regional heritage
  - Fostering Rockhampton as an events and tourism destination
  - Encouraging inward investment
- Stakeholder impacts, for
  - Visitors
  - Staff and suppliers
  - Local/ regional community
  - Industry and government
- Public interest considerations
  - As above, plus public access, quality of life, community health, environment and other elements.

Through each of these analyses the option of a new gallery at Quay Street (Option 3) performed strongly, reporting as the Preferred Option.

The Table that follows consolidates and summarises the comparative multi-criteria assessment of the four project Options. The colouring of the Table cells represents the comparative contribution against the criterion. Green represents a positive outcome while orange represents a negative outcome. The strength of the shading represents the indicative outcome level with a darker shading representing a stronger positive/negative outcome.



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Table 4 | Multi-criteria Assessment of Options

Criteria	Option 1 Base-case / business as usual	Option 2 New Gallery at Victoria Parade	Option 3 New Gallery at Quay Street	Option 4 Customs House
Impact on service levels	Service levels will deteriorate with building depreciation	Improved service levels, but location will not yield maximum patronage	Supports service level improvement against all service improvement criteria	Will deliver necessary spaces, but compromised functionality in a building not entirely built for a Gallery purpose
Environmental impact	No impact	No material impact Requires management of acid sulphate soils	No material impact Requires management of acid sulphate soils	No material impact Requires management of acid sulphate soils
Planning	No change	Planning permit required with limited strategic justification for the proposal	Planning permit required with strong strategic justification for project through revitalised CBD	Development of a new Gallery supported by planning provisions subject to preservation of heritage values
Cultural Heritage	No change	No impact	Some constraint due to neighbouring heritage building at Customs House	Requires heritage consent under the Queensland Heritage Act
Council Policy	Does not deliver Council policy outcomes	Supported by Council policy, but less optimal economic and CBD regeneration outcomes	Strongly supported by Council policy, including economic and CBD development	Strongly supported by Council policy, including economic and CBD development
Stakeholder Consideration	Falls short of stakeholder expectations	Well supported by stakeholders including Gallery visitors and local community	Strongly supported by stakeholders, including the arts community, industry and local community	Strongly supported by stakeholders, including the arts community, industry and local community
Public interest assessment	Only delivers marginal benefits to public interests	Supports public interest	Strongly supports public interest	Strongly supports public interest
Risk	No change in risk profile	Low risk profile to deliver on a greenfield site	Modest risk profile to deliver on a brownfields site	Higher risk profile to deliver on a brownfields site with heritage constraints
Financial assessment	Incremental growth in admissions and income may be achieved	Growth in admissions, exhibition /program income and commercial outcomes likely	The design of a purpose- built Gallery will support a strong initial uplift and ongoing growth in admissions, exhibition /program income and commercial outcomes	A new Gallery will support a strong initial uplift and ongoing growth in admissions, exhibition /program income however commercial functionality may be compromised
Capital cost <sup>(1)</sup>	No capital outlay	\$31m	\$31m	\$20m
Economic benefits	No change	Increased levels of employment, economic output and consumer spending including tourism (overnight stay)	Increased levels of employment, economic output and consumer spending including tourism (overnight stay)	Increased levels of employment, economic output and consumer spending including tourism (overnight stay)

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Criteria	Option 1 Base-case / business as usual	Option 2 New Gallery at Victoria Parade	Option 3 New Gallery at Quay Street	Option 4 Customs House
Funding	No change	Funding opportunity the same across Options	Funding opportunity the same across Options	Funding opportunity the same across Options
Timeframe to delivery	No change	Can be delivered within projected timeframe	Slightly longer timeframe – less than 3 months	Some risk of slippage to programme

1 Construction costs all-inclusive of allowances and contingency

This process concluded that Option 3 – development of a new Gallery at Quay Street – was the best Option to address the identified problems when assessed against the PAF criteria.

### 1.3.2 Preferred Option

The preferred Option (Option 3) has the benefit of housing the Gallery in an entirely new facility, while also leveraging connections to Customs House for ancillary uses such as functions and programmable space, and as part of a wider Cultural Precinct.

According to the preferred Option, the new Rockhampton Art Gallery would be redeveloped across the RRC owned properties located at 212 and 214 Quay Street. This site is capable of housing the entire development within a single structure, as a purpose-designed facility that incorporates all required features.

The redevelopment of the Quay Street area around the historic Customs House building, coupled with redevelopment of the riverbank, will create a new hub in the city and establish a pedestrian link between the waterfront and the CBD, with the potential to significantly benefit both areas. The site's adjacency to Customs House also provides the opportunity for the Gallery to connect with that building as a programmable area and function space.

In order to successfully address the priority problems there are a range of critical location, site and facility elements that are required to complement and work in conjunction with each other. By successfully combining these elements, the development of a new Gallery at Quay Street presents a unique opportunity to deliver significant benefits to the Gallery's visitors, the Rockhampton community and the regional economy.

The building will incorporate both semi-permanent and programmable gallery spaces, along with commercial aspects to support the Gallery's core function. Set over three levels, the Gallery will incorporate spaces for collections storage and collection management, administration, café and functions (including kitchen), retail and education, in addition to Gallery space.

The following video link is a fly-through of the proposed layout and features of the Gallery.



[Click icon for video fly-through]

Figure 1 | Rockhampton Art Gallery Proposed Site (Artist's Impression) (2017)



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#### 1.4 Benefits of Preferred Option

A new Gallery at Quay Street delivers significant benefits to Gallery visitors, artists and the collection, as well as to Rockhampton and the broader region. The arts, cultural, and commercial objectives are likely to be realised in the short term, which will enable achievement of the economic and liveability objectives over the long term.

##### 1.4.1 Collection and Programming Analysis and Benefits

The collection and programming analysis considered the changes and benefits that have been forecast as a result of the introduction of Option 3, relative to the forecast conditions without Option 3.

Benefits	Details
Optimising the collection and programming	<ul style="list-style-type: none"> <li>Expansion will accommodate a greater audience capacity</li> <li>Provide visitors with a heightened appreciation of arts and cultural heritage and access to work of high quality</li> <li>Incorporate the evolution of technology and competing entertainments and the broader sight, sound, emotional and educational experiences it can bring</li> <li>Increase the range of participatory opportunities, through workshops, talks and guided tours – and through partnerships with other cultural organisations regionally and beyond</li> <li>Extension of RAG's audience reach through activities for diverse audiences – older people, special interest groups, people for whom arts-health linkages can be highly beneficial</li> <li>Increase the exhibition of works from the current 3% of the collection towards 10% at any one time with consideration given to the semi-permanent exhibition rotation, conservation, interpretation and external loans<sup>1</sup></li> <li>Increase storage and the quality of storage for the growing collection</li> <li>Provide space for education and children's programs</li> <li>Provide sufficient space and flexibility for touring exhibitions</li> <li>Improve back of house services including for health and safety and for the safe movement of works</li> <li>Provide opportunity for higher revenue and asset utilisation including new café, retail and function spaces</li> <li>The inclusion of function spaces provides additional exposure of the Gallery to those attending functions.</li> </ul>
Enhanced opportunities for artists and other contributors	<ul style="list-style-type: none"> <li>Opportunities to commission and develop more work new work for exhibitions</li> <li>Support an increased range of artistic exchanges</li> <li>Exposure to experiences and work which have a long-term impact on their practice.</li> </ul>

##### 1.4.2 City and Region Analysis and Benefits

Arts and culture has a direct impact on the liveability and economic competitiveness of a city. The city and region analysis considered the largely longer-term changes and benefits to Rockhampton and the region that have been forecast as a result of the introduction of Option 3, relative to the forecast conditions without Option 3.

Benefit	Details
Quality of Life	<ul style="list-style-type: none"> <li>Contributes to the social cohesion of the Rockhampton community and encourage social inclusion through engagement, interaction and participation</li> <li>Fosters the further development of community identity</li> <li>Fosters creative participation and support diverse communities through intergenerational interaction and intercultural interaction.</li> </ul>

<sup>1</sup> 10% is consistent with industry average for the display of Gallery permanent collections



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Benefit	Details
Employment	<ul style="list-style-type: none"> <li>Increased employment opportunities for Rockhampton residents</li> <li>Support the employment of otherwise unutilised/underutilised labour resources during the construction phase</li> <li>Support ongoing employment as a result of an enhanced staffing profile</li> <li>Flow-on effects of broader local and regional employment in tourism related industries like retail trade and restaurants/catering, and more generally as a result of an improvement in business confidence and viability of services</li> <li>Flow-on effect of broader local and regional employment for a range of sectors as a result of an improvement in business confidence and viability of services.</li> </ul>
Increased Visitation	<ul style="list-style-type: none"> <li>Expansion of the Gallery facilitates the expansion and diversification of tourism to incorporate cultural heritage experiences</li> <li>Increased opportunity to shift perspectives of Rockhampton by domestic day trip and overnight tourists towards a focus on the Gallery as a key tourist activity</li> <li>Increased duration of stay and spend from existing visitors.</li> </ul>
Education	<ul style="list-style-type: none"> <li>Provide enhancement to the long-term education and skilling of Queensland's labour force, both for creative participants (including volunteers) and for the wider community</li> <li>Provide support for improved languages skills, more developed critical thinking ability and increased confidence to engage with the education system.</li> </ul>
Revitalisation of Rockhampton CBD	<ul style="list-style-type: none"> <li>The Riverfront Quay Street location is contextually important to efforts to invigorate the CBD and re-establish Rockhampton as a 'true river city' in a link with the heritage of the town</li> <li>Support a more attractive urban environment for both residents and businesses, complementing the current Riverbank Revitalisation 2016-2018</li> <li>Providing a catalyst for business growth, encouraging longer business hours, greater public amenity and safety, and by providing economic benefits to the city from business events and heightened tourism activity</li> <li>Attract, retain and support the growth of the broader creative and other knowledge-based workers and industries.</li> </ul>

#### 1.4.3 Summary of Benefits

The redeveloped Gallery will provide facilities for the creative arts industry, and the region's families and communities, which have not been previously available. These facilities will not only deepen community engagement and develop repeat visitation, and harness significant social and educational benefits, but provide a unique attraction for Rockhampton and the region, fostering the region's cultural value and local identity. Improved liveability in Rockhampton, associated with larger visitor economy and amenity, can be expected to spill over into higher population retention and growth rates, resulting in larger labour and skills pool and improved viability of services, supporting a virtuous cycle of improvement.

### 1.5 Economic Appraisal of Preferred Option

An economic appraisal of the preferred Option 3 considered both a cost-benefit analysis (CBA) and an assessment of economic impact. The CBA attempts to determine the economic viability of the project by comparing the costs to design, construct and operate the project against the expected benefits of the project. If the benefits outweigh the costs, the project has merit. The economic impact assessment attempts to estimate the impact of the project on the local economy as measured by jobs supported and increased economic output (including increased visitor spending).

The CBA reveals that the capital costs account for 71% of the total costs and the ongoing expenses 29% over the 15-year appraisal period. Considering the total benefits of the project, those derived from visitation to the Gallery account for 59% and revenue generated by the Gallery as forecast for Option 3 adds 21%. In recognition that the project will continue to provide benefits to the community after the end of the 15-year appraisal period, this residual value accounts for 20%.

In addition to the direct economic benefits, there are flow on indirect benefits which can also be incorporated into the CBA results. The Queensland Government "Building our Regions" fund requires that the indirect benefits also be incorporated into the CBA relating to the value added economic benefit provided by increased tourism expenditure.

The project is expected to result in an increase of tourism visitor expenditure of \$244.7 million using a 7% discount rate. This will increase economic output by \$245.1 million and the value-added component accounts \$91.4 million of the 15-year appraisal period.

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The incorporation of the indirect benefits provides a BCR of 3.55 at the 7% discount rate; the benefits of the project outweigh the costs.

The economic impact assessment was modelled for both the construction phase and the operations phase (including operations and visitor spending) impacts. The results outlined in the Table below illustrate the direct and indirect economic impact of the project on the economy as measured by changes in economic activity. It is expected that the project will, in NPV terms, increase Rockhampton's economic output by \$280.0 million from 2018 to 2034<sup>2</sup>. This was driven by the capital and operating expenditure of the project which would stimulate additional regional investment, along with the increase in spend from additional visitations.

This increase in activity has a positive impact on job creation, with an average of 69.0 full-time equivalent (FTE) positions created in Rockhampton each year from 2018 to 2020 during construction. This represents the net amount of employment that will be supported. Over the 15-year appraisal period, the total number of supported jobs in Rockhampton is 173.5 FTEs on average per year.

The economic appraisal illustrates the positive economic benefits and impact this project will provide to the community both during its construction and its ongoing operation as a significant asset and attraction for the City of Rockhampton's CBD.

Table 5 | CBA result (Direct and Indirect) – 7% discount rate – 15 years

CBA results	CBA results direct and indirect benefits (\$m)
Capital costs	24.4
Ongoing costs	10.0
Total	34.4
Consumer surplus (travel cost)	18.1
Revenue	6.4
Residual value	6.3
Increased value added to the regional economy	91.4
Total	122.2
BCR (#)	3.55
NPV	87.8

## 1.6 Recommendations

On the basis of the multi-criteria assessment, the recommended Option is Option 3 – new development at Quay Street. On that basis, the development of a new Gallery at 212 and 214 Quay Street should be pursued.

## 1.7 Next Steps

Assessments of the project's benefits and impacts have identified a range of opportunities for Council to work with stakeholders and the community to deliver the project. The next phase of activity will focus on further defining the impacts, benefits and opportunities of the project in partnership with key stakeholders,

Additionally, Council will continue to keep the community informed about the relocation and redevelopment of RAG and provide opportunities for residents to have their say during future stages of project planning.

<sup>2</sup> 2018 is the projected construction commencement date

**11.3 ADVANCE ROCKHAMPTON OPERATIONAL REPORT JANUARY 2018**

**File No:** 12614  
**Attachments:** 1. Monthly Report - January 2018  
**Authorising Officer:** Tony Cullen - General Manager Advance Rockhampton/  
Acting General Manager Aviation Services  
Evan Pardon - Chief Executive Officer  
**Author:** Chris Ireland - Manager Regional Development and Promotions

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**SUMMARY**

*The monthly operations report for the Advance Rockhampton Unit over the months of January 2018 is presented for Councillor's information.*

**OFFICER'S RECOMMENDATION**

THAT the Advance Rockhampton Operational Report for January 2018 be received.

**COMMENTARY**

The attached report provides details of the core areas of activity during January 2018 by the Advance Rockhampton Unit. These activities are the continuation of tasks that have been allocated as a result of priorities driven throughout the Council and also the 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.

**BACKGROUND**

Council's Advance Rockhampton Unit provides monthly reporting to Council. The following report and attachment provides details of actions undertaken and deliverables during October.

**CONCLUSION**

It is recommended that Council receive the attached report.

**ADVANCE ROCKHAMPTON  
OPERATIONAL REPORT  
JANUARY 2018**

**Monthly Report - January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 1**



# Monthly Operations Report

*Regional Development & Promotions, and Strategic Planning*  
January 2018

## 1. Highlights

### Strategic Planning

1. State government approval obtained for a tailored process under the *Planning Act 2016* to the major amendment – Rockhampton Region Planning Scheme

### Regional Development and Promotions

1. Beef Australia 2018
2. Great Australian Bites Event – Australia Day 2018
3. Wayfinding – Zoo signage

## 2. Innovations, Improvements and Variations

### Regional Development and Promotions & Strategic Planning

Operational Plan Ref	Operational Action	Target	Department	Action
5.3.2.1	Continually review operational expenditure	Identify at least one operational saving per section of responsibility	RDA	Review of printing and reduction of costs
5.4.2.6	Pursue improved processes through all levels of Council	Identify at least two improved processes per section of responsibility	RDA	Documents / forms being drafted to assist with operational exchange of information

### 3. Customer Service Requests

Response times for completing customer requests in this reporting period for January 2018



#### All Monthly Requests (Priority 3) Strategic Planning 'Traffic Light' report January 2018

	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)
			Received	Completed											
Strategic Planning Enquiry	0	0	0	0	0	0	3	●	0.00	●	5.25	●	3.42		2.75





#### All Monthly Requests (Priority 3) Marketing 'Traffic Light' report January 2018

	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)
			Received	Completed											
Community Engagement	0	0	0	0	0	0	3	●	0.00	●	0.00	●	34.00		50.00
Marketing Enquiries	1	0	0	0	1	0	1	●	0.00	●	6.00	●	20.50		60.50

#### 4. Service Delivery

##### Regional Development and Promotions & Strategic Planning

Operational Plan Ref	Operational Action	Target	Current Performance	Service Level Type
4.1.1.1	Provide timely and accurate responses to requests	In accordance with unit's customer service standards or adopted service levels		
4.1.1.2	Provide effective delivery of Council services	In accordance with unit's customer service standards and service levels		

#### 5. Legislative Compliance and Standards (including Risk and Safety)

##### Regional Development and Promotions & Strategic Planning Operational Plan Targets

Operational Plan Ref	Operational Action	Target	Item	Due Date	Status
5.2.1.1	Comply with legislative requirements	Updates to be presented to Council in sectional monthly reports	Nil		
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Risk registers are presented to Council on a quarterly basis	Risk Register		Monitoring of risks on an ongoing basis
5.2.1.8	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Nil		

#### 6. Section Statistics / Updates

##### Strategic Planning Team

Completion Status	Deliverables
In process	<b>Major amendment to Rockhampton Region Planning Scheme</b> <ul style="list-style-type: none"> <li>State Government has accepted the tailored process to the major amendment (<i>Planning Act 2016</i>).</li> <li>Major amendment drafting is nearing completion</li> <li>Mapping review underway for State overlay mapping for bushfire.</li> </ul>
In process	<b>Centres Activation Coordinator</b> <ul style="list-style-type: none"> <li>Monthly place making activities and initiatives, and progression of short term actions to assist in revitalising and improving presentation of CBD</li> <li>Ongoing external engagement of communities within each centre</li> <li>Coordination of internal Council departments</li> <li>Annual update complete of the CBD Database feeding into mapping of key statistics.</li> <li>Progression of medium to longer term strategic actions and opportunities as listed in the CBD Redevelopment Framework</li> </ul>

##### Regional Development Team



**Economic Development**

<b>Completion Status</b>	<b>Deliverables</b>
In Progress	<b>“Gear Up Rocky” Initiative</b> <ul style="list-style-type: none"> <li>• Council report endorsed to continue the Certificate IV in Small Business program for 2018. It is envisaged that 45 businesses will participate in the program.</li> <li>• Business readiness videos and workbooks to be launched as an on-line resource for the Region’s businesses in February. These videos will feature on the Advance Rockhampton website and will be promoted via social media.</li> </ul>
In Progress	<b>Rockhampton Recreational Fishing Development Strategy</b> <ul style="list-style-type: none"> <li>• Signed agreement for \$100,000 from the Department of Agriculture and Fisheries towards achieving outcomes in the fishing development strategy.</li> <li>• Requested quotes from marketing organisations for an in depth marketing campaign to assist in promoting the Region as a recreational fishing destination.</li> <li>• North Rockhampton Boat Ramp construction – pylons, car park and land based fishing area completed with works on the physical boat being undertaken.</li> <li>• Began discussions with stakeholders to progress the Mount Morgan No.7 Dam Fish Habitat Rehabilitation project.</li> <li>• Continued negotiations to advance the proposed Casuarina and Inkerman Creek boat ramps for the Fitzroy Delta/Port Alma area.</li> <li>• Secured seven vessels across three fishing charters for the Rockhampton Region. Each having different target markets and fishing strengths.</li> <li>• In negotiations for a fishing lodge, boat lease and a river tour for the Fitzroy River.</li> <li>• In negotiations to advance a local research business to expand across the State.</li> </ul>
In Progress	<b>Aquaculture Development</b> <ul style="list-style-type: none"> <li>• Began discussions with potential aquaculture developers on the Region’s potential.</li> <li>• DAF to provide a listing of sites for potential aquaculture development for Council’s consideration early 2018, awaiting final approval from the Minister before proceeding.</li> </ul>
In Progress	<b>Carbine Resources Mount Morgan Gold and Copper Project</b> <ul style="list-style-type: none"> <li>• Ongoing liaison with Carbine Resources, Qld Govt. reps and other stakeholders to progress the Mount Morgan Gold and Copper Project.</li> </ul>
In Progress	<b>NDIS Strategy</b> <ul style="list-style-type: none"> <li>• Further Engagement with stakeholders to inform and develop an NDIS Strategy for the roll out of NDIS in the Rockhampton Region.</li> <li>• Began planning for a Careers in Disability Expo to be conducted 28 March 2018. Rockhampton Regional Council / Advance Rockhampton will be a partner with the NDIS Workability consortium and CQUniversity in the conduct of the expo to help meet workforce requirements for the NDIS rollout.</li> <li>• Active member of the NDIS / Workability Central Qld Working Group to consider and begin planning for workforce requirements around the NDIS rollout.</li> <li>• Attended the NDIS Local Area Coordinator Meet and Greet on 12 January 2018 to meet NDIS stakeholders and to further develop the NDIS Strategy.</li> <li>• Met with NDIA Director to establish a shared understanding of how Council can help enable an effective NDIS roll out.</li> </ul>
In Progress	<b>Study Rockhampton and relevant education delegations</b> <ul style="list-style-type: none"> <li>• Finalised the work on Rockhampton’s feasibility study and engagement with Clayton International for the delivery of work</li> <li>• Selected the dates (18-20 April) for the international education agency familiarization tour to Rockhampton to showcase regional education capability on an international context</li> <li>• The launch of Study Rockhampton will be on 20 April.</li> <li>• Continued work with CQUniversity to ramp up and engage its international ready programs</li> <li>• Successfully secured the TIQ International Education and Training Funding</li> <li>• A promotional event in Brisbane was held on 10 November with 70 participants.</li> <li>• A series of workshops to educate Rockhampton education players will be organised.</li> <li>• Two familiarisation tours of SEQ based businesses to Rockhampton will be organised in 2018.</li> </ul>
In Progress	<b>Mount Archer Activation Master Plan</b> <ul style="list-style-type: none"> <li>• First Turkey Mountain Bike Reserve upgrade including mountain bike trails, outdoor</li> </ul>

	<p>learning centre and other infrastructure complete with an official opening in February.</p> <ul style="list-style-type: none"> <li>• Nurrim Circuit (Canopy Walk) construction at Fraser Park is underway, this will include panoramic views of the city, Darumbal artwork and storytelling components. Anticipate that Stage 1a of the Nurrim Circuit will be completed in March.</li> <li>• The State Member for Keppel pledged \$400,000 for an amphitheatre at Fraser Park.</li> <li>• Pilbeam Drive Car Park Stage 1 construction to be undertaken and completed in 2018.</li> <li>• Discussions continue with QPWS on potential upgrades to the Zamia Trail bushwalking trail and links to the saddle car park area on Pilbeam Drive.</li> <li>• Undertook a review of the Mount Archer Activation project with Parks. A formal report to Council will be undertaken.</li> </ul>
In Progress	<p><b>Resource Industry Activities</b></p> <ul style="list-style-type: none"> <li>• Examined Walton Coal terms of reference</li> <li>• Obtained details of mines from Department of natural Resources &amp; Mines</li> <li>• Completed submission under Strong and Sustainable Resource Communities Act 2017</li> </ul>
In Progress	<p><b>Drive Inland Promotions Association</b></p> <ul style="list-style-type: none"> <li>• Submitted further website material</li> <li>• Attended three meetings about website material</li> <li>• Discussions about further management meetings</li> </ul>
In Progress	<p><b>South Western Wireless</b></p> <ul style="list-style-type: none"> <li>• Investigated use of telecommunications tower on Mt Archer</li> </ul>
In Progress	<p><b>Flat water course on Fitzroy River</b></p> <ul style="list-style-type: none"> <li>• Further discussions about 2018 Schools Rowing Championships</li> </ul>
In Progress	<p><b>Mt Morgan banking possibilities</b></p> <ul style="list-style-type: none"> <li>• Discussed possibilities with The Capricornian</li> <li>• Inspected Council properties</li> <li>• Arranged inspection by The Capricornian</li> </ul>
In Progress	<p><b>Investment Prospectus</b></p> <ul style="list-style-type: none"> <li>• Discussions with Knight Frank about their possible involvement in the prospectus. A number of Knight Frank projects will be included.</li> <li>• Discussions with LJ Hooker about their possible involvement in the prospectus</li> <li>• Discussion with Ray White Rockhampton City about their possible involvement in the prospectus. A number of ray White Rockhampton projects will be included.</li> <li>• Refined prospectus</li> <li>• Walton Coal</li> <li>• Big Bash possibility</li> <li>• Two confidential investment possibilities</li> </ul>
In Progress	<p><b>China Engagement</b></p> <ul style="list-style-type: none"> <li>• Zhenjiang delegation is visiting Rockhampton during Beef Australia week in May to participate in the expo and other business matters including the education cooperation for study tours, teacher training programs and vocational education cooperation.</li> <li>• Zhenjiang is also organising another education delegation mid this year that will be a great opportunity to showcase Rockhampton's Education to Zhenjiang Education Bureau and principals of major schools.</li> <li>• Huizhou Municipal Government is planning to visit Rockhampton just after Beef Week to establish a formal relationship with the Rockhampton Region to work closely on education, trade and investment.</li> <li>• Co-promotion of Beef Australia 2018 with the Chinese Consulate General's Office of Brisbane – targeting the government sectors for trade missions (relevant businesses to Rockhampton)</li> </ul>
In Progress	<p><b>Singapore Engagement</b></p> <ul style="list-style-type: none"> <li>• The CEO of Surbana Jurong who merged SMEC in Australia will visit Rockhampton with IE Singapore to explore potential for township development and Defence.</li> </ul>
In Progress	<p><b>Japan Engagement</b></p> <ul style="list-style-type: none"> <li>• The CEO of Global Sky Group will visit Rockhampton in February to discuss potential cooperation for international education. He invested on 4 child care centres in the Greater Rockhampton Region.</li> </ul>
In Progress	<p><b>Korea Engagement</b></p> <ul style="list-style-type: none"> <li>• A Korean study tour group from Hanyang University completed their language training and started work experience: two students are placed at Council and the other two at CQUniversity.</li> </ul>

In Progress	<b>Agricultural Investment Project</b> <ul style="list-style-type: none"> <li>CQG has begun their work on investment ready feasibility study on horticulture and beef industry.</li> <li>A joint project between Rockhampton Regional Council and CQUniversity won the CRC for Developing Northern Australia grant to work on Global Demand on Perishable Goods.</li> <li>A NSW based seeds company will make a visit to Rockhampton to strengthen the horticultural research and investment relationship with the region. The company has a small pilot project in the Rockhampton Region and plans to expand it in the future</li> </ul>
In Progress	<b>Beef Australia 2018</b> <ul style="list-style-type: none"> <li>A joint promotional letter has been issued to the Chinese Consul General in Brisbane in an effort to attract relevant government agencies and businesses from China.</li> <li>Council will develop its own visit programs to showcase Rockhampton's investment opportunities and regional profile.</li> </ul>
Ongoing	<b>Teys Australia</b> <ul style="list-style-type: none"> <li>Worked with Teys Australia on workforce development initiatives associated with forthcoming recruitment activity in their Rockhampton facility.</li> <li>This included developing strategies to attract retrenched workers from other plants and connecting local agencies together to assist with local recruitment.</li> </ul>
Ongoing	<b>Business Development</b> <ul style="list-style-type: none"> <li>In discussions with various businesses to relocate to Rockhampton both internationally and domestically. Industry areas include: accommodation and food services, financial and insurance services and recreation services.</li> </ul>

### Marketing


Completion Status	Deliverables
<b>Overarching Marketing</b>	
Ongoing	<b>Advance Rockhampton Collateral</b> <ul style="list-style-type: none"> <li>Development and coordination of collateral for Study Rockhampton</li> <li>Development and coordination of collateral for Huizhou Agricultural Expo</li> <li>Sharyn Grant How to Video's</li> <li>Advance Mount Morgan – completed</li> <li>Update of Australia Day web page</li> </ul>
Ongoing	<b>My Rockhampton Edition 9</b> <ul style="list-style-type: none"> <li>Content and design almost finalised</li> </ul>
Ongoing	<b>Customer Service</b> <ul style="list-style-type: none"> <li>Update of software and images for Customer Service</li> </ul>
Started	<b>Kickstart CQ Website Transition</b> <ul style="list-style-type: none"> <li>Transition of Website over into Seamless Open Cities (ongoing)</li> <li>Renewed Kickstart CQ newsletter look and feel</li> <li>Trainee assistance – trained in Vision 6 , Facebook and newsletter content</li> </ul>
Ongoing	<b>Works for Queensland Projects</b> <ul style="list-style-type: none"> <li>Marketing and communication planned developed for Works for Queensland projects in conjunction with Media Team</li> </ul>
Ongoing	<b>SPARC Strategy</b> <ul style="list-style-type: none"> <li>Finalisation of strategy document</li> </ul>
Ongoing	<b>Foundations for the future</b> <ul style="list-style-type: none"> <li>Designing of document</li> </ul>
Ongoing	<b>Zoo</b> <ul style="list-style-type: none"> <li>Signage Project underway <ul style="list-style-type: none"> <li>Welcome signs</li> <li>New map design</li> </ul> </li> <li>Communication planning – zoo announcement</li> </ul>
Ongoing	<b>Emergency Services Day</b> <ul style="list-style-type: none"> <li>Commenced planning</li> </ul>
Ongoing	<b>Regional Promotions Websites (Due to be finished in February)</b> <ul style="list-style-type: none"> <li>Information collation with GWI regarding updates to website.</li> </ul> Basic update done to current website
Ongoing	<b>Rockhampton Airport Masterplan</b>

	<ul style="list-style-type: none"> <li>Rockhampton Airport Masterplan EOI created and waiting for approval from GM</li> </ul>
Ongoing	<b>Gemboree</b> <ul style="list-style-type: none"> <li>Booklet &amp; marketing collateral (currently being finalised)</li> </ul>
Ongoing	<b>Sports and Health Expo</b> <ul style="list-style-type: none"> <li>Marketing, media and communication planning and roll out</li> </ul>
Ongoing	<b>RiverFestival</b> <ul style="list-style-type: none"> <li>Sponsorship proposal drafted and sent for typesetting</li> </ul>
Ongoing	<b>Beef Australia</b> <ul style="list-style-type: none"> <li>Beef Program A5 Advertisements mock-ups</li> </ul>

### Events

Completion Status	Deliverables
<b>Overarching Events</b>	
Ongoing	<b>Rockhampton River Festival 2018</b> <ul style="list-style-type: none"> <li>TEQ Grant Application Submitted &amp; awarded</li> <li>Planning for the 2018 event underway</li> </ul>
Ongoing	<b>Beef Australia 2018</b> <ul style="list-style-type: none"> <li>Attended community engagement committee</li> </ul>
Ongoing	<b>Lively Quay Street Programme</b> <ul style="list-style-type: none"> <li>Rocky Instincts</li> <li>Capricorn Film Festival to Lively Quay Street program</li> </ul>
Ongoing	<b>Twilight Movies</b> <ul style="list-style-type: none"> <li>12<sup>th</sup> January – Gracemere – Conaghan Park</li> <li>19<sup>th</sup> January – Northside – Queens Park</li> <li>2<sup>nd</sup> February – Victoria Park</li> <li>16<sup>th</sup> February – Northside Rygarsford Park</li> <li>23<sup>rd</sup> February – Mount Morgan – The Dam</li> <li>2<sup>nd</sup> March – Victoria Park</li> <li>9<sup>th</sup> March – Gracemere – Conaghan Park</li> <li>23<sup>rd</sup> March – Victoria Park</li> <li>6<sup>th</sup> April – Mount Morgan</li> <li>13<sup>th</sup> April – Northside Eddie Baker Park</li> <li>20<sup>th</sup> April – Gracemere</li> <li>4<sup>th</sup> May – Riverbank – Beef Week/ Wholly Cow Month (beef. Cow, cattle theme movie)</li> <li>18<sup>th</sup> May - Victoria Park</li> <li>1<sup>st</sup> June – Victoria Park</li> <li>8<sup>th</sup> June – Mount Morgan – The Dam</li> <li>15<sup>th</sup> June – Northside – Joyce Hardy Park</li> <li>29<sup>th</sup> June – Victoria Park/ Riverbank?</li> </ul>
Completed	<b>Sports and Health Expo (4 February 2017)</b> <ul style="list-style-type: none"> <li>Secured 3 year deal for Naming rights sponsor with CQ Hospital and Health Services               <ul style="list-style-type: none"> <li>Attendees -2,500</li> <li>Site Holders - 75</li> </ul> </li> <li>Sponsorship               <ul style="list-style-type: none"> <li>External to the amount of \$23,100</li> <li>RRC to the amount of \$37,000</li> </ul> </li> <li>Age range of attendees               <ul style="list-style-type: none"> <li>Average attendees fell into the category of 35-45 (22%) 45-54 (19%) and 25-34 (15%)</li> </ul> </li> </ul>
Started	<b>Capricorn (9 April 2017)</b> <ul style="list-style-type: none"> <li>Assisting the Library with operations of this event</li> </ul>
Completed	<b>Great Australian Bites</b> <ul style="list-style-type: none"> <li>4000 people – grant received from premiers department after success of Polygon Wood</li> </ul>
Started	<b>Anzac Day</b> <ul style="list-style-type: none"> <li>Commenced planning</li> </ul>
Started	<b>Mount Morgan Streetscape</b> <ul style="list-style-type: none"> <li>Planning of the opening</li> </ul>

**Tourism**

Completion Status	Deliverables
<b>Overarching Tourism</b>	
In Progress	<b>Rockhampton Recreational Fishing Marketing Strategy</b> <ul style="list-style-type: none"> <li>Out to quote for delivery marketing campaign for positioning Rockhampton as a Fishing Destination.</li> <li>Fishing the Fitzroy Guide content started</li> </ul> Yearlong marketing campaign and overview started
In Progress	<b>Tourism Action Plan</b> <ul style="list-style-type: none"> <li>Engaged a Tourism Consultant for the development of Rockhampton Region Tourism Action Plan</li> </ul>
In Progress (Same as RICK)	<b>Drive Inland Promotions Association</b> <ul style="list-style-type: none"> <li>Drive Inland Website proofing being undertaking</li> <li>Itinerary information reviewed and uploaded</li> </ul>
In Progress	<b>Visitor Information Centre</b> <ul style="list-style-type: none"> <li>Graphics and images installed on the inside</li> <li>1<sup>st</sup> round of souvenirs being implemented</li> <li>External upgrade being investigated</li> </ul> 
In Progress	<b>Rockhampton Region Map</b> <ul style="list-style-type: none"> <li>Rockhampton Region map proofed, and sent to printers.</li> <li>Distribution to happen in late February / early March</li> </ul>
In Progress	<b>Mount Morgan Map</b> <ul style="list-style-type: none"> <li>Mount Morgan Map design started</li> <li>Top ten experiences to be included</li> </ul>
In Progress	<b>Explore Rockhampton Destination Guide</b> <ul style="list-style-type: none"> <li>Review currently underway</li> <li>New version to be printed by March</li> </ul>
In Progress	<b>Beef Australia 2018</b> <ul style="list-style-type: none"> <li>Marketing support provided for flag banners, digital assets, billboards</li> <li>Plans underway for extended visitor experience across Rockhampton and CBD</li> <li>Advance Rockhampton and Explore Rockhampton site development underway.</li> </ul>

**Grants**

Completion Status	Deliverables
<b>Overarching Grants</b>	
Ongoing	<b>Secured Funding</b> <ul style="list-style-type: none"> <li>Since 1<sup>st</sup> July we have secured \$20.7 million so far against our full FY target of \$15 million.</li> </ul>



## 7. 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:

### Legend for traffic lights



On track / completed









Ongoing / not completed in full









To be commenced















### Strategic Planning

Operational Plan Ref	Action	Target	Status
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	
		Achievements of actions within the CBD Redevelopment Framework	
Operational Plan Ref	Action	Target	Status
2.3.1.2	Provide incentives and strategies to support economic activity and business confidence within the CBD	CBD Redevelopment Framework endorsed by Council by 31 July 2017	
		Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017	 Note: The Place Making Strategy has not commenced. The target date will not be achieved. This has also been transitioned into Laneways assistance. Funding to be reallocated to the extension of the façade improvement scheme and other placemaking projects
2.3.3.1	Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD	Develop a Regional Centre Place Making Strategy by 31 December 2017	 Note: The Place Making Strategy has not commenced. The target date will not be achieved.
2.6.2.1	Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development	Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	















Operational Plan Ref	Action	Target	Status
3.1.1.1	Ensure the Planning Scheme protects and enhances places of value	Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	
3.2.2.1	Ensure the planning scheme supports the development of major renewable energy projects at suitable locations	Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	
3.2.2.2	Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science	Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	
Operational Plan Ref	Action	Target	Status
4.4.2.1	Ensure statutory land use instruments achieve policy objectives	Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017	
4.4.3.1	Ensure statutory land use instruments achieve policy objectives	Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018	
4.4.4.1	Ensure statutory land use instruments achieve policy objectives	Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018	







**Regional Development & Promotions**

Operational Plan Ref	Action	Target	Status
1.5.2.1	Implement the Wayfinding Strategy across the Region	Update reports on implemented staged levels presented to Council on a quarterly basis	
1.5.3.1	Implement two-way conversation opportunities with the community	Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis	
1.5.3.3	Position Council and My Rockhampton website event calendars as the go-to place for the Region	All Council and key local events listed on the website	 <i>Currently in development</i>
1.5.3.5	Implement data collection tactics for direct communication with residents	Electronic direct mail out messages increase of 10%	
1.5.3.6	Implement and deliver the My Rockhampton magazine and associated platforms	Three magazines designed and distributed per annum	
1.6.1.1	Inclusiveness in key projects and events	Report on programs undertaken and present to Council on a quarterly basis	






1.6.3.2	Deliver and support major Regional events	Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors	
1.6.3.3	Encourage and facilitate community capacity to deliver a large variety of events	Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017	
		Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018	
		Review current approval requirements/ processes and implement improvements by 31 December 2017	
1.6.4.4	Develop and implement a strong arts program as part of the Rockhampton River Festival	Three arts programs incorporated into the annual River Festival	
		Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures	
1.6.5.1	Implement key local resident stories and achievements into Council publications and platforms	My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now?	
Operational Plan Ref	Action	Target	Status
2.1.1.1	Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region	Finalise development of the Destination Management Plan by 30 September 2017	 <i>Note: extension of KPI</i>
		Implement Destination Management Plan in accordance with timeframes detailed in the Plan	 <i>Note: extension of KPI</i>
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	
		Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018	
		Review current regional branding and present findings to Council by 30 September 2017	 <i>Note: extension of KPI</i>
		Review and implement a regional visitor app by 31 December 2017	 <i>Note: extension of KPI</i>
2.1.2.1	Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct	Study to be finalised and endorsed by Council by 30 June 2018	 <i>Note: Norbridge Park</i>





2.1.2.2	Deliver or support the staging of national, state, regional and local sporting events	Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games	
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Implement marketing plans by 30 June 2018	
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis	
2.2.2.1	Work with educational providers to position Rockhampton as a leading study destination	Deliver two international education focused delegations to the Region	
		Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis	
		Study Rockhampton initiative completed by 31 December 2017	
2.2.2.2	Support community training programs/ education workshops held in the Region	Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017	
2.2.3.1	Support programs that encourage residents to transition away from social support options	Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018	
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region	Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis	
2.5.1.1	Deliver Newsmodo campaign 'Rockhampton is Open for Business'	Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report	
2.5.1.2	Deliver Advance Rockhampton forums	Deliver at least four sessions	
2.5.2.1	Expand engagement with Asian market for business development opportunities	Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum	
2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Include in website consolidation by 30 September 2017	
2.5.4.2	Support local business to build capacity and encourage growth	Complete Local Supply Chain Analysis by 30 June 2018	



2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Deliver four workshops and training courses per year	
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Update reports to be presented to Council on a quarterly basis	
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Report to Council on opportunities on a quarterly basis	
Operational Plan Ref	Action	Target	Status
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Update reports presented to Council on a quarterly basis	
Operational Plan Ref	Action	Target	Status
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Economic Development Action Plan updated by 30 June 2018	

**Directorate**

Operational Plan Ref	Action	Target	Status
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Redevelop My Rockhampton Website to go live by 30 September 2017	 <i>Note: will be delivered by 31/12/2017</i>
2.6.1.1	Strengthen relationship with Singapore	Successfully deliver Wallaby 17 by 30 November 2017	
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement & exercises and advocate for an increase in exercise activity	Update reports to be presented to Council on a quarterly basis	
2.6.2.2	Support the delivery of Beef Australia 2018	Completed by 30 May 2018	
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Present findings of the feasibility study to Council by 30 June 2018	
Operational Plan Ref	Action	Target	Status

5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly	Review undertaken and report to Council by 31 December 2017	
5.1.2.1	Actively source grants, funding and other business opportunities	Update report presented to Council on a monthly basis	

**All units of Council**

Operational Plan Ref	Action	Target	Status
2.2.3.1	Support programs that encourage residents to transition away from social support options	Consider options in budget planning to support employment programs in 2018/19	
Operational Plan Ref	Action	Target	Status
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Review workforce requirements in accordance with budget schedule	

**8. Capital Projects**

- Regional Signage

**9. Operational Projects**

As at period ended January 2018

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Nil					

## 10. Budget

Financial performance as expected for the reporting period January 2018

**ADVANCE ROCKHAMPTON****REGIONAL DEVELOPMENT & PROMOTIONS**Regional Promotions

Revenues	(147,380)	(147,380)	0	(109,151)	(109,151)	74% ✓
Expenses	1,200,787	1,081,868	44,895	945,340	990,235	92% ✗
Transfer / Overhead Allocation	0	0	0	26,747	26,747	0% ✗
<b>Total Unit: Regional Promotions</b>	<b>1,053,407</b>	<b>934,488</b>	<b>44,895</b>	<b>862,936</b>	<b>907,831</b>	<b>97% ✗</b>

Marketing

Revenues	(5,065)	(5,065)	0	0	0	0% ✗
Expenses	717,388	717,388	43,781	374,527	418,308	58% ✗
Transfer / Overhead Allocation	10,350	10,350	0	2,493	2,493	24% ✓
<b>Total Unit: Marketing</b>	<b>722,673</b>	<b>722,673</b>	<b>43,781</b>	<b>377,021</b>	<b>420,801</b>	<b>58% ✓</b>

Regional Development

Revenues	0	0	0	(2,954)	(2,954)	0% ✓
Expenses	1,199,983	1,293,180	345,977	768,382	1,114,359	86% ✗
Transfer / Overhead Allocation	0	0	0	3,992	3,992	0% ✗
<b>Total Unit: Regional Development</b>	<b>1,199,983</b>	<b>1,293,180</b>	<b>345,977</b>	<b>769,420</b>	<b>1,115,397</b>	<b>86% ✗</b>

Tourism

Expenses	177,288	227,288	6,996	115,858	122,854	54% ✓
Transfer / Overhead Allocation	0	0	0	2,720	2,720	0% ✗
<b>Total Unit: Tourism</b>	<b>177,288</b>	<b>227,288</b>	<b>6,996</b>	<b>118,578</b>	<b>125,574</b>	<b>55% ✓</b>

<b>Total Section: REGIONAL DEVELOPMENT &amp; PROMOTION</b>	<b>3,153,351</b>	<b>3,177,629</b>	<b>441,648</b>	<b>2,127,955</b>	<b>2,569,604</b>	<b>81% ✗</b>
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**STRATEGIC PLANNING**Strategic Planning

Expenses	0	0	0	2,430	2,430	0% ✗
<b>Total Unit: Strategic Planning</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,430</b>	<b>2,430</b>	<b>0% ✗</b>

<b>Total Section: STRATEGIC PLANNING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,430</b>	<b>2,430</b>	<b>0% ✗</b>
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<b>Total Department: ADVANCE ROCKHAMPTON</b>	<b>3,153,351</b>	<b>3,177,629</b>	<b>441,648</b>	<b>2,130,385</b>	<b>2,572,033</b>	<b>81% ✗</b>
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<b>Grand Total:</b>	<b>3,153,351</b>	<b>3,177,629</b>	<b>441,648</b>	<b>2,327,093</b>	<b>2,768,741</b>	<b>87% ✗</b>
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**11.4 FINAL MANAGEMENT REPORT FOR ROCKHAMPTON REGIONAL COUNCIL**

**File No:** 8151  
**Attachments:** 1. Final Management Report for Rockhampton Regional Council 2016-2017  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Alicia Cutler - Chief Financial Officer

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**SUMMARY**

*Following the certification of the Financial Statements for the period 30 June 2017, the Final Management Report was received from Thomas Noble & Russell (as delegate of the Auditor-General of Queensland). As required by the Local Government Regulation 2012, this is now presented for consideration.*

**OFFICER'S RECOMMENDATION**

THAT the Final Management Report for the 2016-17 Financial Statements for Rockhampton Regional Council be received.

**COMMENTARY**

An Audit Committee meeting was held on 6 October 2017, where the draft matters that are disclosed in this Final Management Letter were discussed. Since then, the letter has been finalised and is now attached for review.

It is a requirement under s213 of the *Local Government Regulation 2012* that this report be provided to the next ordinary meeting of Council.

Generally, all the matters listed and their action plans are in hand and will progress during the first half of 2018.

# **FINAL MANAGEMENT REPORT FOR ROCKHAMPTON REGIONAL COUNCIL**

## **Final Management Report for Rockhampton Regional Council 2016-2017**

**Meeting Date: 20 February 2018**

**Attachment No: 1**



5 December 2017

Councillor M Strelow  
Mayor  
Rockhampton Regional Council  
PO Box 1860  
ROCKHAMPTON QLD 4700

Dear Councillor Strelow

**Final Management Report for Rockhampton Regional Council**

The 2016-17 audit for Rockhampton Regional Council has now been completed.

We issued an unmodified audit opinion on your financial statements. We also issued an unmodified audit opinion on your current year financial sustainability statement. Consistent with prior years and all other councils, we included an emphasis of matter paragraph in our audit report on your current year financial sustainability statement to highlight the use of the special purpose basis of accounting. These reports were returned to you by letter date 12 October 2017.

The purpose of this letter is to provide the Council with details of significant audit matters and other important information related to the audited financial statements

Our closing report was presented to the Audit Committee on 6 October 2017 and provided the status of the audit as at that date. Since the presentation of the closing report, there have been no significant matters that have come to our attention.

For your information, Appendix A provides you with details of all audit issues we have raised with management.

**Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament. In this report, we will comment on the results of the audit of your financial report, financial performance and position and sustainability matters, and any significant control issues we identified, together with our audit recommendations.

You and the Chief Executive Officer will be given an opportunity to comment and those comments will be reflected in the report.

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We would like to thank you and your staff for the assistance provided to us during the audit.

If you would like to discuss these issues or any matters regarding the audit process, please feel free to contact me on 02 6626 3000.

Yours sincerely

A handwritten signature in black ink, which appears to read 'Kevin Franey'.

Kevin Franey  
Partner (as Delegate of the Auditor-General of Queensland)

Enc.

## Appendix A

### Issues formally reported to management

This table provides you with a summary of issues that we have formally reported to management related to (internal control deficiencies, financial reporting issues and other matters) we identified through our audit process. Refer to Appendix B for further information on our rating categories.

#### Internal control deficiencies

Component	Issue	Rating	Our recommendation	Management Response and Status
Monitoring activities	<p><i>Control type: Monitoring</i></p> <p><b>Significant volume of unresolved internal audit recommendations</b></p> <p><b>Observation:</b></p> <p>The Action Progress Report, which summarises the status of internal audit recommendations not yet actioned (or in progress of being actioned) is presented to the Audit and Business Improvement Committee (ABIC) on a regular basis.</p> <p>Our review of the Action Progress Report noted that it contains a significant number of outstanding recommendations (over 200 line items), dating as far back as February 2011. Analysis of the current Action Progress Report comprised recommendations with the risk ratings as follows:</p> <ul style="list-style-type: none"> <li>• 44 high risk;</li> <li>• 62 moderate risk;</li> <li>• 18 low risk; and</li> <li>• 92 efficiency or unrated risk.</li> </ul> <p>We acknowledge this report may contain recommendations which are no longer relevant to Council.</p>	Deficiency	<p>All remaining outstanding matters should be assessed by management and implementation / completion dates should be inserted to the report so management and the ABIC can monitor all outstanding matters effectively.</p> <p>To ensure outstanding audit recommendations are effectively managed and monitored we recommend that the Council's Senior Management Team review the Action Progress Report prior to it being included in the ABIC agenda. The matters that should be considered are:</p> <ul style="list-style-type: none"> <li>• The adequacy of the comments provided by management / employees relating to the implementation of audit recommendations (is it detailed and provides a clear description of what will be performed to address the recommendation); and</li> <li>• Whether the implementation timeframe is realistic.</li> </ul>	<p><i>Status:</i> Resolved.</p> <p><i>Response:</i></p> <p>On review it was found that many of the recommendations are related to 'Business Improvement' though not all. As a consequence, IA has initiated a categorisation of the recommendations into:</p> <ul style="list-style-type: none"> <li>• External Audit (QAO)</li> <li>• Assurance</li> <li>• Business Improvement.</li> </ul> <p>Expected completion dates have been added and Management have been advised that these dates should be realistic and in line with the risk level. The CAE will additionally provide e-mail reminders to Management regarding their requirements. The Audit manual has been updated to this effect.</p>

Component	Issue	Rating	Our recommendation	Management Response and Status
	We also note the Action Progress Report does not contain target dates for completion / implementation.		For those projects where considerable time is required to implement the audit recommendation, the Senior Management Team should seek status reporting from the responsible managers. Status updates should be included in the Action Progress Report and should provide Senior Management and the ABIC with a sound understanding of what is occurring and whether the original timeframe is likely to be achieved.	
Monitoring Activities	<p><i>Control Type: Monitoring</i></p> <p><b>Excessive leave entitlements</b></p> <p><b>Observation:</b></p> <p>Review of Council's employee annual leave entitlements identified that there are 137 employees with annual level balances in excess of Council's target maximum of 2 years' worth of entitlements.</p> <p><b>Implication:</b></p> <p>Allowing employees to accumulate excessive leave entitlements over an extended period of time exposes Council to 'rate creep' as entitlements increase in line with yearly wage increases. It may also facilitate the concealment of irregular practices or material breakdowns in the control environment. The taking of leave at regular intervals allows a more transparent view of controls and their operation in sensitive areas.</p>	Deficiency	Whilst our discussions with process owners noted that excessive leave reports are distributed to department managers on a monthly basis, and the analysis identified that most departments are working towards Council's target, additional attention should be focused on reducing these balances within the Arts and Heritage, Communities and Facilities, and Parks departments.	<p><i>Status: Resolved.</i></p> <p><i>Response:</i></p> <p>Options for the pay out of accrued leave are now offered to staff who have excess balances. Managers have been directed by the CEO to implement leave reduction management plans with relevant employees.</p> <p>Excessive leave reports will continue to be distributed and monitored with a greater emphasis on reduction.</p>

Component	Issue	Rating	Our recommendation	Management Response and Status
Control Environment	<p><i>Control type: Governance</i></p> <p><b>Internal Audit Policy and Charter not reviewed in accordance with review schedule</b></p> <p><b>Observation:</b></p> <p>Councils Internal Audit Policy and Internal Audit Charter have not been reviewed since 2011, although the Policy notes they should be reviewed at a minimum every two years.</p> <p><b>Implication:</b></p> <p>Policies and Charters that are not regularly reviewed may become obsolete and fail to comply with current legislative instruments or may contain policy gaps or weaknesses.</p>	Deficiency	The Internal Audit Policy and Charter should be reviewed and updated as necessary.	<p><b>Status:</b> Resolved.</p> <p><b>Response:</b></p> <p>The Internal Audit Policy and Charter was reviewed and updated on 31 May 2017.</p>
Risk Assessment	<p><i>Control type: Risk Treatment</i></p> <p><b>Information Technology (IT) Disaster Recovery Plan not tested in full</b></p> <p><b>Observation:</b></p> <p>Council's IT Disaster Recovery Plan has not been tested in full, although various components of the plan have been periodically tested.</p> <p><b>Implication:</b></p> <p>Absence of complete regular disaster recovery plan testing may result in Council being unable to restore operations within documented expected timeframes.</p>	Deficiency	Council should test the IT Disaster Recovery Plan in full on a frequency basis that ensures that it can recover IT operations in accordance with established timeframe and other parameters.	<p><b>Status:</b> Work in progress.</p> <p><b>Response:</b></p> <p>Investigate technologies to enable regular full testing of DR plan. Components of the DR plan will continue to be tested individually during this period.</p>

Component	Issue	Rating	Our recommendation	Management Response and Status
Control Activities	<p><i>Control type: Segregation</i></p> <p><b>Information Technology (IT) access controls relating to the rates revenue system</b></p> <p><b>Observation:</b></p> <p>Our review of user access rights to Council's Rates Accounting Module within the Pathways system identified approximately 20 users who can access and process information. The 20 identified users comprise:</p> <ul style="list-style-type: none"> <li>• 9 information technology personnel;</li> <li>• 7 rates revenue officers; and</li> <li>• 4 generic accounts not assigned to any particular employee.</li> </ul> <p><b>Implication:</b></p> <p>Unrestricted access rights may increase the risk of error or manipulation of data.</p>	Deficiency	<p>Council should review user access rights to the Rates Accounting Module.</p> <p>Council management should review and confirm that rates revenue officers have appropriate user access rights within the module to enable them to undertake their assigned role without undue risk of fraud or error.</p> <p>Ideally information technology personnel should not have processing rights in any financial module. Where Council wishes to continue to allow information technology staff to have processing rights, an activity log should be produced and reviewed by an employee independent of the Rates Accounting Module to ensure access and processing by personnel other than rates officers is bona fide.</p> <p>Council should review the need for generic accounts which are not assigned to any employees. If Council elects to retain these accounts, their activity should be reviewed using an activity log.</p>	<p><i>Status:</i> Work in progress.</p> <p><i>Response:</i></p> <p>All Council Rates employees require access to carry out their responsibilities as approved by the Manager Finance. The quarterly system access review report is provided to applicable managers to review staff access privileges and updates access levels as necessary.</p> <p>All ITS Corporate Applications Staff require access to provide effective support of the system. Separate user admin accounts are used.</p> <p>System auditing is turned on and any Rates Processing Activity by ITS staff can be identified by running the inbuilt system audit report against the corresponding rates module entities. ITS will work with the Finance team to ensure the activity log is reviewed regularly by the appropriate officer. In addition, an automated consolidated report can be generated by ITS if required.</p> <p>Generic accounts are system admin accounts accessible only by ITS – Corporate Applications staff to administer specific parts of the system.</p>

Component	Issue	Rating	Our recommendation	Management Response and Status
Control Activities	<p><i>Control type: Information Processing</i></p> <p><b>Review of Non-Rateable Properties</b></p> <p><b>Observation:</b></p> <p>Council has not performed a comprehensive review of non-rateable properties since 2003.</p> <p><b>Implication:</b></p> <p>There is risk that properties are incorrectly classified as non-rateable properties and Council revenues may not be complete.</p>	Deficiency	Council should regularly review properties classified as non-rateable to ensure appropriate classification.	<p><i>Status:</i> Resolved.</p> <p><i>Response:</i></p> <p>A review of non-rateable properties was undertaken as part of the 2016/17 external audit, with the process being finalised at the start of June 2017. Revenue officers have diarised for future reviews to be conducted annually.</p>
Control Activities	<p><i>Control type: Authorisation</i></p> <p><b>User access rights</b></p> <p><b>Observation:</b></p> <p>Council is not conducting a regular review of user access rights relating to:</p> <ul style="list-style-type: none"> <li>• Applications; and</li> <li>• Databases.</li> </ul> <p><b>Implication:</b></p> <p>User access rights may not correlate with roles and responsibilities increasing the scope for fraud and inappropriate use of Council information.</p>	Deficiency	<p>Council should implement a regular review programme, at least every six months, of employee information technology access rights for:</p> <ul style="list-style-type: none"> <li>• Applications, specifically finance based systems; and</li> <li>• Databases.</li> </ul> <p>The results of these reviews should be reported to the Information Systems Coordinator and senior management, including relevant business system owners and appropriate action taken to remove access rights which are no longer relevant to user's roles and responsibilities.</p>	<p><i>Status:</i> Completed but unresolved. Appropriate resolution will be assessed during the IT follow up review in 2018.</p> <p><i>Response:</i></p> <p>Implemented as part of Service Desk Preventative Maintenance task to review user access rights.</p>

Component	Issue	Rating	Our recommendation	Management Response and Status
Control Activities	<p><i>Control type: Information Processing</i></p> <p><b>Server and Workstation Patching Cycles</b></p> <p><b>Observation:</b></p> <p>Server or workstation "Patching" is where a server or workstation's operating system software is updated to correct performance or security issues. Council's patching for servers is currently performed on a 2 monthly cycle and for workstations on a 3 monthly cycle. We were advised that this cycle was implemented due to council IT resource limitations.</p> <p><b>Implication:</b></p> <p>Security or performance improvements may not be implemented in a timely manner which may present a risk of disruption to IT services and impact on the integrity and availability of Council information resources.</p>	Deficiency	Council should continue to look at improvements, either via increased resource allocation or implementation of automatic delivery systems, in the server and workstation patching cycle to improve the current timetable. It is recommended patching is performed on at least a monthly basis with higher risk based patching performed in a reduced timeframe.	<p><i>Status:</i> Completed but unresolved. Appropriate resolution will be assessed during the IT follow up review in 2018.</p> <p><i>Response:</i></p> <p>Automation improvements have been, and will continue to be developed to improve the patching cycle.</p> <p>A monthly progress report is presented to ISSG.</p>

## Financial reporting issues

Area	Issue	Rating	Our recommendation	Management Response and Status
Asset Revaluation Reserve	<p><b><i>Review of asset revaluation reserve balances by asset class</i></b></p> <p>It was identified that in previous years, assets have been transferred between classes however the corresponding asset revaluation reserve balances have not been transferred.</p> <p>This has resulted in under / overstatement of asset revaluation reserve balances for certain asset classes.</p>	Moderate	Council should undertake a review of the asset revaluation reserves for each class of asset to ensure that the balances are accurate.	<p><i>Status:</i> Work in Progress.</p> <p><i>Response:</i></p> <p>Council will review the asset revaluation surplus accounts by asset class to determine if any material adjustments are required and document the criteria for future purposes.</p>



## Other matters

Area	Business improvement opportunity	Our recommendation	Management Response and Status
IT Project Management Framework	<p>Whilst Council has an internal IT project management framework to ensure that there is a standard approach to managing IT related projects, its framework and methodology has not been reviewed in recent years.</p> <p>Non-standard management of projects may lead to incomplete or delayed outcomes that result in disruption to IT services or impact on the integrity of Council information resources.</p>	<p>Council should review the IT project management framework (policy and procedures) to ensure it is up to date and reflects Council's expectations.</p> <p>The framework should define roles and responsibilities for the following for key project activities:</p> <ul style="list-style-type: none"> <li>• Initiating</li> <li>• Planning</li> <li>• Executing</li> <li>• Controlling and Monitoring</li> <li>• Closing / implementation</li> <li>• Review.</li> </ul>	<p><i>Status:</i> Completed but unresolved. Appropriate resolution will be assessed during the IT follow up review in 2018.</p> <p><i>Response:</i></p> <p>IT Project Management Guideline has been created to cover this framework recommendation.</p>
Cloud or Internet Based Services	<p>Council utilises several cloud or internet based services for non-core data (i.e. non-financial data). While data and service security was reviewed at the time of initial project evaluation and implementation of the cloud based service, ongoing security assurance has not been obtained from the service providers.</p> <p>Inadequate assurance over cloud based services and storage may place the integrity and security of data at risk.</p>	<p>We understand that Council may utilise cloud based service providers for core data (financial and other important systems) in the future.</p> <p>Council should implement a scheduled process to obtain data and service security assurances from its cloud based service providers for existing and future services.</p>	<p><i>Status:</i> Work in Progress (scheduled completion December 2017).</p> <p><i>Response:</i></p> <p>Create a checklist to be sent to cloud providers on an annual basis. Checklist has been created and is currently being reviewed.</p> <p>Set-up Service Desk Preventative Maintenance task to review data and service security for cloud based services on an annual basis.</p>

Area	Business improvement opportunity	Our recommendation	Management Response and Status
Change Management Procedures	<p>Council does not have a change management policy as part of a complete Change Management Framework.</p> <p>We acknowledge that Council does have IT change management procedures to ensure that there is a standard approach to manage changes to the Council's IT environment.</p> <p>Examples of the types of changes currently undertaken by Council include the deployment of software patches, system upgrades or the replacement of hardware.</p>	<p>Council should expand the IT change management framework to include a policy document that will ensure effective management of change within Council's IT systems.</p> <p>Council should also review existing procedures to provide further definition/clarification of the IT change management process.</p> <p>The framework (policy and procedures) should define roles and responsibilities for the following for key activities:</p> <ul style="list-style-type: none"> <li>• change request process</li> <li>• categorisation and prioritisation of changes</li> <li>• assessment of the impact and risks associated with the change request</li> <li>• change request approvals</li> <li>• user acceptance testing and approval of the change prior to release into the 'live' IT environment</li> <li>• release management processes</li> <li>• use of automated tools and systems to support the process</li> <li>• emergency or urgent change procedures</li> <li>• key information / documents to be retained regarding changes to the IT environment.</li> </ul> <p>This policy should be reviewed via the Information Systems Steering Group.</p>	<p><i>Status:</i> Completed but unresolved. Appropriate resolution will be assessed during the IT follow up review in 2018.</p> <p><i>Response:</i></p> <p>Policy has been updated and procedure has been created and approved.</p>

Area	Business improvement opportunity	Our recommendation	Management Response and Status
Unsupported server operating system	<p>Council has several servers that are using the Microsoft 2003 operating system. Whilst these servers are not hosting core financial applications, they are hosting applications that are currently being used by Council staff. Microsoft 2003 has not been supported with updates and security patches since 14 July 2015.</p> <p>Utilisation of an unsupported operating system exposes Council to the risk of security breaches.</p>	<p>Council should endeavour to upgrade or replace any IT systems that require a server to run the Microsoft 2003 operating system. Once all 2003 based servers are decommissioned and removed this should be reported through the Information Systems Steering Group. Council should continue to monitor operating systems to ensure they are operating with appropriate support and security.</p>	<p><i>Status:</i> Completed (with the exception of one low risk system) but unresolved. Appropriate resolution will be assessed during the IT follow up review in 2018.</p> <p><i>Response:</i></p> <p>Monitoring and mitigation actions are in place for all but 1 system (RightFax - scheduled for consideration – decommission or upgrade). For legacy servers that cannot be upgraded or decommissioned, controls are reviewed to limit exposure (eg. limited access to legacy servers, or keeping them powered off).</p>

## Appendix B

### B1 Our rating of internal control deficiencies

We have assessed all internal control deficiencies in this report based on their potential to cause a material misstatement in the financial statements. The risk assessment categories are as follows:

Assessed category	Definition	Prioritisation of remedial action
Deficiency	A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.	We expect management action will be taken in a timely manner to resolve deficiencies.
Significant deficiency	A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action. Also, we increase the rating from a deficiency to a significant deficiency based on: <ul style="list-style-type: none"> <li>the risk of material misstatement in the financial statements</li> <li>the risk to reputation</li> <li>the significance of non-compliance with policies and applicable laws and regulations</li> <li>the potential to cause financial loss including fraud</li> <li>where management has not taken appropriate timely action to resolve the deficiency.</li> </ul>	This requires immediate management action to resolve.
Other matter	Another matter is expected to improve the efficiency and / or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If another matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.	Our recommendation may be implemented at management's discretion.

## B2 Our rating of financial reporting issues

We have assessed all financial reporting issues in this report based on their potential to cause a material misstatement in the financial statements. The assessed risk ratings are as follows:

Risk rating	Potential effect on the financial statements	Prioritisation of remedial action
High	We assess that there is a high likelihood of this causing a material misstatement in one or more components (transactions, balances and disclosures) of the financial statements, or there is the potential for financial loss including fraud.	This requires immediate management action to resolve.
Medium	We assess that there is a medium likelihood of this causing a material misstatement in one or more components of the financial statements.	We expect management action will be taken in a timely manner.
Low	We assess that there is a low likelihood of this causing a material misstatement in one or more components of the financial statements.	We recommend management action to resolve; however, a decision on whether any action is taken is at management's discretion.

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**11.5 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 JANUARY 2018**

**File No:** 8148  
**Attachments:** 1. Income Statement- January 2018  
2. Key Indicator Graphs- January 2018  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Alicia Cutler - Chief Financial Officer

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**SUMMARY**

*The Chief Financial Officer presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 January 2018.*

**OFFICER'S RECOMMENDATION**

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 31 January 2018 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 2017 to 31 January 2018), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial statement provides Council's position after seven months of the 2017/18 financial year where results should be 58% of the budget. All percentages for operational revenue and expenditure are measured against the September revised budget.

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

Total Operating Revenue is reported at 84% of the September revised budget. Key components of this result are:

- Net Rates and Utility Charges are at 94% of budget. Council's rates and utility charges for the second six months of the financial year ending 30 June 2018 have been raised and are due on 28 February 2018.
- Private and recoverable works is at 47% of revised budget. This is mostly due to the normal catch-up period between work completed and the billing cycle.
- Interest Revenue is ahead of budget at 65%. Interest revenue historically remains ahead of budget for the first six months of the financial year and then moves closer to budget during the second half of the financial year.
- Other Revenue is at 73% of revised budget after receipt of insurance proceeds in relation to Tropical Cyclone Debbie.
- All other revenue items are in proximity to the revised budget.

Total Operating Expenditure is at 60% of the September revised budget with committals, or 55% of budget without committals. Key components of this result are:

- Employee Costs are at 55% of revised budget which is partly due to transactions for employee benefits only being completed at end of financial year. A wages increase of 1.5% effective from 1 December 2017 was processed during December which should see actual employee costs move closer to budget during the second half of the year.
- Contractors & Consultants are ahead of revised budget at 72% due to committals as actual expenditure to date is 45% of revised budget when committals aren't included.

- Materials and Plant is at 71% of revised budget. Similar to Contractors and Consultants, this result is heavily influenced by committals as actual expenditure is at 52% of revised budget.
- Asset Operational is ahead of the revised budget at 68% including committals or 60% without committals as a number of annual insurance premiums have been paid.
- Administrative Expenses are at 65% of revised budget with committals or 51% without committals.
- All other expense items are in proximity to the adopted budget.

The following commentary is provided in relation to capital income and expenditure, as well as investments and loans. The percentages reported for capital revenue and expenditure are measured against the September revised budget.

Total Capital Income is at 50% of the revised budget.

Total Capital Expenditure is at 43% of the revised budget without committals. This represents an actual spend of \$63.1M as at 31 January 2018. During January \$6.5M was spent on the capital program. A large portion of capital projects are underway with \$43.7M of committals raised.

Total Investments are approximately \$81.8M as at 31 January 2018.

Total Loans are \$134.4M as at 31 January 2018.

## **CONCLUSION**

Total operational revenue is ahead of budget at 84% mostly due to the second levy of General Rates and Utility Charges for the year. Operational Expenditure is approximately in line with budget at 60% when committed expenditure is included.

Capital income is progressing well with 50% of the revised budget being received. The capital works program saw \$6.5M of the revised \$145.3M spent during January.

# **SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 JANUARY 2018**

## **Income Statement- January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 1**





**Income Statement**  
**For Period July 2017 to January 2018**  
**58.3% of Year Gone**

	Adopted Budget	Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
	\$	\$	\$	\$	\$	
<b>OPERATING</b>						
<b>Revenues</b>						
Net rates and utility charges	(138,867,139)	(138,867,139)	(130,420,859)	0	(130,420,859)	94%
Fees and Charges	(24,433,952)	(24,297,630)	(13,588,567)	45	(13,588,521)	56%
Private and recoverable works	(6,859,879)	(6,859,879)	(3,132,384)	(68,730)	(3,201,114)	47%
Rent/Lease Revenue	(3,029,760)	(3,049,517)	(1,637,423)	0	(1,637,423)	54%
Grants Subsidies & Contributions	(11,345,807)	(10,216,439)	(6,136,268)	0	(6,136,268)	60%
Interest revenue	(2,290,920)	(2,290,920)	(1,491,536)	0	(1,491,536)	65%
Other Income	(4,084,728)	(4,753,157)	(3,489,944)	605	(3,489,339)	73%
<b>Total Revenues</b>	<b>(190,912,185)</b>	<b>(190,334,682)</b>	<b>(159,896,980)</b>	<b>(68,079)</b>	<b>(159,965,059)</b>	<b>84%</b>
<b>Expenses</b>						
Employee costs	75,800,127	76,850,277	41,933,151	314,576	42,247,727	55%
Contractors & Consultants	17,266,762	17,351,420	7,851,733	4,624,457	12,476,189	72%
Materials & Plant	11,369,796	11,443,186	5,973,493	2,171,359	8,144,852	71%
Asset Operational	19,083,885	19,413,621	11,632,872	1,490,869	13,123,740	68%
Administrative expenses	12,932,949	13,440,551	6,882,191	1,852,695	8,734,887	65%
Depreciation	52,868,882	50,789,908	29,627,446	0	29,627,446	58%
Finance costs	7,942,283	7,942,283	4,655,343	0	4,655,343	59%
Other Expenses	1,138,777	1,184,517	719,625	(29,315)	690,310	58%
<b>Total Expenses</b>	<b>198,403,461</b>	<b>198,415,763</b>	<b>109,275,854</b>	<b>10,424,641</b>	<b>119,700,495</b>	<b>60%</b>
<b>Transfer / Overhead Allocation</b>						
Transfer / Overhead Allocation	(8,004,600)	(8,081,081)	(5,183,701)	(760)	(5,184,462)	64%
<b>Total Transfer / Overhead Allocation</b>	<b>(8,004,600)</b>	<b>(8,081,081)</b>	<b>(5,183,701)</b>	<b>(760)</b>	<b>(5,184,462)</b>	<b>64%</b>
<b>TOTAL OPERATING POSITION (SURPLUS)/DEFICIT</b>	<b>(513,324)</b>	<b>0</b>	<b>(55,804,828)</b>	<b>10,355,802</b>	<b>(45,449,026)</b>	
<b>CAPITAL</b>						
<b>Total Developers Contributions Received</b>	<b>(2,554,854)</b>	<b>(2,590,200)</b>	<b>(656,669)</b>	<b>0</b>	<b>(656,669)</b>	<b>25%</b>
<b>Total Capital Grants and Subsidies Received</b>	<b>(29,900,183)</b>	<b>(46,498,375)</b>	<b>(24,096,242)</b>	<b>0</b>	<b>(24,096,242)</b>	<b>52%</b>
<b>Total Proceeds from Sale of Assets</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total Capital Income</b>	<b>(33,455,037)</b>	<b>(50,088,575)</b>	<b>(24,752,910)</b>	<b>0</b>	<b>(24,752,910)</b>	<b>49%</b>
<b>Total Capital Expenditure</b>	<b>118,039,150</b>	<b>145,336,300</b>	<b>63,065,638</b>	<b>43,741,400</b>	<b>106,807,038</b>	<b>73%</b>
<b>Net Capital Position</b>	<b>84,584,113</b>	<b>95,247,725</b>	<b>38,312,728</b>	<b>43,741,400</b>	<b>82,054,128</b>	<b>86%</b>
<b>TOTAL INVESTMENTS</b>			<b>81,854,557</b>			
<b>TOTAL BORROWINGS</b>			<b>134,380,374</b>			

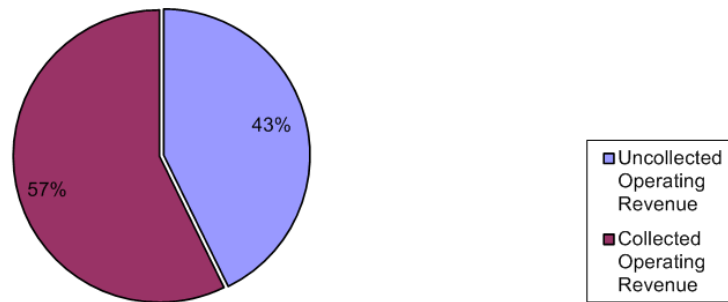
# **SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 JANUARY 2018**

## **Key Indicator Graphs- January 2018**

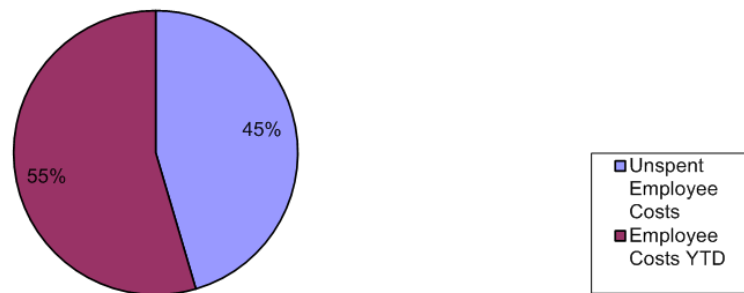
**Meeting Date: 20 February 2018**

**Attachment No: 2**

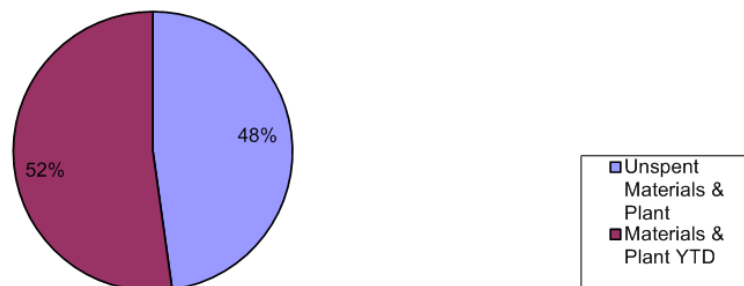
**Operating Revenue**  
(Excluding Net Rates and Utility Charges)  
(58.3% of Year Gone)

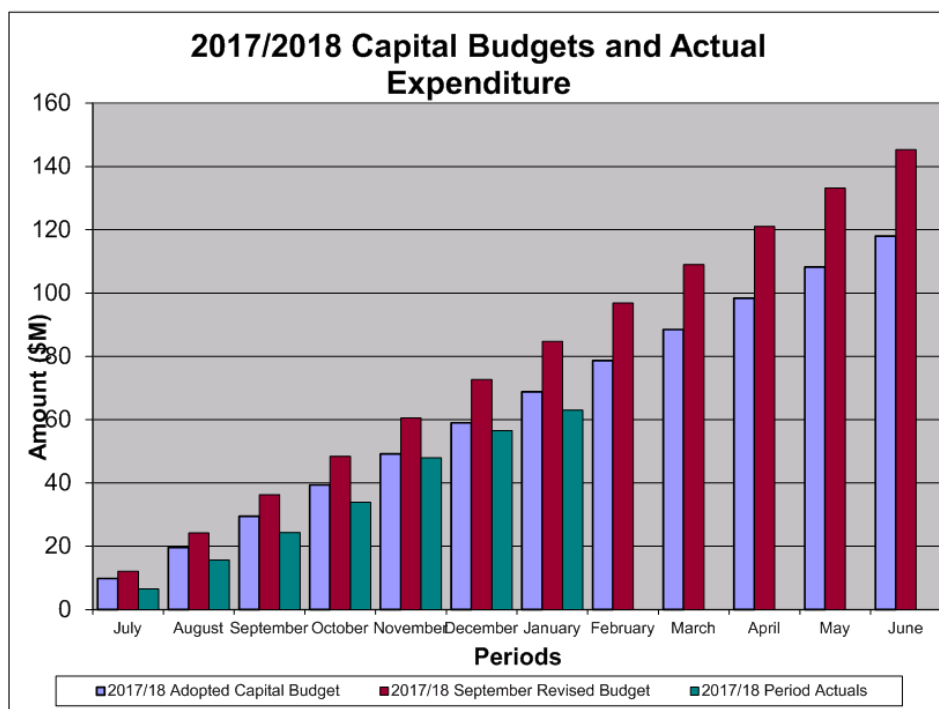
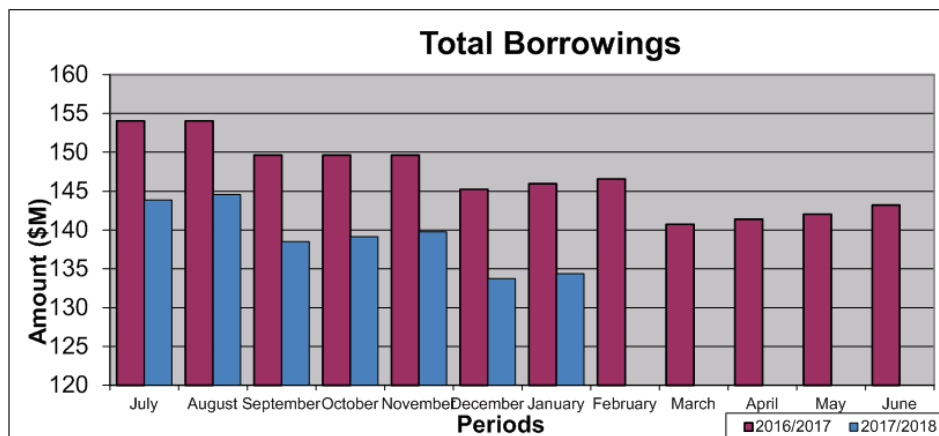
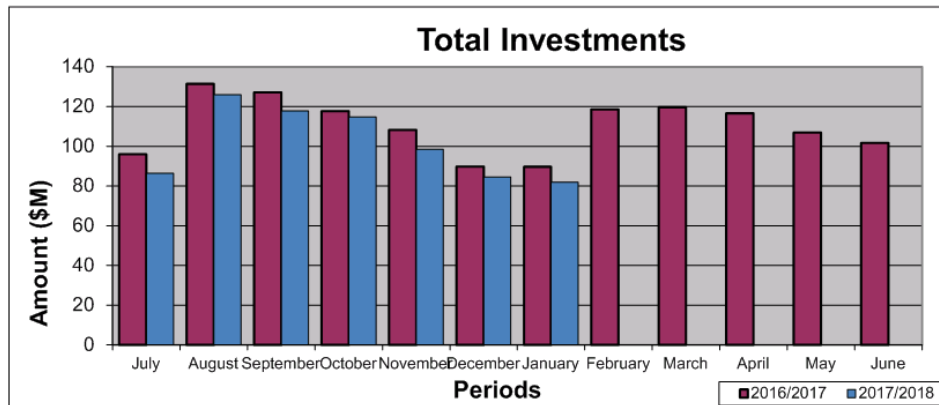


**Operating Employee Costs**  
(58.3% of Year Gone)



**Operating Materials & Plant**  
(58.3% of Year Gone)





**11.6 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT  
JANUARY 2018****File No:** 1392**Attachments:**

1. Workforce & Strategy Monthly Report - January 2018
2. CTS Monthly Report - January 2018
3. Finance Monthly Report - January 2018
4. NRM Monthly Report - January 2018

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

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**SUMMARY**

*The monthly operations report for the Corporate Services department as at 31 January 2018 is presented for Councillors information.*

**OFFICER'S RECOMMENDATION**

THAT the Corporate Services Departmental Operations Report as at 31 January 2018 be "received".

**COMMENTARY**

It is recommended that the monthly operations report for Corporate Services Department as at 31 January be received.

**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT  
JANUARY 2018**

**Workforce & Strategy Monthly Report -  
January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 1**



## Monthly Operations Report

Workforce and Strategy Section

Period Ended January 2018

### 1. Highlights

Workforce and Strategy admin processed 13 positions that closed on 21 January 2018. A total of 312 applications were acknowledged and processed within the required timeframe for that week.

### 2. Innovations, Improvements and Variations

*(Operational Plan Ref:*

*5.3.2.1 Identify at least one operational saving per section of responsibility*

*5.4.26. Identify at least two improved processes per section of responsibility)*

Operational Savings	Action
<b>Workforce &amp; Strategy Directorate</b>	
Operational Expenditure Saving	Refurbished outdoor furniture in-house as a team building exercise.
<b>Human Resources &amp; Payroll</b>	
YTD – Nil	
<b>Safety &amp; Training</b>	
YTD – Nil	
<b>Industrial Relations &amp; Investigations</b>	
YTD - Nil	
<b>Corporate Improvement &amp; Strategy</b>	
The cost of the documentation design being outsourced	Council's Corporate and Operational Plans were designed in-house.
Legal Costs	Council's cost of obtaining legal advice in relation to property and commercial matters has significantly reduced due to the use of in-house resources to provide robust advice in the first instance on a number of other matters which would have previously been outsourced.
<b>Improved Process</b>	
<b>Workforce &amp; Strategy Directorate</b>	
Workforce and Strategy Administration	Improvements made to recordkeeping processes, reducing paperwork and filing requirements for W&S and Records.

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Human Resources & Payroll	
Payroll and HR	<p>Improvement in HR/Payroll process flow for:</p> <ul style="list-style-type: none"> <li>• Acting duties</li> <li>• Change of Hours</li> <li>• Position Re- Evaluation Form</li> <li>• Confidential Recruitment Questions Interview bank</li> <li>• Trial of dedicated Recruitment Officer</li> <li>• Pre-Employment Testing Processes</li> </ul>
Safety & Training	
YTD - Nil	
Industrial Relations & Investigations	
Complaint Management Framework	<p>Council has adopted a suite of policy documents which have been developed to form the Complaints Management Framework in accordance with legislative requirements and to establish a consistent and transparent approach in assessing and dealing with a variety of complaint types. The new Framework has been streamlined and centralised that creates new administrative efficiencies and process improvements.</p>
Corporate Improvement & Strategy	
Corporate Delegations	<ul style="list-style-type: none"> <li>• Human Resource Delegations Policy replaced by Corporate Delegation Bands with delegation levels now included in relevant policy documents.</li> </ul>
Corporate and Operational Plans	<ul style="list-style-type: none"> <li>• The completion of Operational Plan Progress reports are now facilitated using a shared network link instead of an email attachment. This will reduce the time spent reproducing the reporting data.</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• The legal matters report is now presented to Council quarterly instead of monthly which has reduced the administrative tasks required to prepare the report.</li> <li>• The policy section of departmental reports is now prepared using pivot tables linked to data contained in the policy register. This saves time preparing the report which is a cost saving.</li> </ul>



### 3. Customer Service Requests

*(Operational Plan Ref: 4.1.1.1 Provide timely and accurate response to requests)*

Response times for completing customer requests in this reporting period for January 2018 are within the set timeframes.

	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)	
			Received	Completed									
Administrative Action Complaints	0	0	0	0	0	0	36	●	0.00	●	0.00	●	0.00
W&S - Complaints Management Process (NOT CSO USE)	3	3	3	3	0	0	30	●	3.33	●	5.11	●	8.42

#### COMMENTS

Matters are being addressed within the set timeframes.

**4. Service Delivery***(Operational Plan Ref: 4.1.1.2 Provide effective delivery of Council Services)*

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
<b>Corporate Improvement and Strategy</b>			
Policies reviewed within 10 working days	100%	100%	Operational
<b>Industrial Relations and Investigations</b>			
Assess and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint.	100%	100%	Operational
<b>Human Resources and Payroll</b>			
Employee pays processed and paid within 3 working days after the period end date	100%	100%	Operational
Payroll accuracy	100%	99.84%	Operational
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%	Operational
	<b>Dec 2017</b>	<b>Jan 2018</b>	<b>YTD</b>
Number of job applications processed for current reporting period	28	404	782
Number of positions advertised for current reporting period	14	28	108

**5. Legislative Compliance and Standards (including Risk and Safety)***(Operational Plan Ref: 5.2.1.1 Comply with legislative requirements)***Legislative Compliance and Standards**

Legislative Compliance Matter	Due Date	% Completed	Comments
<b>Corporate Reporting</b>			
2017/18 Operational Plan quarterly status report	October 2017	100%	The quarter 1 Operational Plan Progress Report (as at 30 September 2017) was presented to Council on 21 November 2017. The data for the 2 <sup>nd</sup> quarter report has been compiled and the report will be presented at the last Ordinary Council meeting in February 2018.

Legislative Compliance Matter	Due Date	% Completed	Comments
2018/19 Operational Plan	30 June 2018	0%	Plan to be prepared and adopted with the 2018/19 budget. Early stages of planning have now commenced.
<b>Safety</b>			
Update of Workplace Health & Safety documents to meet the new legislative requirements		Ongoing	Updates to documents are ongoing in accordance with legislative changes.
Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes	Immediately after becoming aware that a notifiable incident has occurred	100%	Nil
Workplace Health and Safety Audit (WHSQ External Audit)	2017	100%	Summary report received
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	Nil

**Risk Management Summary** (excludes risks accepted/ALARP):

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
<b>Corporate Risks</b>					
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	Work continues 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 system.	July 2018	82%	53 recommendations from the 2016 LGW Audit.  34 are complete, 14 are in progress, 5 have not yet commenced.

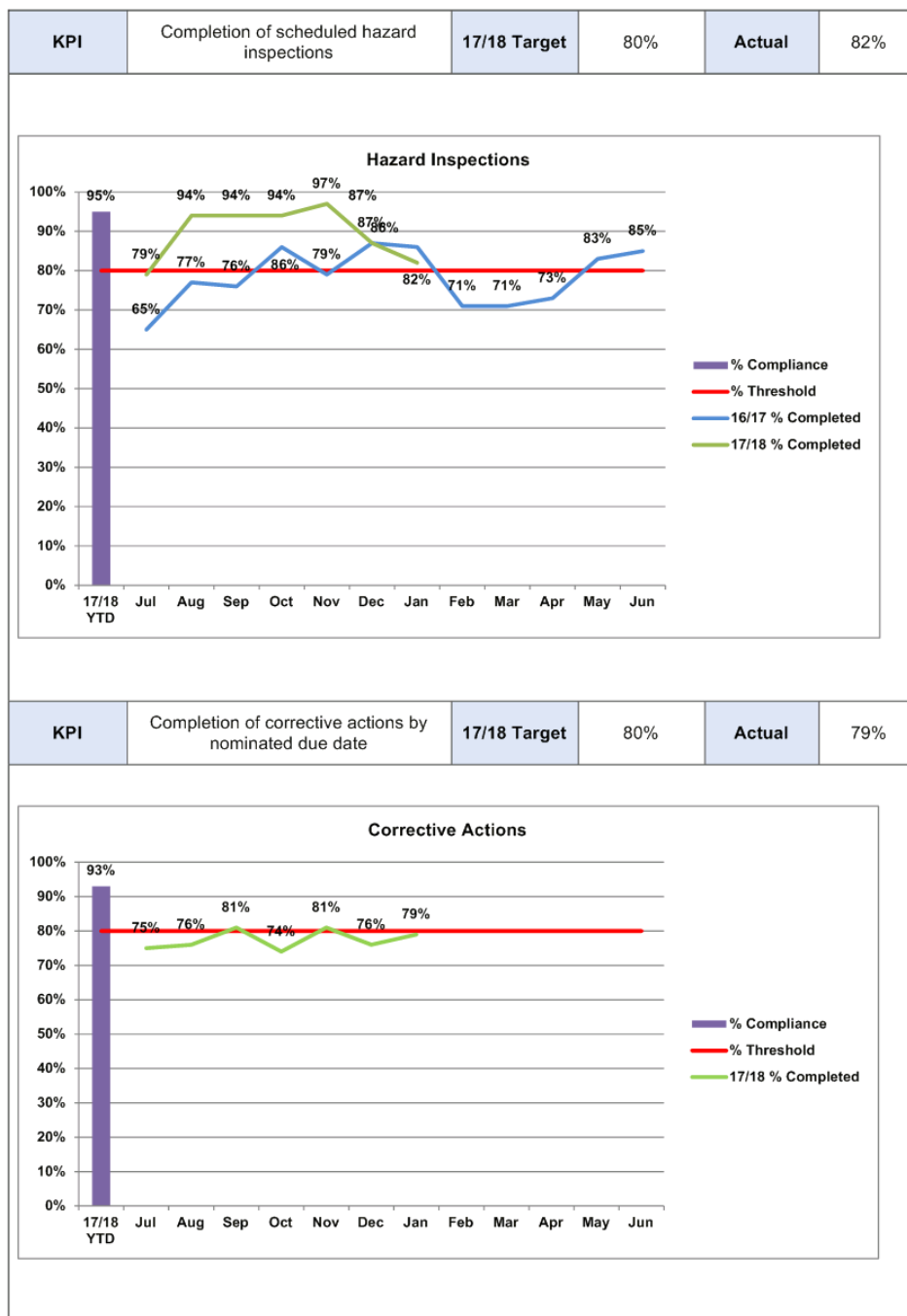
## 6. Operational Plan Targets by Section

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:

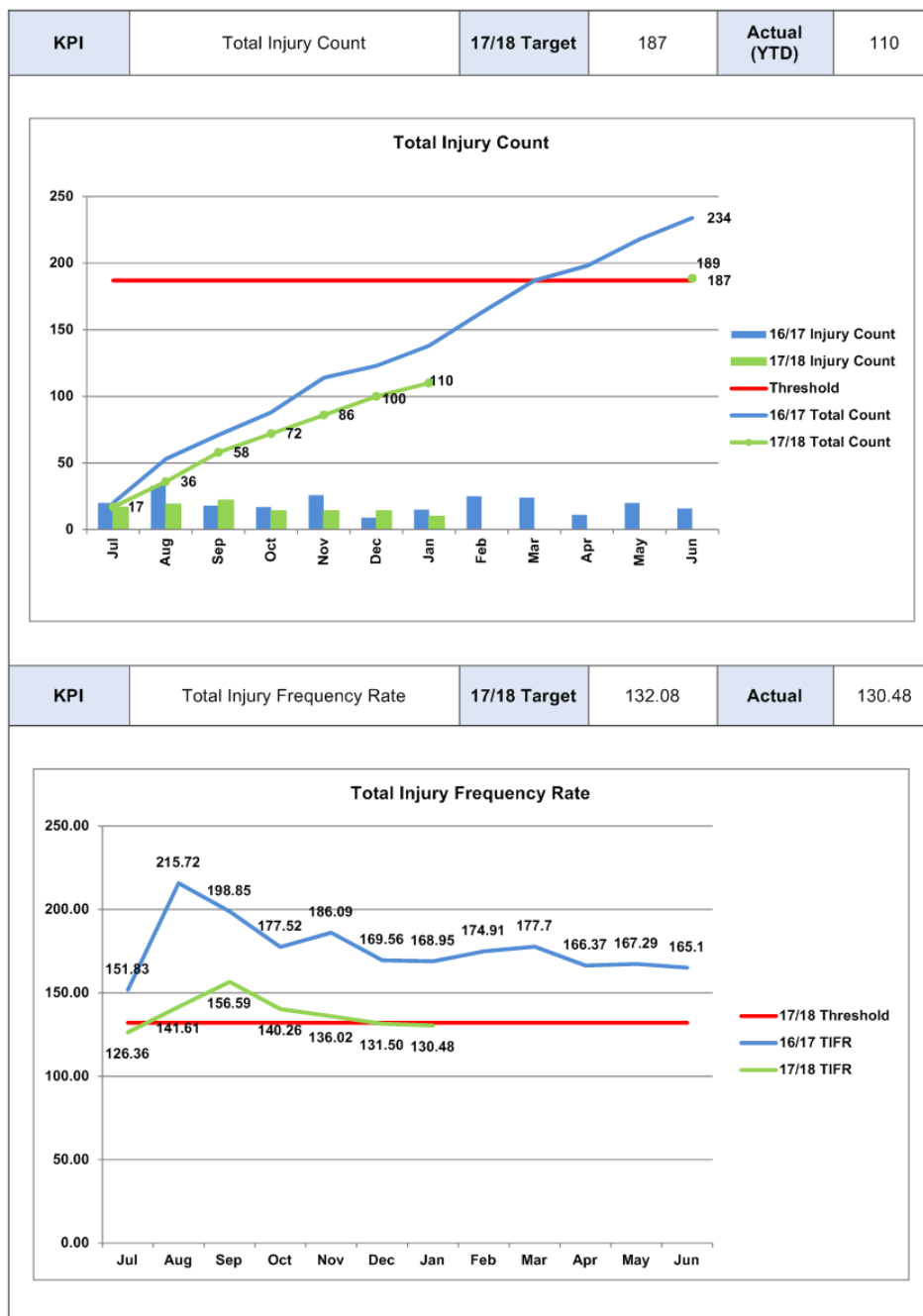
Operational Plan Ref	Action	Target	Status		
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Achievement of KPIs in accordance with the Workplace Health & Safety Management System Plan	Specific KPI targets and actual performance detailed below and shown in graphical form		
KPI	Incidents logged in Riskware by end of next business day	17/18 Target	75%	Actual	67%

**Incident Logging**

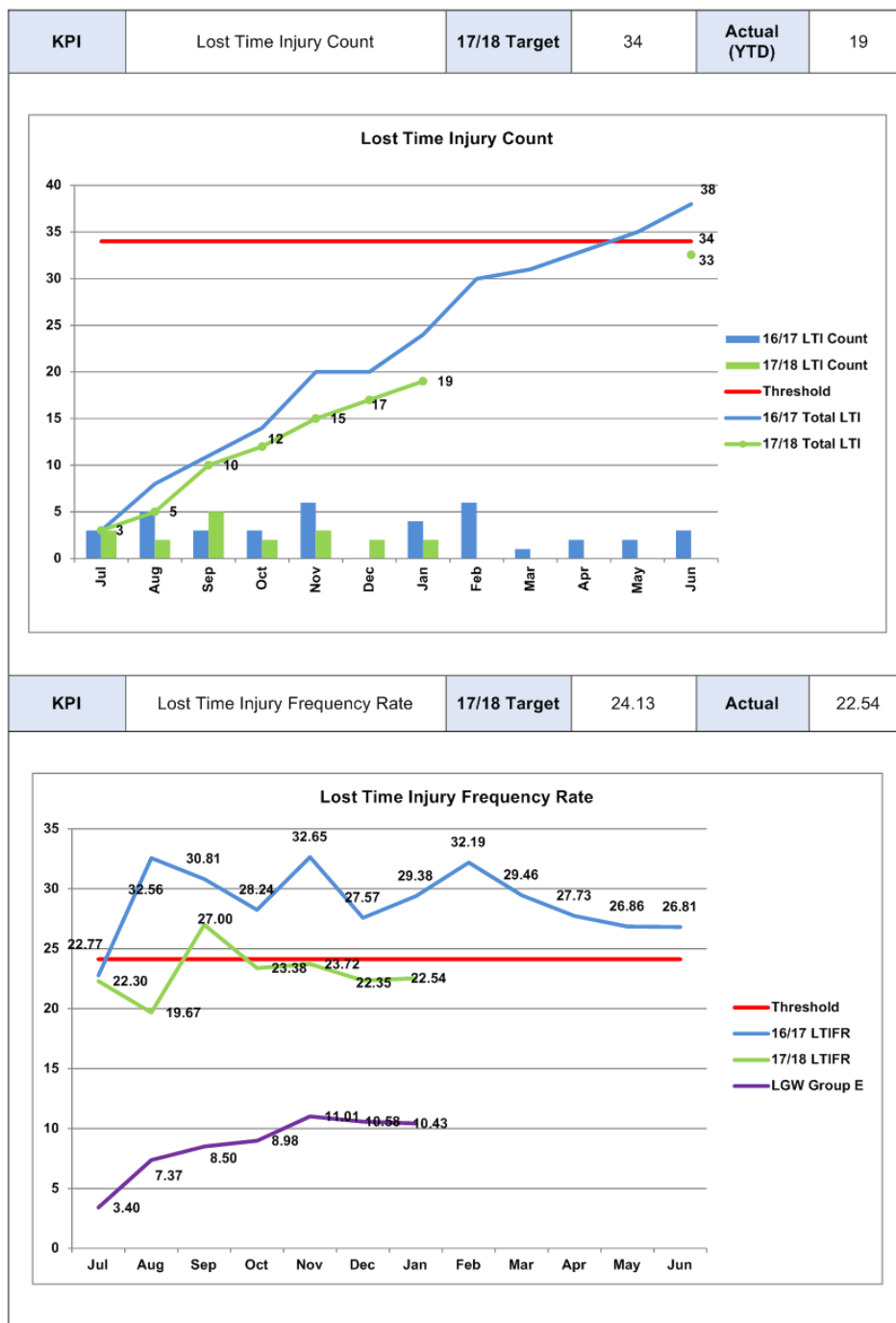
Month	16/17 % Compliance	17/18 % Compliance	Target
July	64%	64%	75%
Aug	62%	62%	75%
Sept	50%	50%	75%
Oct	65%	65%	75%
Nov	59%	59%	75%
Dec	70%	70%	75%
Jan	67%	67%	75%
Feb	60%		75%
Mar	55%		75%
Apr	55%		75%
May	50%		75%
June	67%		75%



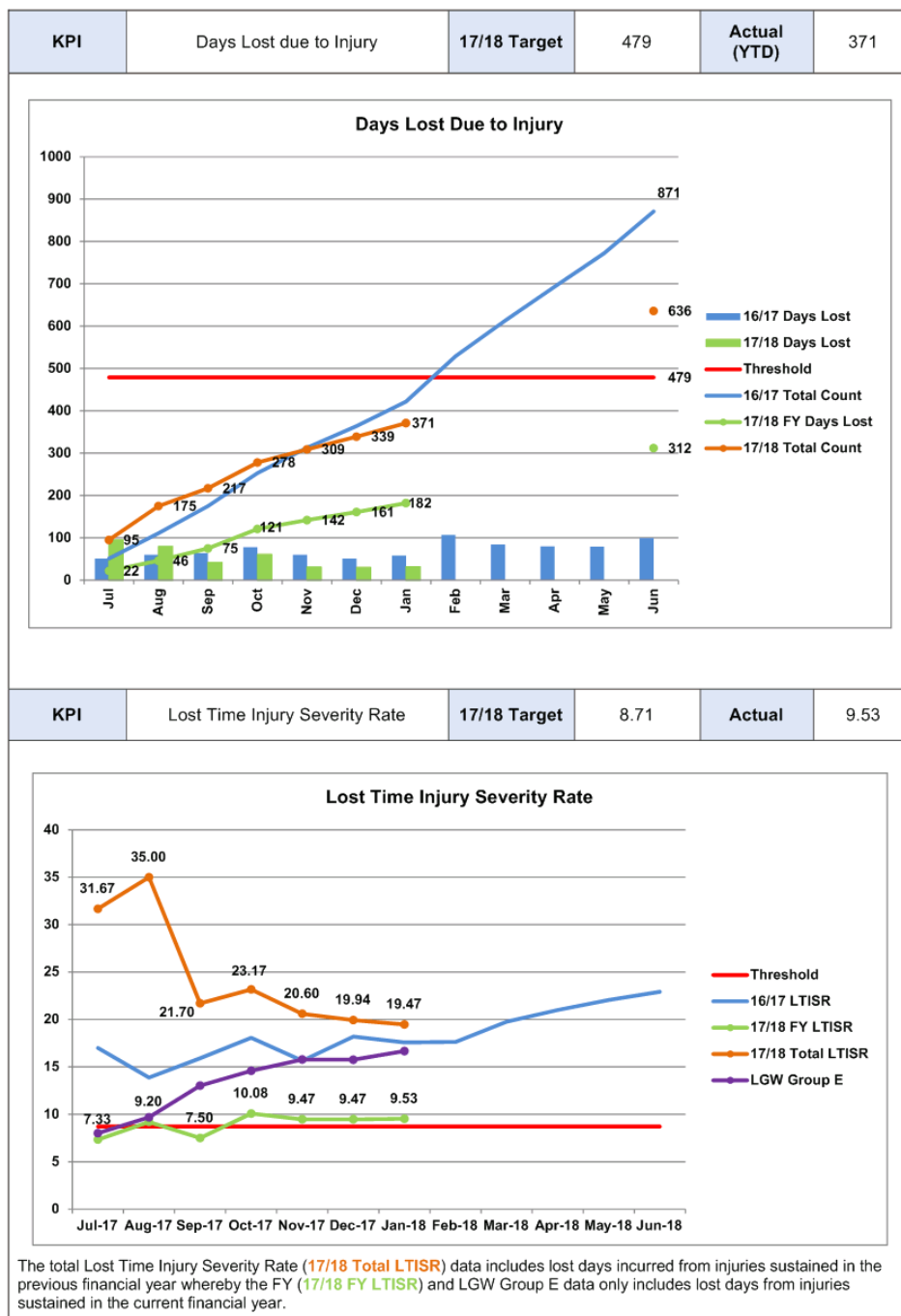
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V1 | Approved 31 July 2017



V1 | Approved 31 July 2017



V1 | Approved 31 July 2017



Operational Plan Ref	Action	Target	Status
4.3.3.1	Implement a rehabilitation fitness for work program	90% of workers on fit for work programs are placed within their own department	Progressing at 100%
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements.	100% actioned in accordance with Council policy and procedure	All complaints received within the reporting period have been assessed and actioned pursuant to applicable statutory and policy obligations.
5.4.4.2	Implement improved internal communication strategies to ensure all staff are informed.	Staff newsletter is distributed to all staff on a monthly basis	Progressing at 100%

## 7. Capital Projects

No capital projects are relevant to the Workforce and Strategy Section.

## 8. Operational Projects section

As at period ended **January** – 58.3% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
<b>Corporate Improvement and Strategy</b>					
Create a system to automate the delegation and authorisation process (5.4.2.3)	July 2017	30 June 2018	Data has been entered into a master spreadsheet and the automated process within external and internal registers has been created. The implementation of legislation into the new system is ongoing and will be done as delegations are reviewed by Council's solicitors.	Labour Only	Labour Only for W&S
Simplify and streamline the approval process - Develop a Delegations Policy, incorporating Corporate Delegation Bands. (5.4.2.4)	July 2017	30 December 2017	Delegation Policy has been finalised. Corporate Delegation Bands will continue being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy document/s as they are reviewed.	Labour Only	Labour Only for W&S
Strategic Framework Project (5.2.1.2)	July 2017	30 June 2018	Research is being undertaken in relation to the governance frameworks in place within the local government industry. A report is being prepared for presentation to the Leadership Team for review and direction.	Labour Only	Labour Only for W&S

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Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Ensure legislative updates are communicated and implemented in areas on responsibility - Undertake a legislative compliance review project (4.2.2.2)	July 2017	30 June 2018	A scope is being developed for endorsement. Participated in a demonstration of LGAQ's legislative compliance program and are in the process of consulting with other Councils who use the program.	Labour Only	
<b>Industrial Relations and Investigations</b>					
Undertake Certified Agreement negotiations that consider the application of the new Queensland Local Government Industry Award – State 2017 and the <i>Industrial Relations Act 2017</i> (5.4.2.2)		30 June 2018	Industrial Relations Project: Management meetings have progressed. Planning and preparations of management's preferred certified agreement position and costing models are continuing.	Labour Only	Labour Only for W&S
<b>Human Resources and Payroll</b>					
Aurion Project (5.4.3.1)		30 June 2018	Aurion web recruitment now in test environment. Feedback has been provided to implement and waiting to updates to requested changes.	Funded by IT	W&S Labour only when supporting testing processes & installation
Implement programs that support leadership development (4.3.2.1) - Development and implement mentoring program and performance review system by 30 June 2018		30 June 2018	OURPlan was provided to key stakeholders for trial and received good feedback. A training program is currently being created targeted at Supervisors/Team Leaders of external employees.	Labour Only	Labour Only for W&S
<b>Safety and Training</b>					
WHS Data Management System (1.3.4.1)			Work continues on actioning 14 outstanding items and regular catch-up meetings conducted with vendor.	Funded by IT	W&S Labour only when supporting testing processes & installation
Implement programs that support leadership development (4.3.2.1) - Deliver leadership program every six months			Program has recently been updated to ensure currency of information delivered. The next round of the program is scheduled for delivery in February 2018	Labour Only	Labour only for W&S

## 9. Budget

Financial performance as expected for the reporting period



## End of Month Job Costing Ledger - (Operating Only) - CORPORATE SERVICES

As At End Of January

Report Run: 05-Feb-2018 13:28:25 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 58.3% of Year Gone
<b>CORPORATE SERVICES</b>							
<b>WORKFORCE &amp; STRATEGY</b>							
<u>Human Resources and Payroll</u>							
Revenues	0	0	0	(4,595)	(4,595)	0%	✓
Expenses	1,431,756	1,411,756	34,161	800,961	835,122	59%	✗
Transfer / Overhead Allocation	11,126	11,126	0	6,092	6,092	55%	✓
<b>Total Unit: Human Resources and Payroll</b>	<b>1,442,882</b>	<b>1,422,882</b>	<b>34,161</b>	<b>802,457</b>	<b>836,619</b>	<b>59%</b>	<b>✗</b>
<u>Safety &amp; Training</u>							
Revenues	(42,500)	(42,500)	0	(153,541)	(153,541)	361%	✓
Expenses	1,167,500	1,166,152	138,685	580,648	719,332	62%	✗
Transfer / Overhead Allocation	(20,410)	(20,410)	0	8,083	8,083	-40%	✗
<b>Total Unit: Safety &amp; Training</b>	<b>1,104,590</b>	<b>1,103,242</b>	<b>138,685</b>	<b>435,190</b>	<b>573,874</b>	<b>52%</b>	<b>✓</b>
<u>Corporate Improvement &amp; Strategy</u>							
Revenues	0	0	0	(231)	(231)	0%	✓
Expenses	376,640	376,640	8,727	175,373	184,100	49%	✓
Transfer / Overhead Allocation	0	0	0	3,401	3,401	0%	✗
<b>Total Unit: Corporate Improvement &amp; Strategy</b>	<b>376,640</b>	<b>376,640</b>	<b>8,727</b>	<b>178,543</b>	<b>187,270</b>	<b>50%</b>	<b>✓</b>
<u>Workforce &amp; Strategy Management</u>							
Expenses	785,243	805,243	23,182	424,743	447,924	56%	✓
Transfer / Overhead Allocation	0	0	0	333	333	0%	✗
<b>Total Unit: Workforce &amp; Strategy Management</b>	<b>785,243</b>	<b>805,243</b>	<b>23,182</b>	<b>425,075</b>	<b>448,257</b>	<b>56%</b>	<b>✓</b>
<u>Investigations and Industrial Relations</u>							
Expenses	304,945	304,945	0	137,705	137,705	45%	✓
<b>Total Unit: Investigations and Industrial Relations</b>	<b>304,945</b>	<b>304,945</b>	<b>0</b>	<b>137,705</b>	<b>137,705</b>	<b>45%</b>	<b>✓</b>
<b>Total Section: WORKFORCE &amp; STRATEGY</b>	<b>4,014,301</b>	<b>4,012,953</b>	<b>204,755</b>	<b>1,978,971</b>	<b>2,183,726</b>	<b>54%</b>	<b>✓</b>
<b>Total Department: CORPORATE SERVICES</b>	<b>4,014,301</b>	<b>4,012,953</b>	<b>204,755</b>	<b>1,978,971</b>	<b>2,183,726</b>	<b>54%</b>	<b>✓</b>
<b>Grand Total:</b>	<b>4,014,301</b>	<b>4,012,953</b>	<b>204,755</b>	<b>1,978,971</b>	<b>2,183,726</b>	<b>54%</b>	<b>✓</b>

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## 10. Section Statistics

### Establishment – Workforce and Strategy

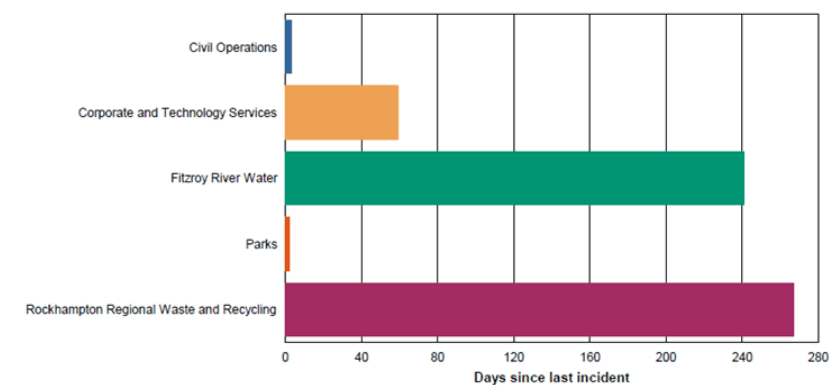
FTE Positions	Period	Workforce & Strategy
Starting Point	1 January 2014	30.05
Same Time Previous Year	31 January 2017	34
Previous Month	31 December 2017	34.39
Current Month	31 January 2018	34.39

## 11. Whole of Council Statistics

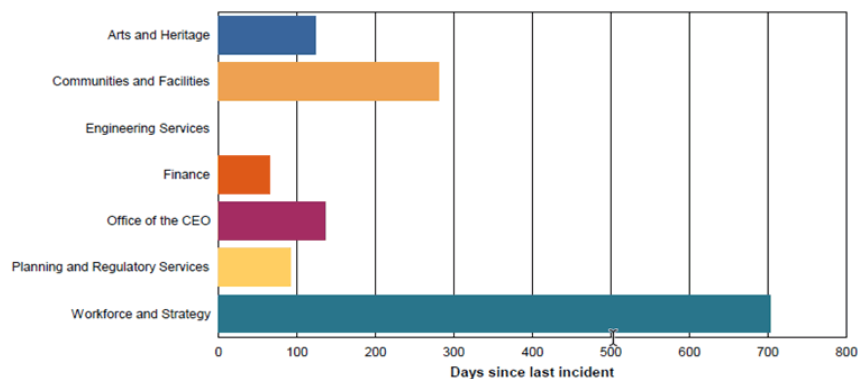
### Safety Statistics

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 31 January 2018 (sections identified as High Risk)



Lost time injury free days as at 31 January 2018 (Sections identified as Low Risk)

**Establishment****Establishment – Whole of Council**

FTE Positions	Period	Council
Starting Point	1 January 2014	838.9
Same Time Previous Year	31 January 2017	900.17
Previous Month	31 December 2017	910.4
Current Month	31 January 2018	904.42

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

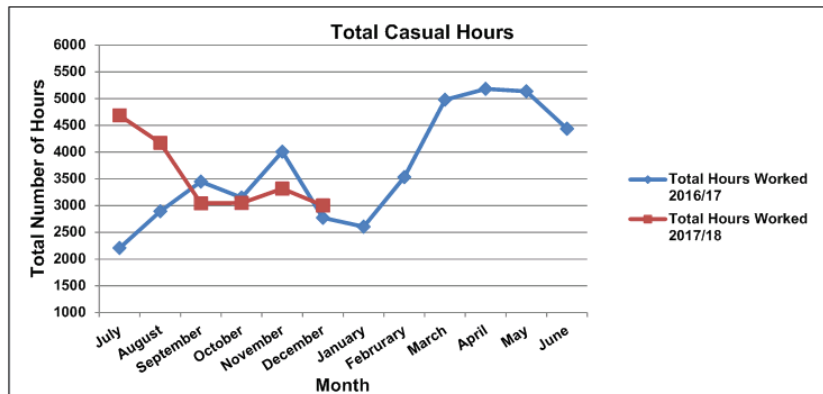
FTE positions include 21 supplementary positions (excluding trainees, apprentices and casuals) which have been created for a number of reasons including: short term projects, co-op students and funded positions. All of these positions have an end date and will reduce the FTE once the tenure has been completed.

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

Apprentices	Trainees
13	16

**Casual Hours – December 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 63 casuals actively employed by Council of which 51 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 3003.4 hours during the month of December 2017.

**Work Experience Placements – January 2018**

Work Experience Applications Received During the Month of January 2018		2
Placement Type	Section	Placed
Tourism	Advance Rockhampton	Yes
Mechanical	Fleet	Yes
Work Experience Placements Occurring During the Month of January 2018		2
Placement Type	Section	Dates
Engineering	Engineering	29 Jan – 23 Feb
Engineering	Engineering	29 Jan – 23 Feb

**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT  
JANUARY 2018**

**CTS Monthly Report - January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 2**



## Monthly Operations Report

Corporate and Technology Services

January 2018

### 1. Highlights

#### Smart Hub Summary

- The Business Administration trainee commenced work in the Smart Hub on 2 Jan 18. This will be an excellent opportunity for a young employee to gain experience in this innovative, entrepreneurial environment.
- Evans Edwards and Associates held a business education session with our Smart Hub members on the evening of 30 Jan 18 to discuss the topic of Tax for Small Business.
- **Youth Entrepreneur Program**

On 31 Jan 18, Margaret O'Brien, CEO of Young Change Agents (YCA), held an information session in the Hub with key stakeholders about the Youth Incubator program. The first program commences at Rockhampton State High School in February. The day also included a 'taster session' and pre-briefing of the YCA In-Schools Workshop for our local teachers and trainers.

Young Change Agents is a social entrepreneurship program for 10-18 year olds that helps youth see problems as opportunities. YCA has government funding for three schools in the region to run from Feb to Jun 18. Based on the YCA program outcomes/successes, a wider rollout will be considered for other schools in the region (contingent on further government funding).

- **Customs House Smart Hub Fitout and Hub Annex**

The Customs House Smart Hub is nearing completion, with the official opening planned for 9 February 2018. The new Hub features:

- Dedicated co-working stations, single 'office' space, two and three desk offices.
- Wi-Fi Internet connectivity and black & white/colour wireless air-printing.
- A Microsoft Surface Hub (integrated videoconferencing, smart board presentation screen).
- Meeting/conference rooms.
- Green Room with special purpose lighting, Chromakey green screen and editing workstations.
- Kitchen facilities.

The next stage of the Customs House fitout will be the renovation of the lower floor space adjacent to the Stage 1 works. The Stage 2 works, commencing Feb 18, will include the removal of some temporary furnishings, painting (in accordance with heritage approved paint scheme) and replacement of floor coverings. This area, being referred to as the Smart Hub Annex, will be used for small hub events and breakout collaboration meetings for the hub residents.



**2. Innovations, Improvements and Variations****ITS Projects Update**

- CBD Smart Technologies Project – The smart technology rollout works, Stage 3A- East Street (Fitzroy to William Street) is nearing completion, with the works planned for the light poles at the East Street / Denham Street roundabout to commence late Jan / early Feb 18. This parcel was held-over until after the Christmas/New Year festivities.

**Fleet Projects Update**

- New 2-Way Radio Repeater Site Mt Morgan – Clearing works onsite were completed in Dec 18 and final site geotechnical testing undertaken in Jan 18. The Design & Construction tender for the 2-Way Radio Tower and Repeater is scheduled for advertising 3 Feb 18..

### 3. Customer Service Requests

Response times for completing customer requests in this reporting period for January

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg	Avg	Avg	Avg Duration (days)  12 Months (complete and incomplete)
			Received	Completed				Completion Time (days) Current Mth	Completion Time (days) 6 Months	Completion Time (days) 12 Months	
Accounts Payable Enquiry	0	0	1	1	0	0	2	<div><div></div></div> 1.00	<div><div></div></div> 1.33	<div><div></div></div> 2.43	0.60
Bookings Enquiry	0	0	0	0	0	0	5	<div><div></div></div> 0.00	<div><div></div></div> 2.44	<div><div></div></div> 2.82	0.85
Insurance: Mower / Slasher / Whipper / Snipper	3	3	3	0	3	3	90	<div><div></div></div> 0.00	<div><div></div></div> 10.14	<div><div></div></div> 10.47	16.89
Insurance: Personal Accident / Injury	0	0	1	1	0	0	120	<div><div></div></div> 1.00	<div><div></div></div> 20.25	<div><div></div></div> 20.25	39.43
Insurance: Public Liability / Property Damage Public Property	3	3	8	3	5	5	90	<div><div></div></div> 0.67	<div><div></div></div> 8.71	<div><div></div></div> 8.71	17.10
Leased Premises - General Enquiry	0	0	1	1	0	0	5	<div><div></div></div> 0.00	<div><div></div></div> 1.00	<div><div></div></div> 1.00	1.43
Rates Searches	16	16	107	88	19	0	4	<div><div></div></div> 2.85	<div><div></div></div> 3.00	<div><div></div></div> 3.00	2.68

#### 4. Service Delivery

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
IT support services provided within service levels outlined in the IT Service Catalogue.	95%	93%	Operational
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	100%	Operational
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	91%	Operational
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	88%	Adopted
Process records on the day of receipt as per Recordkeeping Charter.	95%	100%	Operational
Ensure supplier payments are made within stated trading terms.	90%	96%	Operational
Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts).	90%	97%	Operational
Maximise Council property occupancy rates.	98%	100%	Operational
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	87%*	Operational
Process insurance claims within procedural timeframes.	100%	100%	Operational

#### 5. Compliance

Legislative Compliance	Legislative Reference	Compliance %
Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes (Op Plan Ref - 5.2.1.7.)	RTI Act (2009) IP Act (2009)	100%
Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy.	LG Reg (2012) Pt 3 & 4	100%
Ensure staff purchasing activity is compliant with legislation and policy.	LG Reg (2012) Pt 3 & 4	100%

**Safety Statistics**

The safety statistics for the reporting period are:

	First Quarter		
	Jan	Feb	March
Number of Lost Time Injuries	0		
Number of Days Lost Due to Injury	19		
Total Number of Incidents Reported	0		
Number of Incomplete Hazard Inspections	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
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) Jun 16	100%	Contract awarded to a local company – Beaney's Communications
		1. Replace the Rockhampton City Two-way system.	(2) Jun 18	65%	Stage 1 completed.
		2. Integrated regional solution taking in the Gracemere infrastructure.			Stage 2 - Mt Pinnacle communications tower. Tender for the design and construction of the tower advertised 3 Feb 18.

**6. 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
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations.	Annual local goods/services spend analysis $\geq 70\%$ local.	Annual review completed for the period 1 Nov 16 to 31 Oct 17 actual was 76%.

Corporate & Technology Monthly Report

Operational Plan Ref	Action	Target	Status
<b>2.4.1.1</b>	Implement Council's Smart Way Forward Strategy Action Plan	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public wi-fi) by 31 May 2018	Stages 1 a, b, f & g completed Stages 1 c & d near completion, awaiting parking sensor installation Stage 2 – nearing completion. Stage 3a – near completion, some minor comms equipment installation. Stage 3b – quote provided, work commencing in Feb 18. Stage 3c & d – detailed design in progress.
<b>2.5.5.1</b>	Design and fitout the Customs House Smart Hub	Construction completed and Smart Hub opened by late Dec 17.	Practical completion and official opening 9 Feb 18
<b>2.5.5.2</b>	Implement the annual Smart Hub Operational Plan	Facilitate three smart hub programs: 1. Learn to Earn, Connect and Grow 2. Startup Club 3. Startup Stars	Startup programs progressing on schedule. Startup Club # 1 – final pitch Completed mid-Aug 17. Startup Club # 2 – commenced Oct. Final pitch completed in Dec 17. Startup Stars – commenced Jul, end date Jan 18.
<b>4.3.1.1</b>	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Achievement of 2017 - 18 targets as detailed in the ICT Strategic Plan	Strategy actions implementation progressing as scheduled. Asset Lifecycle Management project commenced Jan 18, scheduled completion early 2019.

## 7. Capital Projects

As at period ended **January** – 58% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Adopted Budget	YTD actual (incl committals)
<b>CORPORATE &amp; TECHNOLOGY CAPITAL WORKS PROGRAM</b>					
<b>Fleet Asset Renewal Program (CP440)</b>	1 Jul 17	30 Jun 18	Asset renewal program progressing on schedule	\$7,272,632	\$6,747,852
<b>IT Asset Renewal &amp; Upgrade Program (CP230)</b>	1 Jul 17	30 Jun 18	IT Asset capital program progressing as directed by ISSG	\$2,763,758	\$751,377
<b>Smart Hub – Customs House – Fitout (CP235)</b>	Jan 17	Dec 17	Work scheduled to commence mid-Sep 17.	\$690,205	\$628,970
Contract award on schedule for mid-August, with work expected to commence late August/early September. BOR funding grant = \$250K					
<b>CBD &amp; Riverfront Smart Technology (CP235)</b>	Dec 16	Jun 18	Stage 1B completed Stage 1 C&D – near completion Stage 2 (lower bank) – near completion Stage 3A (East St – Fitzroy to William St) – near completion. Stage 3 B (William St – Quay to East St) – work commencing Feb 18. Stages 3C & D – detailed design in progress	\$4,235,000	\$1,528,036
BOR funding grant = \$2.02M					

Corporate & Technology Monthly Report

## 8. Operational Projects

As at period ended **January** – 58% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Startup Club programs (1 and 2)	Jun 17	Dec 17	First Startup Club program No. 2 commenced Oct to Dec 17 (\$15,325 Federal grant funding).	\$30,650	\$28,458
Startup Stars	Jul 17	Dec 17	Program commenced in July, with Seven startup teams (\$17,237 Advance QLD grant funding).	\$34,474	\$33,987

## 9. Budget

Financial performance as expected for the reporting period

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Var %	On target 58% of Year Gone
<b>CORPORATE AND TECHNOLOGY</b>							
<u><i>Fleet</i></u>							
Revenues	(263,000)	(263,000)	0	(195,185)	(195,185)	74% ✓	
Expenses	11,703,938	11,900,638	668,607	7,050,339	7,718,946	65% ✗	
Transfer / Overhead Allocation	(17,419,500)	(17,419,500)	0	(10,026,048)	(10,026,048)	58% ✗	
<b>Total Unit: Fleet</b>	<b>(5,978,562)</b>	<b>(5,781,863)</b>	<b>668,607</b>	<b>(3,170,894)</b>	<b>(2,502,287)</b>	<b>43% ✗</b>	
<u><i>Property &amp; Insurance</i></u>							
Revenues	(421,782)	(424,899)	0	(173,721)	(173,721)	41% ✗	
Expenses	3,129,686	3,423,072	26,734	2,579,277	2,606,011	76% ✗	
Transfer / Overhead Allocation	9,000	9,000	0	4,146	4,146	46% ✓	
<b>Total Unit: Property &amp; Insurance</b>	<b>2,716,904</b>	<b>3,007,173</b>	<b>26,734</b>	<b>2,409,702</b>	<b>2,436,436</b>	<b>81% ✗</b>	
<u><i>Corporate &amp; Technology Management</i></u>							
Expenses	913,341	663,341	21,217	333,599	354,816	53% ✓	
Transfer / Overhead Allocation	0	555	0	2,862	2,862	516% ✗	
<b>Total Unit: Corporate &amp; Technology Management</b>	<b>913,341</b>	<b>663,895</b>	<b>21,217</b>	<b>336,461</b>	<b>357,679</b>	<b>54% ✓</b>	
<u><i>Information Systems</i></u>							
Revenues	(25,000)	(22,500)	0	(22,972)	(22,972)	102% ✓	
Expenses	6,831,822	6,925,120	197,206	4,344,173	4,541,379	66% ✗	
Transfer / Overhead Allocation	19,399	19,399	0	7,808	7,808	40% ✓	
<b>Total Unit: Information Systems</b>	<b>6,826,221</b>	<b>6,922,019</b>	<b>197,206</b>	<b>4,329,009</b>	<b>4,526,215</b>	<b>65% ✗</b>	
<u><i>Procurement &amp; Logistics</i></u>							
Revenues	0	(186)	0	(285)	(285)	153% ✓	
Expenses	1,781,875	1,781,841	(33,753)	914,240	880,487	49% ✓	
Transfer / Overhead Allocation	(14,244)	(14,244)	0	4,803	4,803	-34% ✗	
<b>Total Unit: Procurement &amp; Logistics</b>	<b>1,767,631</b>	<b>1,767,411</b>	<b>(33,753)</b>	<b>918,758</b>	<b>885,005</b>	<b>50% ✓</b>	
<u><i>Customer Service</i></u>							
Revenues	(201,000)	(201,000)	0	(97,894)	(97,894)	49% ✗	
Expenses	1,680,435	1,680,414	4,653	865,975	870,627	52% ✓	
Transfer / Overhead Allocation	0	0	0	270	270	0% ✗	
<b>Total Unit: Customer Service</b>	<b>1,479,435</b>	<b>1,479,414</b>	<b>4,653</b>	<b>768,352</b>	<b>773,004</b>	<b>52% ✓</b>	
<u><i>Smart Regional Centre</i></u>							
Revenues	(18,000)	(18,000)	0	(3,244)	(3,244)	18% ✗	
Expenses	315,856	344,971	4,439	181,777	186,216	54% ✓	
Transfer / Overhead Allocation	0	228	0	5,816	5,816	2555% ✗	
<b>Total Unit: Smart Regional Centre</b>	<b>297,856</b>	<b>327,199</b>	<b>4,439</b>	<b>184,348</b>	<b>188,788</b>	<b>58% ✓</b>	
<b>Total Section: CORPORATE AND TECHNOLOGY</b>	<b>8,022,826</b>	<b>8,385,249</b>	<b>889,103</b>	<b>5,775,736</b>	<b>6,664,840</b>	<b>79% ✗</b>	

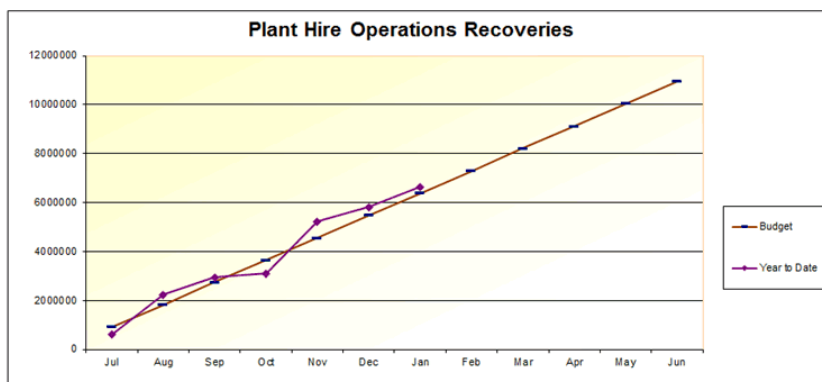
Corporate &amp; Technology Monthly Report



## 10. Whole of Council Statistics

### Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



<b>Plant Hire Operations Budget (Surplus)</b>	<b>\$ 10,947,538</b>
<b>Year to Date (Surplus)</b>	<b>\$ 6,641,184</b>

### Procurement & Logistics

Contracts Awarded for January – 8

TEN12698 - S & D Mobile Screening and Crushing Plant - Precision Screen Pty Ltd - \$495,000
TEN12729 - Lakes Creek Road Landfill Piggy Back Expansion - Cell A Construction -Calibre Earthmoving & Environmental Pty Ltd - \$3,149,054
TEN12867 - Slurry Seal Program 2017/2018 - Downer EDI Works Pty Ltd - \$1,133,634
QUO12869 - Power Head Replacement Mt Morgan Showgrounds - Rocky Industrial Controls - \$48,262
TEN12874 - Contract Administration Consultant for Rockhampton Airport Paving Project - GHD Pty Ltd - \$243,300
QUO12883 - Marketing for the River Festival - Marketing Mafia Pty Ltd - \$12,800
TEN12879 - Tyre Recycling - Rocklea Tyre & Battery Pty Ltd - SOR
QUO12891 - Supply of Bin Cleaning Services - Central Queensland Waste Management Pty Ltd - SOR
EOI12873 - Expression of Interest - Rockhampton Airport Pavement Project - Tenders invited from Shortlisted Respondents

Tenders / quotes in progress: **28**

Corporate & Technology Monthly Report

Customer Requests Completed Monthly & Top 5 Customer Requests													
	February	March	April	May	June	July	August	September	October	November	December	January	
Requests Logged	3235	3912	2884	2742	3521	3429	3907	3221	3074	3407	2367	3603	
Same month Completed	2564	2929	2180	2914	2870	2671	3112	2570	2275	2606	1868	2911	
% completed same month	79%	75%	76%	77%	81%	77%	79%	79%	74%	76%	79%	85%	
Completed Total for Month	3121	3379	2194	3742	3656	3417	3848	3337	3016	3594	2563	3396	
Total Pending	1844	2331	2107	2158	1992		1778	1850	1864	1683	1419	1665	
Top 5 Requests for Month	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/Dogr	P/Gen Food Eng W/Leak An/Dogr W/Animal	Food Eng W/Leak An/Dogr Wan Ani Pk Gen	An/Dogr Food Eng W/Animal W/Leak P/Gen	AN/Dogr W/Animal P/Gen W/Leak M/Maint	AN/Dogr W/Animal P/Gen W/Leak M/Maint	AN/Dogr W/Animal P/Gen W/Leak D/Plan	P/Gen T/Trim W/Leak O/Grown An/Dogr	P/Gen W/Leak Bin RRC W/Animal O/Grown	T/Trim Pk Gen M/Leak M/Maint Bin RRC	
Total uncompleted customer requests up to 3 months old:					1296		Conquest Work Order & Investigation Long Term up to 3 months old:					627	
Total uncompleted customer requests between 3 to 6 months old:					174		Conquest Work Order & Investigation Long Term between 3 to 6 months old:					129	
Total uncompleted customer requests greater than 6 months old:					195		Conquest Work Order & Investigation Long Term greater than 6 months old:					144	
Request Completed: Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondence finalised.													
Conquest Work Order: A Work Order has been raised for maintenance, repair or future planned action.													
Investigation Long Term: Requested task, action or complaint assigned to internal or external investigation, may include, but not limited to: Insurance, Planning, Legal, Civil or Domestic matter													
Key:	T/Trim - Tree Trimming		Pk Gen - Parks General Request		An/Dogr - Dog Registration Enquiry								
	M/Maint - Meter Maintenance		Food Eng - Food Enquiry		W/Leak - Water Leak								
	Bin RRC - Replace Bin RRC		D/Plan - Duty Planner (New Enq)		S/Blockage - Reactive Sewerage Block								

**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT  
JANUARY 2018**

**Finance Monthly Report - January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 3**



## Monthly Operations Report

Finance Section

January 2018

### 1. Highlights

*Include any highlights or achievements that have occurred during the month.*

Activity has increased in the Rates and Revenue section with Rate notices being received late January. A reminder of Key dates below:  
January Rates Issue:

Issue Date – Monday 29 January 2018

SMS Reminders sent - Monday 26<sup>th</sup> February 2018

Due Date – Wednesday 28<sup>th</sup> February 2018

Training has commenced for the IBIS rates modelling tool which has been purchased to facilitate rate modelling and reporting on more rating information. This will be used during budget workshop.

The Co-ordinator Assets and GIS, Mr Jaco Maree has left Council during January.

### 2. Innovations, Improvements and Variations

*(Operational Plan Ref: 5.3.2.1 Identify at least one operational saving per section of responsibility.  
5.4.2.6 Identify at least two improved processes per section of responsibility)*

- Removal of Priority Paid on the Rates envelopes due to the changes in Australia Post delivery structures.
- Training manuals no longer printed for each participant – offered electronically. Savings in printing costs as well as trainer's time.

### 3. Customer Service Requests

(Operational Plan Ref: 4.1.1.1 Provide timely and accurate responses to requests)

Response times for completing customer requests in this reporting period for July are within set timeframes.

	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)
			Received	Completed											
Rates Enquiry	1	1	65	61	4	0	3	●	0.52	●	1.23	●	1.28		0.83

#### 4. Service Delivery

(Operational Plan Ref: 4.1.1.2 Provide effective delivery of Council services)

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point.	<3%	4.76% achieved in January	Operational
Rates are levied within one week of dates stipulated in the Revenue Statement.	100%	100%	Operational

#### 5. Legislative Compliance and Standards (including Risk and Safety)

(Operational Plan Ref: 5.2.1.1 Comply with legislative requirements)

##### Legislative timeframes

Item	Due Date	Compliant?	Status
Updates to be presented to Council in sectional monthly reports.	Ongoing	100%	
Council's annual financial statements are "unqualified"	31/10/17	100%	Complete
There are no internal controls as rated by the QAO deemed "ineffective".	31/10/17	100%	Complete
The timelines of the annual financial statements as rated by the QAO is not "untimely"	31/10/17	100%	Complete
The quality of financial statements is not rated "below average" by the QAO	31/10/17	100%	As per report to Audit Committee in early October.
Long Term Financial Forecast updated at each budget and budget revision.	Ongoing	100%	Undertaken at 17-18 Budget Adoption. Will be updated again during October.
Annual Operating Surplus Ratio between 0% & 10%	Ongoing	100%	Compliant at 17-18 Budget Adoption. 4.37% report in Annual Financial Statements

Item	Due Date	Compliant?	Status
Annual Net Financial Asset/Liability Ratio not greater than 60%	31/10/17	100%	34.8% reported in 16/17 Annual Financial statements.
Annual Interest Cover Ratio between 0% & 5%	31/10/17	100%	2.77% in 17/18 Adopted Budget
Annual Debt Service Cover Ratio greater than two times	31/10/17	100%	2.2 times reported in Adopted Budget
Annual Review of asset management plans by 30 June 2018.	30/06/18	Yes	Planning has commenced
Annual asset sustainability ratio is greater than 90%	31/10/17	90%	86.45% reported in 16/17 Annual Financial Statements

## 6. 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
5.2.1.8	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis.	Nothing to report
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	The required asset revaluations are completed by 30 April 2018 and integrated into asset management and relevant financial plans.	40%
5.3.4.1	Conduct review of viability in keeping Rockhampton Region Waste and Recycling commercialised	Review undertaken and options presented to Council by 30 June 2018.	40%

## 7. Capital Projects

N/A

## 8. Operational Projects

N/A

## 9. Budget

Financial performance as expected for the reporting period.

**End of Month Job Costing Ledger - (Operating Only) - CORPORATE SERVICES**

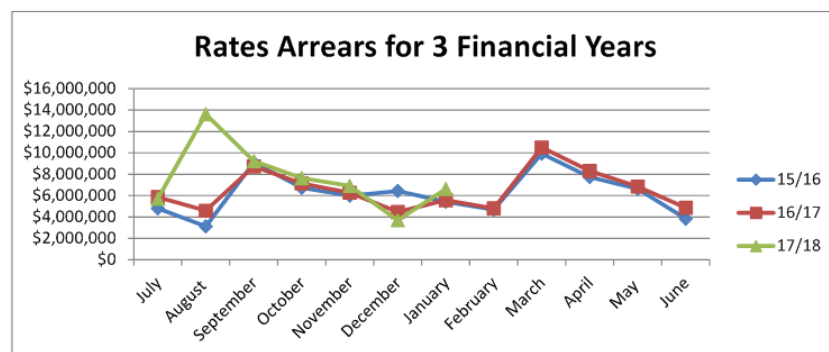
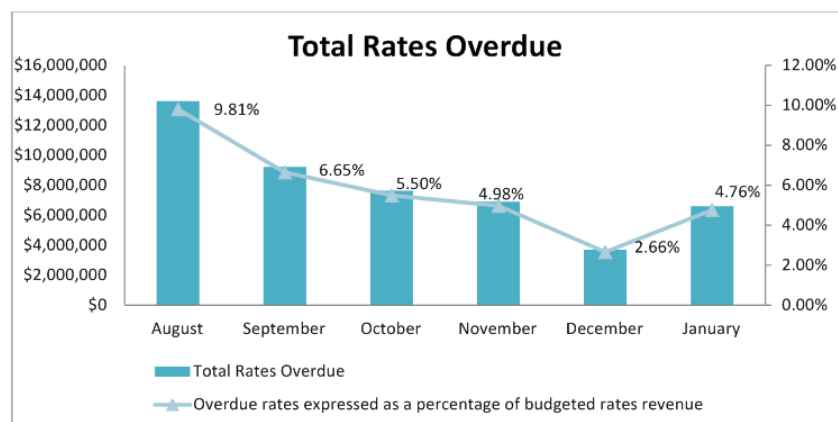
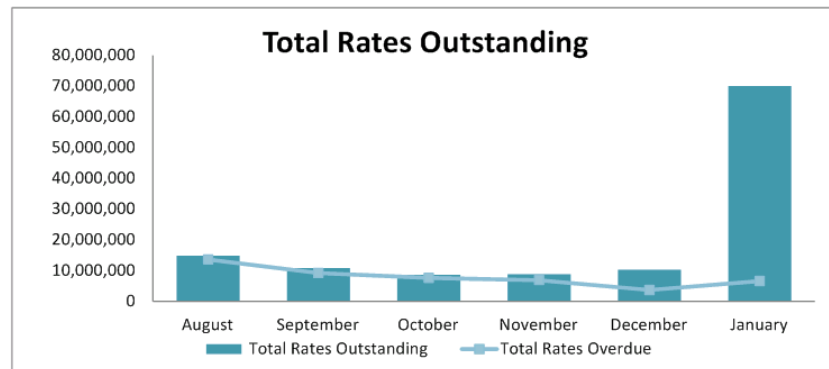
**As At End Of January**  
Report Run: 09-Feb-2018 08:12:10 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit - Actual \$	Variance %	On target 58.3% of Year Gone
<b>CORPORATE SERVICES</b>							
<b>FINANCE</b>							
<u>Finance Management</u>							
Expenses	562,938	562,600	14,495	390,998	325,493	58%	✓
Transfer / Overhead Allocation	0	0	0	302	302	0%	✗
<b>Total Unit: Finance Management</b>	<b>562,938</b>	<b>562,600</b>	<b>14,495</b>	<b>391,300</b>	<b>325,791</b>	<b>58%</b>	<b>✓</b>
<u>Accounting Services</u>							
Expenses	1,255,726	1,311,628	0	682,280	682,280	52%	✓
Transfer / Overhead Allocation	0	0	0	95	95	0%	✗
<b>Total Unit: Accounting Services</b>	<b>1,255,726</b>	<b>1,311,628</b>	<b>0</b>	<b>682,355</b>	<b>682,355</b>	<b>52%</b>	<b>✓</b>
<u>Financial Systems</u>							
Revenues	0	(1,126)	0	0	0	0%	✗
Expenses	380,690	381,702	5,888	204,948	210,828	55%	✓
Transfer / Overhead Allocation	600	600	0	570	570	95%	✗
<b>Total Unit: Financial Systems</b>	<b>381,290</b>	<b>381,176</b>	<b>5,888</b>	<b>205,517</b>	<b>211,397</b>	<b>55%</b>	<b>✓</b>
<u>Assets &amp; GIS</u>							
Revenues	0	0	0	(4,416)	(4,416)	0%	✓
Expenses	1,967,851	1,909,210	902,698	994,059	1,096,758	57%	✓
Transfer / Overhead Allocation	37,251	37,251	0	18,812	18,812	50%	✓
<b>Total Unit: Assets &amp; GIS</b>	<b>2,005,102</b>	<b>1,946,461</b>	<b>902,698</b>	<b>1,006,456</b>	<b>1,111,054</b>	<b>57%</b>	<b>✓</b>
<u>Rates &amp; Revenue</u>							
Revenues	(446,132)	(446,132)	0	(550,605)	(550,605)	123%	✓
Expenses	1,809,043	1,809,043	276,780	943,338	1,220,188	67%	✗
Transfer / Overhead Allocation	750	750	0	0	0	0%	✓
<b>Total Unit: Rates &amp; Revenue</b>	<b>1,363,661</b>	<b>1,363,661</b>	<b>276,780</b>	<b>392,733</b>	<b>669,513</b>	<b>49%</b>	<b>✓</b>
<b>Total Section: FINANCE</b>	<b>5,568,717</b>	<b>5,565,526</b>	<b>353,844</b>	<b>2,608,386</b>	<b>3,600,156</b>	<b>54%</b>	<b>✓</b>
<b>Total Department: CORPORATE SERVICES</b>	<b>5,568,717</b>	<b>5,565,526</b>	<b>353,844</b>	<b>2,608,386</b>	<b>3,600,156</b>	<b>54%</b>	<b>✓</b>
<b>Grand Total:</b>	<b>5,568,717</b>	<b>5,565,526</b>	<b>353,844</b>	<b>2,608,386</b>	<b>3,600,156</b>	<b>54%</b>	<b>✓</b>

V2 | Approved July 2017



## 10. Section Statistics



V2 | Approved July 2017

**11. Whole of Council Statistics*****Safety Statistics***

The safety statistics for the reporting period are:

	Injury Summary		
	November	December	January
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Number of Incomplete Hazard Inspections	0	0	0

***Risk Management Summary***

All Finance's Risks are now ALARP.

**CORPORATE SERVICES  
DEPARTMENT - MONTHLY  
OPERATIONAL REPORT  
JANUARY 2018**

**NRM Monthly Report - January 2018**

**Meeting Date: 20 February 2018**

**Attachment No: 4**



# Monthly Operations Report

*Natural Resource Management*

*February 2018*

## 1. Highlights

### Environmental Sustainability Strategy

- Strategy and governance framework endorsed by Leadership Team and Council.
- Sustainability Strategy Executive Group was established.

### Internal sustainability engagement

- Internal Sustainability Working Group was established.

### External sustainability engagement

- Engagement Plan for the Environmental Sustainability Strategy was endorsed.
- Monthly meeting established with Fitzroy Basin Association.

## 2. Innovations, Improvements and Variations

Environmental Sustainability pages updated on Council's website, providing the community with an online source of information about Council's sustainability journey and opportunities for them to get involved.

Environmental Resource Unit trailer equipped with all-in-one computer screens to support community engagement activities.

## 3. Customer Service Requests

### **(Operational Plan Ref: 4.1.1.1 Provide timely and accurate responses to requests)**

Response times for completing customer requests in this reporting period for *January* are *within the set timeframes*.

#### 4. Service Delivery

(Operational Plan Ref: 4.1.1.2 Provide effective delivery of Council services)

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
No established customer service standards at this time.			

#### 5. Legislative Compliance and Standards (including Risk and Safety)

(Operational Plan Ref: 5.2.1.1 Comply with legislative requirements)

Item	Due Date	Compliant? (Yes/No)	Status
No compliance requirements monitored at this time.			

#### 6. 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
3.3.1.1	Determine current baseline data for Council's current activities	Develop baseline data and monitoring mechanisms by 30 Jun 2018	In progress – Sustainability-related opportunities outlined for consideration in Council's Dashboard project. Key data monitoring requirements to be identified in the draft Environmental Sustainability Strategy.
3.3.2.1	Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions	<ol style="list-style-type: none"> <li>1. Achieve guiding principles within the Environmental Policy</li> <li>2. Develop an Environmental Sustainability Framework by 30 June 2018</li> <li>3. Implement actions in accordance with the Environmental Sustainability Framework</li> </ol>	<p>Environmental Policy scheduled for review in April 2018.</p> <p>Proposed framework for Council's Environmental Sustainability Strategy was endorsed by Council on 31 Jan 2018.</p> <p>Stage 1 completed. Actions progressing as scheduled.</p>

## 7. Capital Projects

As at period ended January – 58% of year elapsed.

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
No capital projects at this time.					

## 8. Operational Projects

As at period ended January – 58% of year elapsed.

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
No operational projects at this time.					

## 9. Budget

Financial performance as expected for the reporting period.



### End of Month Job Costing Ledger - (Operating Only) - Natural Resource Management

As At End Of January

Report Run: 09-Feb-2018 15:18:31 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EDM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 58.3% of Year Gone
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#### CORPORATE SERVICES

#### NATURAL RESOURCE MANAGEMENT

##### Natural Resource Management

Expenses	0	272,579	0	73,623	73,623	27%	✓
Total Unit: Natural Resource Management	0	272,579	0	73,623	73,623	27%	✓
Total Section: NATURAL RESOURCE MANAGEMENT	0	272,579	0	73,623	73,623	27%	✓
Total Department: CORPORATE SERVICES	0	272,579	0	73,623	73,623	27%	✓
Grand Total:	0	272,579	0	73,623	73,623	27%	✓

## 10. Section Statistics

No section statistics at this time.

## 11. Whole of Council Statistics

No whole of Council statistics at this time.

**11.7 2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER TWO****File No:** 8320**Attachments:**

1. Explanatory Notes - Reading the Report
2. 2017/18 Operational Plan Progress Report - Quarter 2
3. Operational Plan Progress Report Summary

**Authorising Officer:** Tracy Sweeney - Manager Workforce and Strategy**Author:** Allysa Brennan - Coordinator Corporate Improvement and Strategy

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**SUMMARY**

*Presenting the 2017-2018 Operational Plan progress report for quarter 2 as at 31 December 2017, pursuant to s174(3) Local Government Regulation 2012.*

**OFFICER'S RECOMMENDATION**

THAT the 2017-2018 Operational Plan progress report for quarter 2 as at 31 December 2017 be received.

**COMMENTARY**

Council's Operational Plan for financial year 2017-18 was approved on 11 July 2017 and then subsequently updated on 21 November 2017 to reflect organisational changes.

The Operational Plan Progress Report for the period 1 October to 31 December 2017 is presented for Council's consideration (Attachment 2).

The performance report displays actual performance against quarterly targets. The report records the status of each Operational Plan target using a 'completed', 'on track' and 'watching' mechanism. In addition, the report includes progress comments from responsible managers. Attachment 1 contains a diagram with explanatory notes to assist the reader in the interpretation of the report.

To ensure performance of the 2017-18 Operational Plan targets, standardised monthly departmental reports are also presented to Committees. This ensures the performance of each unit is consistent with Council's strategic direction.

A summary of each Department's performance during the reporting period is also attached (Attachment 3).

Overall the majority of Operational Plan activities have been achieved for the quarter. Some Operational Plan activities have not been met and comments have been provided in Attachment 2 against those items.

**PREVIOUS DECISIONS**

The 2017-18 Operational Plan was adopted at the Special Council Meeting on 11 July 2017.

**LEGISLATIVE CONTEXT**

Section 174(4) *Local Government Regulation 2012* states:

A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

Section 174(3) *of the Local Government Regulation 2012* states:

The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.



**CONCLUSION**

The 2017-2018 Operational Plan progress report for quarter 2 as at 31 December 2017 has been prepared in accordance with legislation.

# **2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER TWO**

## **Explanatory Notes – Reading the Report**

**Meeting Date: 20 February 2018**

**Attachment No: 1**

Operational Plan action reference number	Operational Plan target	Unit of Council responsible for action	Operational Plan Target	Relevant Department	Status on completing target (Completed, Yes, Watching or No)	Status on target being met to budget (Yes, Watching or No)	Commentary to support the target being met
<b>AVIATION SERVICES</b>							
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status	Commentary
2.14.1	Promote the Airport as the "Gateway to Northern Australia"	Aviation Services Directorate	Masterplan to be completed by 30 September 2017	Yes	Yes		Awaiting adoption at the 30 January Ordinary Council meeting.
		Aviation Services Directorate	Conduct a micro analysis of performance of airlines by 30 September 2017	Completed	Yes		Further analysis to be completed in March 2018.
2.14.2	Identify and implement business development opportunities for the Airport	Aviation Services Directorate	Update reports on partner airline performance presented to Council on a quarterly basis	Completed	Yes		Time Intelligence reporting has now been implemented and will deliver in-depth passenger and airline analysis on a as required and requested basis provided to the Airport Committee monthly and Council quarterly.
		Aviation Services Directorate	Six monthly passenger surveys	Watching	Watching		Survey to be completed on a 6 monthly basis. To be delivered by the Commercial Services Officer by end of March 2018.
2.3.1	Support programs that encourage residents to transition away from social support options	Aviation Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Watching	Watching		Considered and new staff member has now commenced.
2.5.3.1	Prepare a strategy for a FIFO hub development within the Region	Aviation Services Directorate	Strategy presented to Council by 30 September 2017	Yes	Yes		Awaiting execution of legal documents with Adani to then commence the implementation of the FIFO Hub.
2.6.1.1	Strengthen relationship with Singapore	Aviation Services Directorate	Successfully deliver Wallaby 17 by 30 November 2017	Completed	Completed		Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative (ASMTI).

# **2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER TWO**

## **2017/18 Operational Plan Progress Report - Quarter 2**

**Meeting Date: 20 February 2018**

**Attachment No: 2**

# 2017/18 Operational Plan

## Quarterly Progress Report Template



OFFICE OF THE CEO						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	CEO Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Supporting other units in program delivery as required.
4.1.1.1	Provide timely and accurate responses to requests	CEO Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests received referred to area or responsibility or addressed as appropriate.
4.1.1.2	Provide effective delivery of Council services	CEO Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Committee and Council agendas and minutes completed in accordance with service levels.
5.2.1.1	Comply with legislative requirements	CEO Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	CEO Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Quarterly Risks Review undertaken and risks monitored.
5.2.1.6	Registers of Interest for Councillors are updated on the public website as per legislative requirements	CEO Directorate	Registers uploaded within three days of being notified of changes	Yes	Yes	Ongoing. Updated in accordance with timeframes.
5.2.1.8	Monitor and review non-compliance of legislative requirements	CEO Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-compliances in CEO Directorate.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	CEO Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resource levels sufficient at present and will be reviewed as vacancies arise.
5.3.2.1	Continually review operational expenditure	CEO Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Permanent appointment made in Committee Support which will reduce casual hours for Hero assistance. 1 vacant position in Mayor's Office from mid January to be reviewed.
5.4.1.1	Promote good democratic governance by adhering to legislative requirements for local governments	CEO Directorate	Present organisational updates and matters impacting local government to Council on a monthly basis	Yes	Yes	CEO reports monthly to Council on organisational matters.
5.4.2.6	Pursue improved processes through all levels of Council	CEO Directorate	Identify at least two improved processes per section of responsibility	Watching	Yes	CEO discussing with managers in current quarter - processes are continually reviewed for efficiencies.

CEO Directorate

## Office of the Mayor

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.5.3.2	Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software	Media and Engagement	Collate data and set benchmarks by 30 June 2018 to implement improvement targets for 2018/19	Yes	Yes	Council's targeted strategy is on track with a 5% increase in following with a 67% reduction in postings. Council expects to exceed 20,000 followers in Q3.
1.5.3.4	Generate positive media coverage and community awareness of events, initiatives and general Council business	Media and Engagement	100 positive media releases and/or video digital content created and distributed annually	Yes	Yes	89 media releases were sent out in the reporting period with 70 considered proactive. 10 proactive videos were also produced during the period. Council has now exceeded its target of 100 positive releases/videos ahead of schedule.
1.5.3.7	Provide opportunities for all stakeholders to contribute to community decision making	Media and Engagement	Conduct annual Community Conversation forum campaigns across the Region	Yes	Yes	Community Conversation campaign was completed as expected with data collated and results posted on Council's website.
1.6.3.1	Deliver and support local events and celebrations	Office of the Mayor	Conduct civic events in accordance with the Civic Events Policy	Yes	Yes	Civic events coordinated during the quarter included: • Cedric Archer Park Water Playground Opening.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Office of the Mayor	Consider options in budget planning to support programs in 2018/19	Yes	Yes	Supporting other units in program delivery ie Jobs Readiness Expo being delivered by November 2017.
4.1.1.1	Provide timely and accurate responses to requests	Office of the Mayor	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	132 media enquiries received and responded to during the quarter. 375 customer service requests logged on behalf of Mayor and Councillors for the reporting quarter. All requests responded to in accordance with customer service standards.
4.1.1.2	Provide effective delivery of Council services	Office of the Mayor	In accordance with unit's customer service standards and service levels	Yes	Yes	Achieved.
4.1.1.3	Respond to queries and engage with the public through Council's social media sites	Media and Engagement	Develop and implement a comprehensive Social Media Strategy by 30 September 2017	Completed	Yes	Completed in Q1.

## Office of the Mayor

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.4	Develop and implement a set of approved service standards for interaction with media organisations	Media and Engagement	Develop standards by 31 August 2017	Completed	Yes	Completed in Q1.
5.1.2.2	Host official visits to the Region by government representatives and other official visitors	Office of the Mayor	Update report presented to Council a monthly basis	Watching	Yes	No official visits hosted during the reporting quarter.
5.2.1.1	Comply with legislative requirements	Office of the Mayor	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Office of the Mayor	Risk registers are presented to Council on a quarterly basis	Yes	Yes	No specific corporate risks for Office the Mayor.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Office of the Mayor	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Office of the Mayor	Review workforce requirements in accordance with budget schedule	Yes	Yes	Review of usage of casual staff.
5.3.2.1	Continually review operational expenditure	Office of the Mayor	Identify at least one operational saving per section of responsibility	Yes	Yes	Creation of collateral internally resulting in less expenditure with external suppliers.
5.4.2.6	Pursue improved processes through all levels of Council	Office of the Mayor	Identify at least two improved processes per section of responsibility	Yes	Yes	Development of media protocols for efficient approval and ordering of plaques to mark completion of major projects.



## Internal Audit

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Internal Audit	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Will be considered as part of the 2018-19 budget process.
4.1.1.1	Provide timely and accurate responses to requests	Internal Audit	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	No adopted service levels in area of responsibility however the Annual Audit Plan and Risk Management Plan is prepared and delivered in accordance with the relevant internal stakeholders. Requests arising have been responded to within acceptable timeframes.
4.1.1.2	Provide effective delivery of Council services	Internal Audit	In accordance with unit's customer service standards and service levels	Yes	Yes	Audit - internal audits completed in accordance with Annual Audit Plan. Risk Management - EOFY review of Corporate Risk Register presented to Council on 25 July 2017.
5.2.1.1	Comply with legislative requirements	Internal Audit	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.
5.2.1.3	Internal Audit function is undertaken in accordance with legislative requirements and timeframes	Internal Audit	Achievement of 85% of the annual audit plan completed	Yes	Yes	Audits completed - Damage to Council Facilities.
		Internal Audit	Audit Committee Meetings are held at least twice each financial year	Yes	Yes	Second Audit Committee meeting held 6 October 2017.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Internal Audit	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Registers reviewed by management 8 December 2017.
		Internal Audit	Risk register updates presented to Council as per the Enterprise Risk Framework	Yes	Yes	Registers reviewed by management 8 December 2017.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Internal Audit	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No known non-compliances for the reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Internal Audit	Review workforce requirements in accordance with budget schedule	Completed	Yes	Position Re-design completed for Risk Function as per adopted budget.
5.3.2.1	Continually review operational expenditure	Internal Audit	Identify at least one operational saving per section of responsibility	Yes	Yes	Assessed and utilised the use of lower cost of internal staff vs higher cost of consultants.
5.4.2.6	Pursue improved processes through all levels of Council	Internal Audit	Identify at least two improved processes per section of responsibility	Yes	Yes	Improvements to the Risk Reporting & Audit Report format have been implemented.

CORPORATE SERVICES						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Corporate Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Project not yet commenced but will be considered during Quarter 3 and 4 when budget deliberations are taking place.
4.1.1.1	Provide timely and accurate responses to requests	Corporate Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Customer service standards and service levels being met.
4.1.1.2	Provide effective delivery of Council services	Corporate Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer service standards and service levels being met.
5.2.1.1	Comply with legislative requirements	Corporate Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Corporate Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Corporate Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed and no non-compliances this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Corporate Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Considered as part of the adopted revised budget.
5.3.2.1	Continually review operational expenditure	Corporate Services Directorate	Identify at least one operational saving per section of responsibility	Watching	Yes	Nothing to report this quarter.
5.4.2.6	Pursue improved processes through all levels of Council	Corporate Services Directorate	Identify at least two improved processes per section of responsibility	Watching	Yes	Cash spot checks completed with some minor recommendations made.

Corporate Services Directorate

## Corporate and Technology Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Corporate and Technology Services	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Smart Hub operations and associated events continue to support and stimulate the growth of the startup ecosystem. Currently 24 startups in residence at the Smart Hub.
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations	Procurement and Logistics	Annual local goods/services spend analysis >= 70% local	Yes	Yes	Annual goods and services spend analysis and Local Preference Policy review completed and reported to Council at the 21/11/17 Ordinary Meeting. Council's annual goods and service spend = \$96.4M, of that \$71.3M (76%) spent locally within the RRC boundaries.
2.4.1.1	Implement Council's Smart Way Forward Strategy Action Plan	Corporate and Technology Services	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public Wi-Fi) by 31 May 2018	Yes	Yes	Stages 1a,b,f & g - completed (Quay St) Stages 1c & d - completed (Denham St) Stage 2 – under construction (Low bank) Stage 3a, Pt 1 – completed (East St - Fitzroy to William) Stage 3a, Pt 2 - designed (East St - William to Derby) Stage 3b - waiting quote response (William St) Stage 3c & d – detailed design in progress (Quay Lne & Victoria Pde)
2.5.5.1	Design and fitout the Customs House Smart Hub	Corporate and Technology Services	Construction completed and Smart Hub opened by 30 November 2017	Watching	Watching	Smart Hub fitout works continuing. Some delays due to storm water drainage issues. Work expected to be completed early February 2018. Official opening scheduled for 09/02/18 and open day 16/02/18.
2.5.5.2	Implement the annual Smart Hub Operational Plan	Corporate and Technology Services	Facilitate three smart hub programs: Learn to Earn, Connect and Grow Startup Club Startup Stars	Yes	Yes	Startup programs completed as scheduled. Startup Club # 1 – final pitch completed mid-Aug 17 Startup Club # 2 – final pitch completed early-Dec 17 Startup Stars – completed Jan 18 Learn to Earn, Coconnect & Grow event - early-Dec 17
4.1.1.1	Provide timely and accurate responses to requests	Corporate and Technology Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Customer service standards and service levels being met.
4.1.1.2	Provide effective delivery of Council services	Corporate and Technology Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Corporate & Tech Services has 10 reportable customer service standards and service levels that were all met for this quarter.
4.3.1.1	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Information Systems	Achievement of 2017-18 targets as detailed in the ICT Strategic Plan	Yes	Yes	Strategy actions implementation progressing as scheduled; including the commencement of the Asset Management System replacement project and Aurion Web Recruitment implementation.

## Corporate and Technology Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.1	Comply with legislative requirements	Corporate and Technology Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Corporate and Technology Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	One risk being the failure of Council's 2-way system is being treated and due for completion by 30/06/18. All other risks detailed on the Operational Risk Register are ALARP as at 22/12/17.
5.2.1.7	Right to Information and Information Privacy requests are managed and processed in accordance with legislative requirements	Information Systems	100% of requests are processed within legislative timeframes	Yes	Yes	Meeting the legislative timeframes for RTI/IP application processing. Five RTI/IP applications were received during the quarter.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Corporate and Technology Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed. No non-compliances reported this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Corporate and Technology Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Vacancies evaluated and assessed prior to recruitment.
5.3.2.1	Continually review operational expenditure	Corporate and Technology Services	Identify at least one operational saving per section of responsibility	Yes	Yes	Implemented new mobile device business service agreement with Telstra - providing additional services (including MMS and share pool for mobile data) and annual saving of \$12k.
5.4.2.6	Pursue improved processes through all levels of Council	Corporate and Technology Services	Identify at least two improved processes per section of responsibility	Yes	Yes	Implemented on-line public status query function for development applications. Implemented Apple device enrolment program, saving time when transitioning to new replacement smart devices.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Finance	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Project not yet commenced but will be considered during Quarter 3 and 4 when Budget Deliberations are taking place.
4.1.1.1	Provide timely and accurate responses to requests	Finance	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Currently achieving an average completion time for rates enquiries of 1.35 days against a customer service standard of 3 days.
4.1.1.2	Provide effective delivery of Council services	Finance	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer Service Standards and Service Levels achieved: Unpaid Rates > 3% at lowest point - 2.66% achieved in December - Target Achieved Rates levied within one week of stipulated dates in the Revenue Statement - Target achieved
5.2.1.1	Comply with legislative requirements	Finance	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Finance	Risk registers are presented to Council on a quarterly basis	Yes	Yes	All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Finance	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed and no non-compliances this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Finance	Review workforce requirements in accordance with budget schedule	Yes	Yes	Vacancies evaluated and assessed prior to recruitment.
5.3.2.1	Continually review operational expenditure	Finance	Identify at least one operational saving per section of responsibility	Watching	Yes	Implementation of the Capital Budget into the technology one Budget module as made for a more efficient budget process.

Finance

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.3.2.2	The annual financial statements meet acceptable governance standards	Financial Services	Council's annual financial statements are 'unqualified'	Completed	Yes	Financial Statements Finalised on the 12th October 2017. Additional audit costs identified but within budget.
		Financial Services	There are no internal controls as rated by the QAO deemed 'ineffective'	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October.
		Assets & GIS	There are no internal controls as rated by the QAO deemed 'ineffective'	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October.
		Financial Services	The timelines of the annual financial statements as rated by the QAO is not 'untimely'	Completed	Yes	Orange Traffic Light achieved for Timeliness. 4/5 key reporting dates met with the 5th date being negotiated with the External Auditors. Reported to Audit Committee on the 6 October.
		Financial Services	The quality of the financial statements is not rated 'below average' by the QAO	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October.
5.3.2.3	Review and update long-term financial forecasts to attain a financially sustainable organisation	Financial Services	Long Term Financial Forecast updated at each budget and budget revision	Yes	Yes	Budget Revision was adopted in December to incorporate the large change with the Capital Grants received as well to allow for a contribution towards Carmichael Airport if required.
		Financial Services	Annual Operating Surplus Ratio between 0% & 10%	Yes	Yes	Budget Revision was Adopted in December with a break-even position.
		Financial Services	Annual Net Financial Asset/Liability Ratio not greater than 60%	Yes	Yes	56.3% is forecast in the 2017/18 Budget revision.
		Financial Services	Annual Interest Cover Ratio between 0% & 5%	Yes	Yes	2.7% is forecast in the 2017/18 Budget revision.
		Financial Services	Annual Debt Service Cover ratio greater than two times	Yes	Yes	2.2 is forecast in the 2017/18 Budget Revision.

Finance

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	Financial Services	Rates are levied within one week of dates stipulated in the Revenue Statement.	Yes	Yes	No specific date set in the 2017/18 Revenue Statement. Issue date was 31/07/17.
		Assets & GIS	The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans	Watching	Yes	Draft Audit Plan suggests that Asset Valuations will be finalised by the 30 April, 2018.
		Financial Services	Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point	Yes	Yes	Unpaid Rates > 3% at lowest point Target achieved at December where 2.66% was achieved.
		Assets & GIS	Annual review of asset management plans by 30 June 2018	Yes	Watching	Will have to replan with Staff Vacancies as well as the priority being placed on the implementation of the new Asset System.
5.3.3.1	Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources	Assets & GIS	Annual asset sustainability ratio is greater than 90%	Yes	Yes	119.6% is forecast in the 2017/18 Budget Revision.
		Assets & GIS	Annual asset sustainability ratio is greater than 90%	Yes	Yes	119.6% is forecast in the 2017/18 Budget Revision.
5.3.4.1	Conduct review of viability in keeping Rockhampton Regional Waste and Recycling commercialised	Financial Services	Review undertaken and options presented to Council by 30 June 2018	Yes	Yes	Workshops will be with Council during 2018/19 Budget. Workshops and Timetables have been scheduled.
5.4.2.6	Pursue improved processes through all levels of Council	Finance	Identify at least two improved processes per section of responsibility	Watching	Yes	Looking to cease issue of the tenancy advices on water billing as this is no longer required. Potential savings of up to \$30,000.

Finance

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Safety and Training	Achievement of 85% or greater compliance from the 2017 WHS Safety Audit	Yes	Yes	53 recommendations were identified in the 2016 Audit 33 actions are complete 15 actions are in progress 5 actions have not yet commenced
				Yes	Yes	Of the 9 KPIs, 5 are on Track <i>Incidents logged in Riskware by end of next business day</i> - Target 75% Actual 70%.. <i>Completion of scheduled hazard inspections</i> - Target 80% Actual 87% <i>Completion of corrective actions by nominated due date</i> - Target 80% Actual 82% <i>Total Injury Count</i> - Target 187 Actual YTD 98 <i>Total Injury Frequency Rate</i> - Target 132.08 Actual 128.87 <i>Lost Time Injury Count</i> - Target 34 Actual YTD 17 <i>Lost Time Injury Frequency Rate</i> - Target 24.13 Actual 22.35 <i>Days Lost due to Injury</i> - Target 479 Actual YTD 339 <i>Lost Time Injury Severity Rate</i> - Target 8.71 Actual 9.47
		Safety and Training	Achievement of KPIs in accordance with the Workplace Health and Safety Management System Plan			
2.2.3.1	Support programs that encourage residents to transition away from social support options	Workforce and Strategy	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Business Administration Trainee commenced on 11 Dec with Safety Trainee and an additional Business Administration Trainee to commence in the next quarter. Human Resource representatives supported the Get Ready Rocky Expo.
4.1.1.1	Provide timely and accurate responses to requests	Workforce and Strategy	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Currently achieving an average completion time for requests for of 8.77 days against a customer service standard of 30 days.

Workforce and Strategy



Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
				Yes	Yes	
4.1.1.2	Provide effective delivery of Council services	Workforce and Strategy	In accordance with unit's customer service standards and service levels			Customer Service Standards and Service Levels achieved: Policies reviewed within 10 working days - Target 100% Actual 100% Access and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint - Target 100% Actual 100% Employee pays processed and paid within 3 working days after the period end date - Target 100% Actual 100% Payroll accuracy - Target 100% Actual 99.74% Acknowledge job applications within 2 working days of the advertising close date - Target 100% Actual 100%
4.2.2.1	Manage an annual compliance training program	Safety and Training	Implement a six monthly schedule of mandatory training at the end of July 2017 and end of January 2018	Yes	Yes	The six monthly schedule for July-Dec was completed as per the schedule. The Jan-June schedule has been developed and training providers are booked.
4.2.2.2	Ensure legislative updates are communicated and implemented in areas of responsibility	CIS	Undertake a legislative compliance review project by 30 June 2018	Yes	Yes	A scope is being developed for endorsement. CIS have undertaken a demonstration of LGAQ's legislative compliance program and are in the process of consulting with other Councils who use the program.
4.3.2.1	Implement programs that support leadership development	Safety and Training	Deliver leadership development program once in each six month period	Yes	Yes	Attendees being identified by the Leadership Team for the next round of the program which is scheduled to commence in February 2018.
		HR and Payroll	Develop and implement a Mentoring Program and Performance Review system by 30 June 2018	Yes	Yes	External Performance review system - "OurPlan" currently being trialled in some operational areas, prior to availability across all council. Mentoring program scheduled for 2018 implementation.
4.3.3.1	Implement a rehabilitation/fitness for work program	Safety and Training	90% of workers on fit for work programs are placed within their own department	Yes	Yes	100% of rehabilitation/fitness for work programs have been placed within the workers own department during the reporting period.
4.3.3.2	Undertake an employee survey that measures employee engagement and satisfaction with the organisation	HR and Payroll	Employee survey results show 5% increased overall satisfaction (from 63% in 2015)	Yes	Yes	A whole of council survey will be conducted before June 2018.
5.2.1.1	Comply with legislative requirements	Workforce and Strategy	Updates to be presented to Council in sectional monthly reports	Watching	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.

## Workforce and Strategy

## Workforce and Strategy

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.2	Develop and implement Governance Framework	CIS	Develop Framework by 30 June 2018	Yes	Yes	Research is being undertaken in relation to the governance frameworks in place within the local government industry. A number of options will be presented to the Leadership Team for review and direction.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Workforce and Strategy	Risk registers are presented to Council on a quarterly basis			All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017.
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements	Industrial Relations and Investigations	100% actioned in accordance with Council policy and procedure	Yes	Yes	A new centralised Complaints Management Framework was adopted by Council on 12 December 2017. This framework will support the effective and efficient management of all types of internal and external complaints. Complaint assessments and investigative processes are continuing to be actioned in a timely manner pursuant to statutory and policy obligations.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Workforce and Strategy	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Watching	Yes	There continues to be some organisational deficiencies that have been notified in relation to tickets, licenses, training and qualifications renewals overdue.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Workforce and Strategy	Review workforce requirements in accordance with budget schedule	Yes	Yes	Efficiencies in staffing needs considered and Recruitment Officer trial in progress within the Human Resources Unit.
5.3.2.1	Continually review operational expenditure	Workforce and Strategy	Identify at least one operational saving per section of responsibility	Yes	Yes	All of section team building activity undertaken to sand and oil outdoor furniture quoted by external provider at \$1200.
5.4.2.1	Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records	HR & Payroll	Implement the Aurion Timekeeper module by 30 June 2018	Watching	Yes	Aurion web recruitment is currently being tested. The system will be implemented following user acceptance and comprehensive customer education. This will impact on commencement of configuration of Aurion timekeeper.
5.4.2.2	Undertake certified agreement negotiations that consider the application of the new Queensland Local Government Industry Award - State 2017 and the <i>Industrial Relations Act 2016</i>	Industrial Relations & Investigations	Negotiations completed and certified agreement conditions implemented by 30 June 2018	Yes	Yes	Project planning is continuing with a variety of options and strategies be considered. It is envisaged negotiations will commence in Quarter 3 of 2018.

## Workforce and Strategy

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.4.2.3	Create a system to automate the delegation and authorisation process	CIS	Implement an automated electronic system by 30 June 2018	Completed	Yes	Data has been entered into a master spreadsheet and the automated process within external and internal registers has been created. The implementation of legislation into the new system is ongoing and will be done as delegations are reviewed by Council's solicitors.
5.4.2.4	Simplify and streamline approval processes	CIS	Develop a Delegations Policy, incorporating Corporate Delegation Bands, by 30 December 2017	Completed	Yes	Delegation Policy has been finalised. Corporate Delegation Bands will continue being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy document/s as they are reviewed.
5.4.2.5	Ensure that policies and procedures provide the appropriate framework and approvals to facilitate the efficient and effective operations	HR & Payroll	Implement changes to Corporate Delegations and update policy and procedure documents by 30 June 2018	Yes	Yes	Continuing process of absorption of corporate delegations into Policies and Procedures occurring.
5.4.2.6	Pursue improved processes through all levels of Council	Workforce and Strategy	Identify at least two improved processes per section of responsibility	Yes	Yes	Individual monthly Departmental Reports are now combined into one All Departmental Report resulting in a reduction of time taken to complete and a elimination of duplication of data.
5.4.3.1	Identify and implement improved recruitment process	HR & Payroll	Implement process, including web recruitment by 30 June 2018	Yes	Yes	Web Recruitment currently undergoing testing in HR environment. Subject to user acceptance, IT functionality and comprehensive education process for public and employees on new system, implementation will occur.
5.4.4.1	Undertake a survey that show staff are proud to work at Council	HR & Payroll	Maintain 75% of staff that are proud to work at Council	Yes	Yes	A whole of council survey will be conducted before June 2018.
5.4.4.2	Implement improved internal communications strategies to ensure all staff are informed	Workforce and Strategy	Staff newsletter is distributed to all staff on a monthly basis	Yes	Yes	Rocky Roundup issued for October, November and December during the reporting period.

## Natural Resources Management

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Natural Resource Management	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Environmental Sustainability Strategy is under development and will include consideration of associated employment and industry opportunities.
3.3.1.1	Determine current baseline data for Council's current activities	Natural Resource Management	Develop baseline data and monitoring mechanisms by 30 June 2018	Yes	Yes	Environmental Sustainability Strategy is under development and will include consideration of key data and monitoring mechanisms.
3.3.2.1	Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions	Natural Resource Management	Achieve guiding principles within the Environmental Policy	Yes	Yes	Environmental Sustainability Strategy is under development and will include consideration of vision and objectives, guiding principles and policy requirements.
		Natural Resource Management	Develop an Environmental Sustainability Framework by 30 June 2018	Yes	Yes	The Leadership Team endorsed a framework for development of the Environmental Sustainability Strategy in Dec 2017. This included a governance structure and staged approach to initial review, visioning, strategy development, strategy validation, consultation and implementation.
		Natural Resource Management	Implement actions in accordance with the Environmental Sustainability Framework	Yes	Yes	Initial actions underway in accordance with the endorsed Strategy framework. Implementation will commence once Council has adopted the Strategy (FY2018/19).
4.1.1.1	Provide timely and accurate responses to requests	Natural Resource Management	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests are being actioned in a timely manner. No known issues or complaints.

## Natural Resources Management

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.2	Provide effective delivery of Council services	Natural Resource Management	In accordance with unit's customer service standards and service levels	Yes	Yes	All services are being delivered effectively. No known issues or complaints.
5.2.1.1	Comply with legislative requirements	Natural Resource Management	Updates to be presented to Council in sectional monthly reports	Yes	Yes	First NRM section monthly report scheduled for delivery in February 2018. No known sectional legislative issues.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Natural Resource Management	Risk registers are presented to Council on a quarterly basis	Yes	Yes	First NRM section risk register scheduled for delivery by June 2018.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Natural Resource Management	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	First NRM section monthly report scheduled for delivery in February 2018. No known sectional legislative issues.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Natural Resource Management	Review workforce requirements in accordance with budget schedule	Yes	Yes	New section. Workforce requirements to be reviewed in conjunction with Environmental Sustainability Strategy implementation plan (FY2018/19).
5.3.2.1	Continually review operational expenditure	Natural Resource Management	Identify at least one operational saving per section of responsibility	Yes	Yes	New section. Operational requirements will be confirmed in conjunction with the Environmental Sustainability Strategy implementation plan (FY2018/19).
5.4.2.6	Pursue improved processes through all levels of Council	Natural Resource Management	Identify at least two improved processes per section of responsibility	Yes	Yes	New section. Required processes will be confirmed in conjunction with the Environmental Sustainability Strategy implementation plan (FY2018/19).

COMMUNITY SERVICES						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.6.3.1	Deliver and support local events and celebrations	Community Services Directorate	Deliver Festive Season display throughout the Region	Completed	Yes	Installation of Christmas Tree in CBD and decorations in region delivered.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Community Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Watching	Not all projects have met budget, with the Mount Morgan project being the most significant overrun.
4.1.1.1	Provide timely and accurate responses to requests	Community Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Adopted Service levels established where practical.
4.1.1.2	Provide effective delivery of Council services	Community Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Adopted service levels to be established throughout year.
5.2.1.1	Comply with legislative requirements	Community Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Community Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers are updated as required ensuring key priorities are being addressed and acted on.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Community Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Watching	Yes	There are a number of overdue licence and tickets renewals that have been followed up with relevant staff.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Community Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Business Trainee commenced December 2017 with Departmental reviews in progress.
5.3.2.1	Continually review operational expenditure	Community Services Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	FTE transfers occurred.
5.4.2.6	Pursue improved processes through all levels of Council	Community Services Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	Blue card register developed and operated from this directorate.

Community Services Directorate

## Arts and Heritage

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.2.1.3	Provide quality arts and cultural facilities throughout the Region	Major Venues	Deliver 100% of the See It Live program at Pilbeam Theatre	Yes	Yes	2017 See it Live program completed for the calendar year with Diary of a Wombat the sole See it Live event occurring in Q2.
		Arts and Heritage	Community long-term use spaces at the Walter Reid Cultural Centre are 100% tenanted	Yes	Yes	All spaces tenanted to community groups.
		Art Gallery	Deliver 100% of the Rockhampton Art Gallery program	Yes	Yes	2017 exhibitions program completed for the calendar year. The period included Finding Fairweather, Fairweather Contemporise, Coming into Fashion: A century of photography at Conde Nast, Pret-a-printer: Letterpress by The Officina Athelstane, Jewellers and Milliners: Rockhampton's fashion makers and newly opened exhibitions of Happy Birthday Play school: Celebrating 50 years, Draft: a collection of imperfect faces, with unfinished stories by Emma Ward and Alluvia by Tom Borgas: The Rockhampton riverside public art project.
1.4.1.2	Provide community sponsorship for activities in various sectors	Arts and Heritage	Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines	Yes	Yes	Applications received, recommendations endorsed and grants delivered to the following - CQ Contemporary Artist - \$3395 to bring two tutors to Rockhampton to facilitate two separate workshops in 2018, Recollection Artist - \$13 500 to mount a joint exhibition of new works re-examining the distinct cultural identity of the Rockhampton region, based on the books The Early History of Rockhampton and Battler's Tales of Early Rockhampton, Plural Theatre - \$3818.48 to conduct theatre workshops with young people in foster care, exploring their emotional wellbeing as they approach transition from care, Rockhampton Art Gallery - \$3825 to develop and present a large scale, engaging exhibition providing opportunity for artists working in the Central Queensland region.
1.4.1.3	Deliver a range of performances, programs and activities for various age groups	Art Gallery	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Yes	Yes	84 programs have been held in the 92 day quarter including, The Art of Landscapes course, Yoga in the Gallery, Messy Mondays, Collection Tours, Sunday Sounds Session, Wine and Watercolour, Drawing Days with Erin Dunne workshops, Bookbinding: A beginning place workshop, Play School Reading Times, and many more.
		Major Venues	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Yes	Yes	Programs delivered - Diary of a Wombat. A "page to stage" childrens and family work of a classic childrens book. A general public performance was attend with near sold out school shows. The remainder of the quarter included community and commercial venue eventshire.

## Arts and Heritage

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.4.3.3	Engage volunteers to assist with activities at the Heritage Village	Heritage Services	Maintain and support volunteer engagement at the Heritage Village	Yes	Yes	Volunteer opportunities widely promoted in community. Volunteers are supported by providing engaging and rewarding activities including social interaction.
1.6.2.1	Operate the Rockhampton Heritage Village	Heritage Services	Heritage Village opened in accordance with operating hours and has total site visitation exceeding 30000 persons	Yes	Yes	Visitor numbers are on target year to date at 21,129.
1.6.3.1	Deliver and support local events and celebrations	Arts and Heritage	Conduct Rockhampton Carols by Candlelight annual event	Yes	Yes	Carols by Candlelight delivered at Pilbeam Theatre and Rockhampton Music Bowl with a combined attendance of approximately 4500 patrons. \$8991 was donated to the selected charity, Anglicare Central Queensland.
		Heritage Services	Conduct Heritage Festival event	Yes	Yes	Heritage Festival theme confirmed to be held over weekend of 2nd and 3rd June. Some sponsorships confirmed.
		Arts and Heritage	Conduct annual Rockhampton Cultural Festival	Completed	Yes	Planning for 2018 event has commenced including internal consultation, initial sponsorship negotiations, engagement of cultural suppliers for visual arts and choral activities.
1.6.3.2	Deliver and support major Regional events	Major Venues	Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre	Yes	Yes	Artistic team appointed, auditions complete, cast announced and show launched and tickets on sale.
		Art Gallery	Deliver two major exhibitions delivering in excess of 4000 visitors at the Rockhampton Art Gallery	Yes	Watching	In the 2017 year, the two major exhibitions were Coming into Fashion and Towers of tomorrow, both exhibitions exceeded the attendance of 4,000 visitors. Our of the 14 exhibitions presented in 2017, 12 exhibitions exceeded the attendance of 4,00 visitors per exhibition.
		Major Venues	Rockhampton Showgrounds is used for 25 days for whole-of-grounds events	Yes	Yes	12 of annual target of 25 events or 48% of target slightly behind 50% year to date. Event in Q2 included multiple Speedway events.



## Arts and Heritage

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.6.4.1	Deliver a diverse range of creative arts programs	Art Gallery	Programs are delivered in accordance with guidelines and schedules	Yes	Yes	Programs delivered in line with Council and industry standards and guidelines. Ongoing visitor feedback survey was undertaken in the period to address immediate action. Positive feedback from suppliers has been received from addressing finance in the last quarter. The Term 4 public program has been 100% delivered in the period.
		Art Gallery	The effectiveness of annual public programs are presented to Council at the end of each calendar year	Watching	Yes	Annual public program for the 2017 year have been completed and reporting to Council has commenced scheduled for completion in February/March 2018.
		Major Venues	Programs are delivered in accordance with guidelines and schedules	Yes	Yes	Programs have been delivered within planned and contracted guidelines.
		Major Venues	The effectiveness of annual public programs are presented to Council at the end of each calendar year	Watching	Yes	As reported to Council as part of annual Community Satisfaction Survey. Direct customer feedback survey under development for use in calendar year 2018.
1.6.4.2	Deliver the Regional Arts Development Fund	Arts and Heritage	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Yes	Yes	Round 1 of 17/18 completed with the following applicants successful - CQ Contemporary Artists, Recollection Artists, Plural Theatre and the Rockhampton Art Gallery. Round 2 of 17/18 has opened and is being promoted through various avenues including face to face meetings and closes on 12 February 2018.
1.6.4.3	Support the creation of public art throughout the Region	Art Gallery	Develop a Public Art Program by 31 December 2017	Watching	Yes	The Public Art Policy remains in draft. Further consultation is required before the policy is presented to Council for consideration. Riverside Public Art commissions are 100% completed and work is now being done to identify future projects of Public Art. Restoration to the Bulls is being prepared for May 2018. Development and presentation of the exhibition Alluvia by Tom Borgas: The Rockhampton riverside public art project.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Arts and Heritage	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	To be considered during budget development. Jobs Queensland program participants engaged at Heritage Village.
2.3.2.1	Plan for the construction of the new Rockhampton Art Gallery and redevelopment of the former art gallery as flat floor "black box" performance/event space	Art Gallery	Business case, scope of work and -design completed by 30 June 2018	Yes	Yes	Art Gallery Business case 90% completed. Art Gallery Schematic design 100% completed. Art Gallery Economic Analysis 90% completed.

## Arts and Heritage

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Arts and Heritage	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Response to requests completed and reported on a monthly basis to Council committee.
4.1.1.2	Provide effective delivery of Council services	Arts and Heritage	In accordance with unit's customer service standards and service levels	Yes	Yes	Services delivered to service levels as reported on a monthly basis to Council committee.
5.2.1.1	Comply with legislative requirements	Arts and Heritage	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Arts and Heritage	Risk registers are presented to Council on a quarterly basis	Yes	Watching	Sole operational risk, installation of venue management delay due to software upgrade challenges.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Arts and Heritage	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Minor licence and ticket renewals overdue but followed up with relevant officers.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Arts and Heritage	Review workforce requirements in accordance with budget schedule	Yes	Yes	Section workforce in accordance with budget schedule. Use of casual staff is regularly reviewed to ensure that use is either minimized or occurs with maximum cost recovery according to seasonal nature of Arts & Heritage Units operation.
5.3.2.1	Continually review operational expenditure	Arts and Heritage	Identify at least one operational saving per section of responsibility	Yes	Yes	Utilised the recently installed digital signage mounted on the Pilbeam Theatre to promote We Will Rock You rather than paying for the production and installation of one use wall skin on side Art Gallery.
5.4.2.6	Pursue improved processes through all levels of Council	Arts and Heritage	Identify at least two improved processes per section of responsibility	Yes	Yes	Rationalised and restructured and removed duplication of file system within Major Venues shared O drive. Altered F&B stock purchase process within Pilbeam Theatre to reduce volume of stock held on site to reduce spoilage and storage requirements.

## Communities and Facilities

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.4.1	Undertake required statutory maintenance	Facilities	Compliance standards met	Yes	Yes	Maintenance undertaken in accordance with compliance timeframes for airconditioning units; fire systems, equipment and emergency exit lighting; switchboards; auto opening doors.
1.1.4.2	Clean and maintain Council buildings	Facilities	Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation	Yes	Yes	Cleaning undertaken in accordance with established schedule, including roof and gutter cleaning; 1471 work orders completed.
1.1.4.3	Develop and implement conservation management plans for heritage listed buildings	Facilities	Conservation Management Plan review conducted in accordance with schedule	Yes	Yes	There were no Conservation Management Plans requiring review during this period.
1.2.1.1	Provide venues suitable for community use	Facilities	All venues are compliant with statutory requirements	Yes	Yes	Further works completed at Northside library.
1.3.1.1	Maintain and monitor CCTV systems	Communities and Facilities	System maintained in accordance with schedule	Yes	Yes	Camera operation checked on weekly basis to identify faults with repairs undertaken on 23 cameras during this period.
1.4.1.2	Provide community sponsorship for activities for various sectors	Communities and Facilities	Community sponsorship and grant funding applied in accordance with the guidelines	Yes	Yes	Funding of \$57,665 provided for 16 projects, and support for hall insurance for one organisation during the quarter.
1.4.1.4	Provide library services	Library Services	Library services aim to meet key quality standards for public libraries	Yes	Yes	60,803 library visits recorded, and 110,169 items issued during the period.
1.4.1.5	Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently	Home Assist Secure	Service delivered in accordance with eligibility and funding arrangements	Yes	Yes	4,904 hours of service delivered to 1655 clients.
1.4.3.1	Engage volunteers to assist with the delivery of free community training at the Library Technology Centre and library events	Library Services	Increase number of volunteer trainers	Yes	Yes	Volunteers provided 466 hours of support during the period.
1.5.1.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Library Services	Programs delivered annually with in excess of 1000 person participation rate	Yes	Yes	221 programs were delivered with 3,354 participants.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.5.1.2	Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion	Library Services	Deliver 2000 hours of contact community training	Yes	Yes	672 contact hours of free community training provided during the quarter.
1.5.1.3	Provide a home delivery library service to people who are housebound	Library Services	Increase in home delivery library loans	Yes	Yes	2,886 loans were provided to 107 clients during the period.
1.6.1.2	Support indigenous events and celebrations	Communities and Facilities	Facilitate identified celebrations	Yes	Yes	First Five Forever sessions delivered at Bidgerdii Indigenous Child Health Clinic; indigenous musicians engaged in Lively Music program.
1.6.2.3	Maintain the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection	Library Services	Increase in research access requests by 10%	Yes	Yes	288 research access requests were completed during the period.
1.6.3.1	Deliver and support local events and celebrations	Library Services	Transition the CapriCon Steampunk and Pop Culture Convention to an annual event	Yes	Yes	Planning underway for April 2018 event, with a major sponsorship secured.
		Communities and Facilities	Conduct annual Harmony Day and Cultural events	Yes	Yes	Storytime program featured rhymes, stories and crafts from other cultures.
2.2.2.2	Support community training programs/education workshops held in the Region	Library Services	Provide 500 hours of Microsoft training courses through the Library Technology Centre	Yes	Yes	196 contact hours of Microsoft delivered during the period.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Communities and Facilities	Consider options in budget planning to support employment programs in 2018/19	Watching	Watching	Trainee engaged in Home Assist program; skill development training offered through Library Technology Centre.
2.2.3.2	Provide access to resources and free community technology training courses to develop skills	Library Services	Provide community access to technology and deliver 2000 contact hours of computer training	Yes	Yes	6,629 hours of community access to technology provided across the region, with 672 contact hours of free training delivered.
2.2.3.3	Provide quality child care services	City Child Care Centre	Services provided meet the national quality standard	Yes	Yes	22,429 hours of long day care and 1,269 hours of occasional care provided.

## Communities and Facilities

## Communities and Facilities

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Communities and Facilities	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests completed within standard timeframes.
4.1.1.2	Provide effective delivery of Council services	Communities and Facilities	In accordance with unit's customer service standards and service levels	Yes	Yes	Service levels generally met, with child care utilisation falling below target with end of school year.
5.2.1.1	Comply with legislative requirements	Communities and Facilities	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Communities and Facilities	Risk registers are presented to Council on a quarterly basis	Yes	Yes	No outstanding actions.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Communities and Facilities	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Compliance training scheduled and blue card renewals completed as required.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Communities and Facilities	Review workforce requirements in accordance with budget schedule	Yes	Yes	Staffing maintained in accordance with adopted budget.
5.3.2.1	Continually review operational expenditure	Communities and Facilities	Identify at least one operational saving per section of responsibility	Yes	Yes	Improved monitoring of room bookings to reduce need to engage casual staff to maintain required staff to child ratios.
5.4.2.6	Pursue improved processes through all levels of Council	Communities and Facilities	Identify at least two improved processes per section of responsibility	Yes	Yes	Processes for hirer access to facilities reviewed and streamlined; automated building security report process for distribution to building operators.

## Parks

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Parks Planning and Projects	Delivery of the annual operating budget to 95%	Yes	Yes	Underway and on target.
1.1.1.2	Deliver the annual capital works program	Parks Planning and Projects	Budget expenditure greater than 95%	Watching	Watching	Budget reallocation approved for Parks Construction capital works with no increase to overall budget. All works scheduled for completion in Q3 and Q4.
1.1.3.4	Develop and implement a strategic plan for the Region's open space, parks and streetscapes that improves amenity and encourages/increases physical activity and builds communities	Parks Planning and Projects	SPARC adopted by Council by 31 December 2017	Yes	Yes	Draft SPARC endorsed by Council in December. Public consultation will commence upon appointment of Senior Parks Planning Advisor.
		Parks Operations	Implement development actions in accordance with SPARC objectives and guidelines	Yes	Yes	After public consultation and possible updating of draft SPARC, a finalised document will be presented for Council consideration, together with proposed implementation plan.
1.2.1.2	Manage and maintain major parks, aquatic centres and sports facilities	Parks Planning and Projects	All parks and facilities managed in accordance with management plans and contractual agreements	Yes	Yes	A draft procedure on issue escalation is currently being reviewed by Manager Parks.
1.2.1.4	Provide quality regional cemeteries to provide burial and memorialisation services	Parks and Visitor Services	Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually	Watching	Yes	Complaints currently tracked within Pathway module. Reporting not yet fully automated.
1.2.1.5	Continued implementation of the Kershaw Gardens Restoration and Redevelopment Project	Parks Planning and Projects	Completion of planned works as scheduled by 30 June 2018	Yes	Watching	Budget brought forward from 18/19 - 5.7 million brought forward.
1.2.1.6	Facilitate Works for Queensland projects	Parks Planning and Projects	Completion of projects in accordance with schedule	Watching	Watching	All stages of W4Q1 funded projects completed. W4Q2 projects in planning stages with funding to be expended by June 2019.
1.4.1.1	Increase utilisation through a range of entertainment, education and recreation events in parks	Parks and Visitor Services	Undertake usage surveys of four parks per year	Yes	Yes	Activities are being arranged/provided via Events Officer when able. Educational tours provided upon request and availability.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.4.3.2	Engage volunteers to assist with activities in the zoo and selected major parks	Parks and Visitor Services	Increase in number of volunteers by 10%	Yes	Yes	Volunteer groups active and well managed at Rockhampton Zoo, Rockhampton Botanic Gardens and Kershaw Nursery.
1.4.3.4	Support community and volunteer organisations in the delivery of sport and recreation activities	Parks and Visitor Services	Increase in number of organisations supported	Yes	Yes	Final Planning underway for 2018 Sports and Health Expo to be held on 04 February 2018.
1.6.2.2	Operate and manage the Rockhampton Botanic Gardens	Parks and Visitor Services	Rockhampton Botanic Gardens opened in accordance with operating hours and managed in accordance with Strategic Master Plan	Yes	Yes	Consultant engaged for Strategic Master Plan. Draft submissions have not met scope to date.
1.6.3.1	Deliver and support local events and celebrations	Parks and Visitor Services	Conduct the Anzac Day dawn and civic ceremonies	Yes	Yes	Second meeting for 2018 commemorations planned for 05 February 2018.
2.1.2.3	Work with the Region's sporting associations to develop opportunities and attract sports competition events to the Region	Parks Planning and Projects	One or more new events attracted	Yes	Yes	Discussions with a number of organisations regarding events for 2018 are underway.
		Parks Planning and Projects	Increased utilisation of the Region's sport facilities	Yes	Yes	Assist sport and recreation organisations to improve governance and access to facilities.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Parks	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Through the W4Q1 program, permanent employment was secured for one person from the Zoo project and two people from the Mount Morgan project.
3.1.4.1	Improve landscape design and delivery within parks and streetscapes to provide diversity of vegetation cover	Parks Operations	Planting in accordance with the Streetscape Design Manual	Yes	Yes	Planting Palette endorsed by Council in December and implemented as a guide to future decision making.

## Parks

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Parks	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Requests are being actively completed in accordance with their priority rating. Work is being undertaken to continually improve processes to achieve desired outcome.
4.1.1.2	Provide effective delivery of Council services	Parks	In accordance with unit's customer service standards and service levels	Yes	Yes	Manager Parks is still reviewing the parks teams performance and especially the mowing matrix .
5.2.1.1	Comply with legislative requirements	Parks	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Parks	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk register updated for this reporting period.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Parks	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Manager Parks has identified RCD testing is required on Parks electrical assets and investigated further discussion with senior managers on how to rectify this.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Parks	Review workforce requirements in accordance with budget schedule	Yes	Yes	Leave balances are being monitored.
5.3.2.1	Continually review operational expenditure	Parks	Identify at least one operational saving per section of responsibility	Yes	Yes	Further savings of \$25,000 annually have been identified with reduction of overtime with the supervisors.
5.4.2.6	Pursue improved processes through all levels of Council	Parks	Identify at least two improved processes per section of responsibility	Yes	Yes	Further roll out of IPADS with supervisors and team leaders to support park inspections.

Parks



## Planning and Regulatory Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.4.4	Completion of a new animal pound facility at Gracemere	Local Laws	Completed in accordance with project schedule	Watching	Watching	Construction Works commenced in November 2017 and includes civil works for infrastructure and services. It is anticipated building works will be completed by August 2018.
1.3.2.1	Prevention of disease and adverse impact of domestic animals	Local Laws	Implement actions in accordance with the Animal Management Guidelines	Watching	Yes	Complete and ongoing monitoring of the prevalence of disease in stray animals and disease control.
		Health and Environment	Implement public health programs in accordance with schedule	Yes	Yes	Councils H&E unit continue to deal with pest animals, including the implementation of the Wild Dog Management Plan. Pest Management Officers received 12 customer requests for wild animals during the quarter, with 5 requests for each pigs and wild dogs. There are no programs currently being undertaken by the unit in relation to domestic animals.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Planning and Regulatory Services	Consider options in budget planning to support employment programs in 2018/19	Watching	Yes	New training programs under development with service providers to ensure the emerging workforce have skills applicable to specific work areas with ageing work staff.
3.1.3.1	Implement strategic plans to advise community on programs	Health and Environment	Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes	Watching	Yes	Biosecurity Plan adopted by Council 12 December 2017. Copy of plan is available on Council's website. Action plan to implement Biosecurity Plan under development.
4.1.1.1	Provide timely and accurate responses to requests	Planning and Regulatory Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Customer service charter requirements continue to be met. A number of projects are underway throughout the section to ensure identified service levels are appropriate. Where service levels have been identified and appropriate, workflows are being created to provide reliable mechanisms for reporting.
4.1.1.2	Provide effective delivery of Council services	Planning and Regulatory Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer service charter requirements continue to be met. As above, a number of projects are underway throughout the section to ensure the effective delivery of services. Fees and Charges are currently under review. This review focuses on the best interests of the customer and is in preparation for the online lodgement of applications.

## Planning and Regulatory Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.2.1.1	Provide effective development management programs in line with legislative requirements for environment health, food, safety, noise, odour and dust protection	Local Laws	Compliance with statutory codes and regulations	Yes	Yes	Local Laws continue to respond to residential complaints in relation to noise dust and odour. Areas of Local Laws in the traffic light report meets the completion standard.
		Health and Environment	Compliance with statutory codes and regulations	Yes	Yes	Environmental Health Officers continue the annual inspection program to ensure that all food businesses and personal appearance services are inspected at least annually. Currently, 48% of food businesses and 22% of personal appearance services have been inspected respectively. Follow up inspections of premises that are non-compliant are conducted as required. 10 food safety, 2 noise, 3 odour, 1 dust and 4 asbestos complaints were received and continue to be investigated in accordance with the relevant legislation.
4.2.1.2	Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations	Building and Plumbing Services	Education program implemented in accordance with program milestones	Yes	Yes	The program is still in the planning stages however it is hoped that the redesign and appointment of a person to this role will be completed this coming quarter.
		Development Assessment	Education program implemented in accordance with program milestones	Yes	Yes	The next Development Forum is being planned and hoped to be held in the next couple of months. As above, the redesign and appointment to the education role is hoped to be completed in the coming quarter.
		Health and Environment	Education program implemented in accordance with program milestones	Yes	Yes	Environmental Health Officers held a stall at Stocklands during Food Safety Week in November 2017 for 3 days. 77 factsheets were distributed to members of the public. Pest Management Officers assisted Landcare to hold a weed identification day in Westwood in October 2017, approximately 20 people attended and Council's presentations were well received. 2018 Events currently being mapped and planned within each unit. The first event for 2018 is Beef Australia in May.
		Local Laws	Education program implemented in accordance with program milestones	Yes	Yes	2018 Education program is currently being planned with a view to redesign an existing position within the Section to undertake this role. Planning is in progress to deliver the Snip & Chip program; a region wide dog and cat desexing and microchipping initiative to encourage owners of pets to have their animal desexed/microchipped. The offer of subsidised desexing and microchipping is part of a larger program which aims to educate the community and will contribute to a reduction in the number of stray dogs and cats. Stage 1 of the program is aimed at pension/concession card holders to have their pets desexed, microchipped and vaccinated at a reduced fee. A program of Snip'n'chip has been scheduled to deliver in January 2018.

## Planning and Regulatory Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.2.2.3	Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability	Health and Environment	Develop an enforcement manual by 30 June 2018	Yes	Yes	Draft manual reviewed and feedback provided. With Legal for content and template review.
		Local Laws	Develop an enforcement manual by 30 June 2018	Yes	Yes	Draft manual reviewed and feedback provided for further legal review.
5.2.1.1	Comply with legislative requirements	Planning and Regulatory Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Legislative requirements are included within monthly reporting to council. Statutory timeframes for decision making and changes to legislation are included.  The RRC Biosecurity plan has been adopted by Council, which was a legislative requirement of the Biosecurity Act. Work Instructions continue to be developed by staff to ensure consistency.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Planning and Regulatory Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers are updated as required ensuring key priorities are being addressed and acted on.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Planning and Regulatory Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	New systems development incorporates automatic reporting ensuring data integrity surrounding legislative requirements. These reports are tabled in the monthly reporting framework.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Planning and Regulatory Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Workforce requirements are reviewed quarterly to ensure any service gaps are identified and either remedied via efficiencies or listed as budget proposals in budgetary review process.
5.3.2.1	Continually review operational expenditure	Planning and Regulatory Services	Identify at least one operational saving per section of responsibility	Yes	Yes	Operational expenditure managed by rationalising FTE's and seeking opportunities for improvement.
5.4.2.6	Pursue improved processes through all levels of Council	Planning and Regulatory Services	Identify at least two improved processes per section of responsibility	Yes	Yes	Process reviews underway for all sections of responsibility. Pathway consultants have undertaken to review the various work processes of the section and have provided recommendations for online enhancements, streamlining of processes, collate statistics and reports. Action plans throughout the section have been developed with various items to implemented throughout 2018. A number of trials are underway throughout the section including the use of body-worn cameras and mobile devices.

REGIONAL SERVICES						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.3.3	Develop a Strategic Infrastructure Plan	Regional Services Directorate	Strategic Infrastructure Plan endorsed by Council by 30 June 2018	Yes	Yes	Preliminary draft and graphic design was undertaken this quarter.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Regional Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Local employment is being utilised for the expanded capital program.
4.1.1.1	Provide timely and accurate responses to requests	Regional Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Meeting service level targets.
4.1.1.2	Provide effective delivery of Council services	Regional Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Meeting service level targets.
5.2.1.1	Comply with legislative requirements	Regional Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Regional Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risks register is being maintained.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Regional Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-complaint issues this period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Regional Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resources being reviewed as part of 2018/19 budget planning process.
5.3.2.1	Continually review operational expenditure	Regional Services Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	A number of reviews are being undertaken across the Department.
5.4.2.6	Pursue improved processes through all levels of Council	Regional Services Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	Project reporting and governance currently under review.

Regional Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Civil Operations	Delivery of the annual operating budget to 95%	Yes	Watching	Operational program is slightly behind schedule in terms of expenditure. Additional services have been brought on to undertake maintenance works (crack sealing and pavement repair crews).
1.1.1.2	Deliver the annual capital works program	Civil Operations	Budget expenditure greater than 95%	Yes	Watching	Rural and Urban West capital programs are ahead of schedule and expenditure. Urban capital program is slightly behind schedule and expenditure. Reseal contractors have been scheduled later this year than normal which has changed cash flow.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Civil Operations	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Works for Queensland works have been budgeted in 2018/19 which will employ additional staff.
2.3.1.3	Stage 2 of the Riverfront Revitalisation Program	Civil Operations	Completed by 31 March 2018	Yes	Yes	Project is on schedule.
4.1.1.1	Provide timely and accurate responses to requests	Civil Operations	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Responses are 98.4% meeting the agreed pathway response times.
4.1.1.2	Provide effective delivery of Council services	Civil Operations	In accordance with unit's customer service standards and service levels	Yes	Yes	Responses are 98.4% meeting the agreed pathway response times.

## Civil Operations

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.1	Comply with legislative requirements	Civil Operations	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Compliant this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Civil Operations	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers are updated as per plan.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Civil Operations	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Watching	There are a number of overdue licence and tickets renewals that have been followed up with relevant staff. This is an ongoing process to keep track of over 160 full time staff and contractors tickets and licenses.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Civil Operations	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resource levels sufficient and will be reviewed as part of the 2018/19 budget preparation process.
5.3.2.1	Continually review operational expenditure	Civil Operations	Identify at least one operational saving per section of responsibility	Yes	Yes	Fortnightly reports are generated and reviewed against budget. These are discussed at weekly Civil Operations team meeting and bi-monthly Civil Operations meeting.
5.4.2.6	Pursue improved processes through all levels of Council	Civil Operations	Identify at least two improved processes per section of responsibility	Yes	Yes	The use of textile/fabric in sealing works to control cracking has been successful in the last two projects.

## Civil Operations

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.2.1	Ensure infrastructure survey and design processes for Regional Services are conducted in a timely and efficient manner	Design Services	Ensure capital project designs are available for final checking at least 30 business days prior to programmed commencement of works	Watching	Yes	Design program being regularly updated to accommodate capital program content and delivery timeframe changes. Civil Operations have commenced scoping next years capital program to allow early commencement of these design projects.
		Design Services	On average, survey and design costs are less than 5% of the estimated project cost	Yes	Yes	Being met for larger projects but variable for the smaller projects. Overall tracking close to target for the reporting period.
1.1.2.2	Provide an effective quality assurance system which supports the civil design function	Design Services	No major non-conformances identified in the annual audit	Completed	Yes	Audit undertaken late September with only 4 minor non-conformances identified across design and Civil Operations.
1.1.2.4	Conduct an annual review of the 10 year forward works program for roads, pathways, stormwater, flood mitigation, water and sewerage new and upgrade projects	Strategic Infrastructure	Annual review completed with 2018/19 budget submission	Yes	Yes	No further work undertaken in Q2. Further work required in Q3 for 18/19 budget development.
1.1.3.1	Conduct an annual review of the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure Projects	Strategic Infrastructure	Annual review completed by 31 March 2018	Watching	Yes	Work yet to be commenced.
1.1.3.2	Develop governance arrangements for the ongoing management of the Capricorn Municipal Development Guidelines	Development Engineering	Governance arrangements documented and endorsed by Council by 30 June 2018	Yes	Yes	Legal review of draft Governance Strategy document has been completed and minor changes are being worked through by the CMDG working group.
1.3.3.1	Natural and man-made hazard risk assessments are reviewed on a five yearly basis	Disaster Management	The Natural Hazards Risk Assessment reviewed by 30 June 2018	Completed	Yes	The Natural Hazards Risk Assessment has been carried out by Council Officers and Officers of QFES. Revised risk assessment to be incorporated into LDMP.
1.3.3.2	Local Disaster Management Plan Threat Specific Sub-Plans are maintained for high risk events	Disaster Management	Flood Threat Specific Plan reviewed by 31 December 2017	No	Yes	Work yet to be commenced. Delays encountered in the preparation and adoption of the revised LDMP. Proposed rescheduling completion date to 30 June 2018.

## Engineering Services

## Engineering Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.3.5.1	Deliver and implement community disaster awareness education	Disaster Management	Deliver and implement 'Be Prepared' disaster messaging by 30 September 2017	Yes	Yes	2017/18 Disaster Management Communications Plan has been developed and is being implemented.
		Disaster Management	Two events conducted over the year	Completed	Yes	Participation to date in Regional Emergency Services Day, Multi-cultural Diversity Association Open Day and Mt Morgan Emergency Services Open Day.
1.3.6.2	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Disaster Management	Annual review completed by 30 November 2017	Completed	Yes	LDMP was adopted by Council 12 December 2017.
1.3.6.3	Conduct an annual preparedness activity in accordance with statutory requirements	Disaster Management	Annual preparedness activity completed by 30 November 2017	Completed	Yes	Earthquake exercise held 8 November 2017.
1.3.6.4	Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities	Disaster Management	Local Disaster Management Group meet at least three times per year	Yes	Yes	First meeting conducted on 3rd May 2017. Second meeting conducted on 27 October 2017.
1.4.2.1	Update Council's Active Transport Plan in response to the Open Space and Recreation Plan development	Strategic Infrastructure	Pedestrian and cycle links identified in the Open Space and Recreation Plan are incorporated into the Active Transport Plan by 30 June 2018	Yes	Yes	The draft active transport plan has been workshopped with Council. Further work to be done including the inclusion of recreational paths and any recommendations from SPARC.
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Strategic Infrastructure	Develop a new Planning Assumptions Model (PAM) by 31 March 2018	Watching	Yes	Limited further progress at this stage.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Engineering Services	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Grant submissions with jobs focus have been submitted.
2.4.2.2	Carry out land use and infrastructure planning to ensure that industrial areas link with infrastructure networks to manage impacts on residential and commercial areas	Strategic Infrastructure	The Infrastructure Planning Report for the industrial areas within the Rockhampton Region be reviewed and updated by 30 June 2018	Watching	Yes	The State Government has appointed Arup consulting engineers to carry out a Strategic Assessment of Service Requirements for the Gracemere Industrial Area under the Maturing the Infrastructure pipeline Program. This will be progressed in Q3 and Q4.



Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Engineering Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Performance against service levels continues to travel well at the moment.
4.1.1.2	Provide effective delivery of Council services	Engineering Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Development MCU,ROL completed in 8 days - Target 90% - Actual 98% Development Operational Works completed in 8 days - Target 90% - Actual 100%
5.2.1.1	Comply with legislative requirements	Engineering Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Engineering Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers updated as required.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Engineering Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	There are a number of overdue licence and tickets renewals that have been followed up with relevant staff. Majority of performance appraisals have been completed with follow up happening on remaining.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Engineering Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Budget development based on current resource levels. Consultant support currently being used to cover vacancies in traffic and transport area.
5.3.2.1	Continually review operational expenditure	Engineering Services	Identify at least one operational saving per section of responsibility	Yes	Yes	Trialling an AutoCAD iPhone App to access drawings in the field is continuing.
5.4.2.6	Pursue improved processes through all levels of Council	Engineering Services	Identify at least two improved processes per section of responsibility	Yes	Yes	Design Services have been working with FRW on the use of continuously welded polyethylene pipe which should reduce construction costs. Strategic Infrastructure has worked with TMR on a beneficial drainage outcome for the RNAU project which will also benefit Council.

## Engineering Services

## Fitzroy River Water

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Network Operations	Delivery of the annual operating budget to 95%	Yes	Yes	Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades.
		MEG Maintenance	Delivery of the annual operating budget to 95%	Yes	Yes	Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades.
1.1.1.2	Deliver the annual capital works program	Network Operations	Budget expenditure greater than 95%	Yes	Yes	Capital program delivery is on-track to achieving >95% of budget expenditure with expenditure tracking well to forecast.
		Business and Project Services	Budget expenditure greater than 95%	Yes	Yes	Capital program delivery is on-track to achieving >95% of budget expenditure with expenditure slightly beneath forecast but expected to increase in the last two quarters.
1.1.1.3	Ensure safe and reliable operation of raw water storages	Treatment and Quality	Compliance with state legislation and national guidelines	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements.
		Asset Planning & System Configuration	Compliance with state legislation and national guidelines	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements.
1.1.1.4	Ensure safe and reliable treatment and supply of drinking water	Treatment and Quality	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	100% compliance with Customer Services Standards, State legislation and national guidelines.
		Asset Planning & System Configuration	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	100% compliance with Customer Services Standards, State legislation and national guidelines.
1.1.1.5	Ensure safe and reliable transport and treatment of sewage	Treatment and Quality	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	>99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton and South Rockhampton STPs. The West Rockhampton STP will soon be decommissioned as part of a long-term continuous improvement initiative.
		Network Operations	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	One minor non-compliance with Customer Service Standard (CSS20). State legislation and national guidelines met.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.1.6	Ensure safe and reliable supply of non-potable water	Treatment and Quality	Compliance with state legislation and national guidelines	Yes	Yes	A very high standard of service delivery continues and exceeding all service standards.
1.3.6.1	Ensure the safe and reliable operation of raw water storages	Treatment and Quality	Compliance with legislative requirements for dam safety management	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements. Annual inspection of Mount Morgan No. 7 Dam completed and annual review of Emergency Action Plan underway.
		MEG Maintenance	Compliance with legislative requirements for dam safety management	Yes	Yes	Planning for 2018 preventative maintenance work underway with activities completed in accordance with legislative or national guideline requirements.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Fitzroy River Water	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Options for the use of apprentices and trainees being pursued and implemented.
3.1.2.1	Promote water wise behaviours and practices	Business and Project Services	Achievement of annual marketing communications plan activities in accordance with agreed timeframes	Yes	Yes	Completion of annual marketing and communications plan activities on-track with National Water Week activities completed successfully.
		Business and Project Services	Provide water rebates for residential water efficient products and process all rebate applications within 10 business days	Yes	Yes	>90% of rebates for residential water efficient products were processed within 10 business days, with a small number of applications requiring further information processed outside of this time period.
3.1.5.1	Minimise nutrient and sediment discharges to local waterways	Treatment and Quality	Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives	Yes	Yes	>99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton STP. This STP will soon be decommissioned as part of a long-term continuous improvement initiative.
3.2.1.1	Develop a renewable energy program for Fitzroy River Water	Treatment and Quality	Program completed by 30 June 2018	Yes	Yes	Feasibility assessment of solar farm for the Glenmore WTP nearing completion. Renewable energy secured for 10% of large-scale assets through renewal of contestable electricity account.
		Asset Planning & System Configuration	Program completed by 30 June 2018	Yes	Yes	Feasibility assessment of solar farm for the Glenmore WTP nearing completion. Renewable energy secured for 10% of large-scale assets through renewal of contestable electricity account.

## Fitzroy River Water

## Fitzroy River Water

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Fitzroy River Water	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	>95% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work.
4.1.1.2	Provide effective delivery of Council services	Fitzroy River Water	In accordance with unit's customer service standards and service levels	Yes	Yes	>90% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work.
5.2.1.1	Comply with legislative requirements	Fitzroy River Water	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All activities are being completed in accordance with legislative requirements. Drinking Water Quality Management Plan Annual Report completed and submitted to regulator. No. 7 Dam Emergency Action Plan review underway.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Fitzroy River Water	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Significant action taken to mitigate risks associated with cybersecurity threats through the SCADA upgrade project. Further risk mitigation work ongoing for environmental compliance with the decommissioning of the West Rockhampton STP expected following completion of a new sewer rising main. The risk register has been updated accordingly.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Fitzroy River Water	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	>99% compliance with all legislative requirements. Written warning received from Department of Environment and Heritage Protection relating to sewer overflow into Moores Creek in June 2017. Shortcomings of old Supervisory Control and Data Acquisition (SCADA) system addressed through recent upgrade project. No further action to be taken by Qld Government.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Fitzroy River Water	Review workforce requirements in accordance with budget schedule	Yes	Yes	Review of resourcing requirements ongoing with recruitment to fill vacancies as required.
5.3.2.1	Continually review operational expenditure	Fitzroy River Water	Identify at least one operational saving per section of responsibility	Yes	Yes	15% reduction in pricing for main treatment chemical secured through competitive procurement process. Further reductions in electricity usage being pursued through a focus on energy efficient operations.
5.4.2.6	Pursue improved processes through all levels of Council	Fitzroy River Water	Identify at least two improved processes per section of responsibility	Yes	Yes	Report adopted by Council for the establishment of specialist suppliers for key water and sewerage equipment to optimise procurement and minimise delays in receiving important items of equipment.

Program Delivery	Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
	1.1.1.2	Deliver the annual capital works program	Program Delivery	Budget expenditure greater than 95%	Yes	Yes	The section is delivering approximately \$42.6M of the capital program. To date \$21M has been actually expended. Which is approximately 50% of the annual budget spent over 6 months.
	1.1.2.3	Effective delivery of major infrastructure projects	Program Delivery	Project completed on time and budget	Yes	Watching	All projects currently are running generally within the anticipated delivery timeframes and budgets.
	1.2.1.7	Ensure the project steering group governance model is utilised when identifying needs and developing and delivering built infrastructure solutions	Program Delivery	All significant projects to be designed and developed through a project control group/project steering group governance model	Yes	Yes	All current significant projects are being delivered under the PCG/PSC model.
	2.2.3.1	Support programs that encourage residents to transition away from social support options	Program Delivery	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	W4Q projects round 1 now complete, with locals employed. W4Q Round 2 Delivery being planned. Riverbank is a unique Social Infrastructure project. Completion first quarter of 2018.
	2.3.1.1	Investigate and acquire suitable strategic development site for a car park	Program Delivery	Preferred site identified and endorsed by Council by 30 September 2017	Yes	Yes	Contract entered into for purchase of site subject to Due Diligence (underway) and budget review. Mini-workshop on car parking is scheduled for 20 February 2018.
	2.3.2.2	Effectively manage the design development and construction of Cultural Precinct	Program Delivery	Project completed in accordance with allocated budget and timeframes	Yes	Yes	Schematic design package has been finalised. Business Case in final draft. Report to Council to be tabled early new year.
	4.1.1.1	Provide timely and accurate responses to requests	Program Delivery	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Pathway requests are being completed within 10.68 days on Average for the year to date.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.2	Provide effective delivery of Council services	Program Delivery	In accordance with unit's customer service standards and service levels	Yes	Yes	The section delivers services to internal clients. Service standards relate to satisfying the brief, project time and cost.
5.2.1.1	Comply with legislative requirements	Program Delivery	Updates to be presented to Council in sectional monthly reports	Yes	Yes	The section delivers projects in compliance with statutory approvals and relevant project legislation. No issues in this reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Program Delivery	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Project risk registers are compiled and maintained on all projects. Significant projects included in operational risk register.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Program Delivery	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	The section continues to monitor projects for compliance as part of the Risk review process. Currently no non-compliances.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Program Delivery	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resourcing review carried out for current project work load. New Organisational Structure will provide sufficient resourcing levels.
5.3.2.1	Continually review operational expenditure	Program Delivery	Identify at least one operational saving per section of responsibility	Yes	Yes	The section is constantly reviewing operational expenditure. Expenditure considered very minimal, with operational costs journaled over to Capital Works budgets as direct project cost.
5.4.2.6	Pursue improved processes through all levels of Council	Program Delivery	Identify at least two improved processes per section of responsibility	Yes	Yes	Processes and practices are currently being reviewed.

Program Delivery

## Rockhampton Regional Waste and Recycling

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Waste & Recycling	Delivery of the annual operating budget to 95%	Watching	Watching	Still working with the Asset Unit and Facilities to establish the required systems to effectively monitor this. Budget review indicates this is currently within targets.
				Yes	Yes	
1.1.1.2	Deliver the annual capital works program	Waste & Recycling	Budget expenditure greater than 95%			All projects are on track at present. Some projects are a milestone points or review points which may impact upon their progress.
				Yes	Yes	
1.3.5.2	Develop a plan for the effective safe management of waste during a disaster	Waste & Recycling	Plan developed by 31 December 2017 and adopted by Council by 30 June 2018			Have prepared base document and have a list of all proposed alternative sites (based upon previous events) and are currently combining the documents. Planned to be completed by end of February.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Waste & Recycling	Consider options in budget planning to support employment programs in 2018/19	Watching	Yes	This action has been included in the above. In summary part of the Disaster Management Plan has actions requesting property owners take pre-emptive action in regards to items around their properties.
				Watching	Watching	
3.1.6.1	Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation	Waste & Recycling	Achieve targets in line with the Waste Reduction and Recycling Plan			Currently developing a plan to complete this action.
				Yes	Yes	
4.1.1.1	Provide timely and accurate responses to requests	Waste & Recycling	In accordance with unit's customer service standards or adopted service levels			Meeting customer service standards for responses to requests during the reporting period.
				No	Yes	
4.1.1.2	Provide effective delivery of Council services	Waste & Recycling	In accordance with unit's customer service standards and service levels			Customer service requests are being met in the majority of areas with the exception of: - Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection - Collection services will be made available within four working days upon application by owner - Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification

## Rockhampton Regional Waste and Recycling

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.1	Comply with legislative requirements	Waste & Recycling	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period, however collecting data for future requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Waste & Recycling	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Reports submitted to Council in accordance with this Action.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Waste & Recycling	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No legislative breaches this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Waste & Recycling	Review workforce requirements in accordance with budget schedule	Watching	Yes	Budgets are being reviewed.
5.3.2.1	Continually review operational expenditure	Waste & Recycling	Identify at least one operational saving per section of responsibility	Yes	Yes	One operational saving has been delivered (via use of a tarping system for the coverage of the active landfill face) and a report is going to the Airport Water and Waste Committee on 13 February 2018.
5.4.2.6	Pursue improved processes through all levels of Council	Waste & Recycling	Identify at least two improved processes per section of responsibility	Watching	Yes	No improvement processes yet found, the search is ongoing.



ADVANCE ROCKHAMPTON						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Advance Rockhampton Directorate	Redevelop My Rockhampton Website to go live by 30 September 2017	Yes	Yes	The new look and feel for the site has been delivered and approved by both Management and also Council's contracted website developer. Content is currently being re-written with the site to be live by 30 February 2018.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Advance Rockhampton Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Will consider in budget planning processes in accordance with business requirements.
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Advance Rockhampton Directorate	Update reports presented to Council on a quarterly basis	Yes	Yes	Continue to meet and work with the ADF on a co-operative approach across the Region. Have advocated to the Federal Government for a stand alone 'Defence Terminal' to be located within Rockhampton.
2.6.2.2	Support the delivery of Beef Australia 2018	Advance Rockhampton Directorate	Completed by 30 May 2018	Yes	Yes	The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC have taken three stands at the exhibition to promote tourism and Council operations. 3. CBD Activation - RRC are working closely with the exhibition to create linkages within the CBD and the exhibition.
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Advance Rockhampton Directorate	Present findings of the feasibility study to Council by 30 June 2018	Yes	Yes	Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study. This has progressed further and will be presented to Council.
4.1.1.1	Provide timely and accurate responses to requests	Advance Rockhampton Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies.
4.1.1.2	Provide effective delivery of Council services	Advance Rockhampton Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies.

Advance Rockhampton Directorate

## Advance Rockhampton Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly	Advance Rockhampton Directorate	Review undertaken and report to Council by 31 December 2017	Completed	Yes	Advance Rockhampton has reviewed current and upcoming advocacy groups and as such has only chosen to take up the business membership of Economic Development Australia. The team continue to attend regional business engagements across the different business sectors and also hold individual memberships to appropriate groups such as SKAL Rockhampton and PIA.
5.1.2.1	Actively source grant, funding and other business opportunities	Advance Rockhampton Directorate	Update report presented to Council on a monthly basis	Yes	Yes	Proactively secured over \$19 million since 1 July 2017.
5.2.1.1	Comply with legislative requirements	Advance Rockhampton Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Advance Rockhampton Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	The quarter presented the Directorate with no operational risks as per the risk register. Reports duly presented in monthly reports to Council.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Advance Rockhampton Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-compliances in the reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Advance Rockhampton Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Reviewed throughout the quarter with General Manager and have made appropriate changes to the Directorate structure.
5.3.2.1	Continually review operational expenditure	Regional Development and Aviation Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Events - it has been identified that there can be cost savings across the directorate by partnering with current events, local business and implementing sponsorship to off-set the overall expenditure.
5.4.2.6	Pursue improved processes through all levels of Council	Regional Development and Aviation Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	As outlined in the workforce planning update, there have been changes in relation to the resourcing within the Directorate. This has taken out a line of management whereby officers are reporting to the Manager as a team. This process will put more emphasis on working together as a team and ensuring that time management is effective in the workplace.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.5.2.1	Implement the Wayfinding Strategy across the Region	Regional Promotions and Tourism	Update reports on implemented staged levels presented to Council on a quarterly basis	Completed	Yes	Second stage of the City signage has been awarded and will roll out throughout the City within the next quarter.  Advance Rockhampton continues to work closely with all other Directorates to ensure signage is implemented across the region in line with the strategy.
1.5.3.1	Implement two-way conversation opportunities with the community	Regional Promotions and Tourism	Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis	Yes	Yes	Departmental marketing strategies ongoing and meeting operational deadlines.
1.5.3.3	Position Council and My Rockhampton website event calendars as the go-to place for the Region	Regional Promotions and Tourism	All Council and key local events listed on website	Yes	Yes	The new website will be rolled out in Q3 and have a high functionality on calendar implementation and use. The calendar will also collaborate with Councils calendar as they will both run on the same format.
1.5.3.5	Implement data collection tactics for direct communication with residents	Regional Promotions and Tourism	Electronic direct mail out messages increase of 10%	Yes	Yes	New databases were implemented in Q1 for Advance Rockhampton. Local business information is consistently updated through data collection and through direct linkages. Databases have increased 16% this financial year.
1.5.3.6	Implement and deliver the My Rockhampton magazine and associated platforms	Regional Promotions and Tourism	Three magazines designed and distributed per annum	Yes	Yes	My Rockhampton continues to be delivered on time and to a high standard across the region. Magazines continue to promote local business, local events and local initiatives.
1.6.1.1	Inclusiveness in key projects and events	Regional Promotions and Tourism	Report on programs undertaken and present to Council on a quarterly basis	Yes	Yes	Reporting continues to be carried out during the second Council meeting of each month outlining current projects and status quo. The report continues to highlight our top five priorities for the period and now includes marketing and events.
1.6.3.2	Deliver and support major Regional events	Regional Promotions and Tourism	Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors	Completed	Yes	The planning stages for Riverfestival are well underway for 2018. Main acts have been secured and the Arts Program has been completed. A full presentation will be made to the Mayor in the month of February 2018 for approval and delivery to the Council table.
		Regional Promotions and Tourism	Deliver Wholly Cow Month with a 10% increase in attendance numbers from 2017, drawing a 5% increased number of out of Region visitors	Watching	Yes	As this is a Beef year Wholly Cow month will not be delivered, however, Advance Rockhampton is working with Beef Australia to deliver a City Engagement across the week of the Exhibition within the CBD. This event will showcase both Beef Australia 2018, the CBD and Riverbank projects whilst creating and breakout zone from the Exhibition confines.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.6.3.3	Encourage and facilitate community capacity to deliver a large variety of events	Regional Promotions and Tourism	Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017	Yes	Yes	Due for completion 28 February 2018 will be rolled out on the new website and through local stakeholder groups.
		Regional Promotions and Tourism	Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018	Yes	Yes	Currently being undertaken by event staff; looking at one video lecture and one stand-alone class.
		Regional Promotions and Tourism	Review current approval requirements/processes and implement improvements by 31 December 2017	Completed	Yes	As per Q1 - new system is working throughout the organisation.
1.6.4.4	Develop and implement a strong arts program as part of the Rockhampton River Festival	Regional Promotions and Tourism	Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures	Completed	Yes	In collaboration with the Art Gallery, each year an art installation will be procured and permanently installed throughout the Region.
		Regional Promotions and Tourism	Three arts programs incorporated into the annual River Festival	Completed	Yes	Art program for the 2018 Riverfestival has been completed and will be submitted with the holistic 2018 Riverfestival brief.
1.6.5.1	Implement key local resident stories and achievements into Council publications and platforms	Regional Promotions and Tourism	My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now?	Completed	Yes	My Rockhampton magazine has continued its strong regional focus as per Q1. The upcoming edition will have a strong emphasis on Beef Australia 2018 and local stories.
2.1.1.1	Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region	Regional Promotions and Tourism	Finalise development of the Destination Management Plan by 30 September 2017	Yes	Yes	Advance Rockhampton has engaged Tourism professionals to undertake the Destination Management plan and action sheet to be submitted to Council by 30 February 2017 and a final draft by 30 March 2017.
		Regional Promotions and Tourism	Implement Destination Management Plan in accordance with timeframes detailed in the Plan	Yes	Yes	Advance Rockhampton has engaged Tourism professionals to undertake the Destination Management plan and action sheet to be submitted to Council by 30 February 2017 and a final draft by 30 March 2017.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Regional Promotions and Tourism	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	Yes	Yes	Currently being undertaken by Tourism staff with a projected completion date of 31 March 2018. This will be further developed once the Destination Management Plan is completed and adopted by Council.
		Regional Promotions and Tourism	Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018	Yes	Yes	History tours are again set to begin within the region as a 'new and improved' tourism product, however, actions and collaborations for this are waiting on the DMP.
		Regional Promotions and Tourism	Redevelop My Rockhampton Website to go live by 30 September 2017	No	Yes	The new website will be rolled out in Q3 and have a high functionality on calendar implementation and use. The calendar will also collaborate with Councils calendar as they will both run on the same format.
		Regional Promotions and Tourism	Review current regional branding and present findings to Council by 30 September 2017	Yes	Yes	Branding workshops have taken place and first draft had been provided to Advance Rockhampton. There are some minor changes and will be presented to the Council table within Q2.
		Regional Promotions and Tourism	Review and implement a regional visitor app by 31 December 2017	Yes	Yes	The App is currently waiting for the implementation of the new Advance Rockhampton website to roll-out as the look and feel of this site will be incorporated into the App. Once the roll-out occurs the new app will be outsourced and delivered by Q3.
2.1.2.1	Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct	Regional Promotions and Tourism	Study to be finalised and endorsed by Council by 30 June 2018	Yes	Yes	Stage 2 is currently being undertaken and be presented to Council by 30 March 2018. This will then form a document to present to higher bodies in relation to funding support.
2.1.2.2	Deliver or support the staging of national, state, regional and local sporting events	Regional Promotions and Tourism	Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games	Yes	Yes	Currently being undertaken by Senior Economic Development staff members.
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Regional Development and Promotions	Implement marketing plans by 30 June 2018	Yes	Yes	Constant updating of marketing plans across the three levels of Economic Development branding. The second half of the financial year will see the team develop in depth advertising plans for the region once the Destination Management Plan has been carried out and implemented.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Regional Development and Promotions	Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis	Yes	Yes	Holistic team view incorporating all levels of appropriate stakeholders. Work with key stakeholders is carried out through the year and across many platforms including one on one, Mayoral forums, Advance Rockhampton newsletters / updates, business forums and networking lunches. Senior Industry Officers continue to be in attendance and collaborate with stakeholders across the region including Local Content Leaders Networks, Bowen Basic Mining Club and EDA.
2.2.2.1	Work with educational providers to position Rockhampton as a leading study destination	Regional Development and Promotions	Deliver two international education focused delegations to the Region	Yes	Yes	International education focused delegation delivered include: 1. Ibusuki collaboration with a local school; 2. Korean Jockey Students; 3. Inbound Certificate IV Meat Processing Students - Korea
		Regional Development and Promotions	Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis	Completed	Yes	Submission lodged with the State Government for the tailored process - Major Amendment to RRPS under the Planning Act 2016 to be approved. The lodgement of the major amendment to the State government is on track; however there is a lot of work still required.
		Regional Development and Promotions	Study Rockhampton initiative completed by 31 December 2017	Yes	Watching	Feasibility Study will start in February and be completed by March 2018 in conjunction with a familiarisation tour of the region.
2.2.2.2	Support community training programs/education workshops held in the Region	Regional Development and Promotions	Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017	Completed	Yes	Continuation of the Certificate IV Business for Rockhampton Region businesses for an additional six months.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Regional Development and Promotions	Consider options in budget planning to support employment programs in 2018/19	Completed	Yes	Job readiness expo was delivered in late 2018. Over 1000 attendees with direct employment and training opportunities delivered on the day. This will be additionally advanced with our Live Rockhampton program which will roll out in conjunction with the new website.
		Regional Development and Promotions	Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018	Yes	Yes	Senior Economic Development staff are currently undertaking with an anticipated finalisation date of the 31 March 2018.
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region	Regional Development and Promotions	Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis	Watching	Yes	Overview currently being undertaken by Senior Economic Development staff.
2.5.1.1	Deliver Newsmodo campaign 'Rockhampton is Open for Business'	Regional Promotions and Tourism	Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report	Completed	Yes	As per Q1 this is continuously being delivered in-house by the marketing team. This will be further developed with the additional resourcing in the Tourism sector.
2.5.1.2	Deliver Advance Rockhampton forums	Regional Development and Promotions	Deliver at least four sessions	Yes	Yes	In addition to Q1: 1. Jobs Readiness Expo 2. Export Seminar 3. TIQ Educational and Regional Seminar
2.5.2.1	Expand engagement with Asian market for business development opportunities	Regional Development and Promotions	Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum	Completed	Yes	In addition to the results in Q1 Advance Rockhampton are set to host an additional 3 delegations from the Asia region within Q2.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Regional Development and Promotions	Include in website consolidation by 30 September 2017	Yes	Yes	The new website look and feel has been approved and set to be rolled out in the next six weeks. Content is currently being updated to be integrated into the new site.
		Regional Promotions and Tourism	Include in website consolidation by 30 September 2017	Yes	Yes	The new website look and feel has been approved and set to be rolled out in the next six weeks. Content is currently being updated to be integrated into the new site.
2.5.4.2	Support local business to build capacity and encourage growth	Regional Development and Promotions	Complete Local Supply Chain Analysis by 30 June 2018	Watching	Yes	Being undertaken by Senior Economic Development staff with due date of 30 June 2018 for completion.
2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Regional Development and Promotions	Deliver four workshops and training courses per year	Completed	Yes	This was completed in Q1, however the programs under the Gear Up Rocky campaign will be continuing into Q2.
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Regional Development and Promotions	Update reports to be presented to Council on a quarterly basis	Yes	Yes	This is consistently being undertaken by Senior Economic Development staff. In addition to the results in Q1 we have been working with local industry providers to increase capacity.
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Regional Development and Promotions	Update reports to be presented to Council on a quarterly basis	Yes	Yes	Continue to meet and work with the ADF on a co-operative approach across the Region. Have advocated to the Federal Government for a stand alone 'Defence Terminal' to be located within Rockhampton.



## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.6.2.2	Support the delivery of Beef Australia 2018	Regional Development and Promotions	Completed by 30 May 2018	Yes	Yes	The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC have taken three stands at the exhibition to promote tourism and Council operations. 3. CBD Activation - RRC are working closely with the exhibition to create linkages within the CBD and the exhibition.
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Regional Development and Promotions	Present findings of the feasibility study to Council by 30 June 2018	Yes	Yes	Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study. This has progressed further and will be presented to Council.
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regional Development and Promotions	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	Yes	Yes	Constant updates provided to Council during monthly reporting process including specific Gear Up Rockhampton campaigns, relocation attraction is currently within the current website, however, will have a stronger presence with the new website rollout.
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Regional Development and Promotions	Report to Council on opportunities on a quarterly basis	Watching	Yes	Have been working closely with Carbine Resources and the Mt Morgan project to enhance employment within the region. Continuous and consistent engagement across the sector is carried out by Senior Economic Development staff and attendance at key stakeholder engagement such as the Queensland Resourcing lunches and events.
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Regional Development and Promotions	Update reports presented to Council on a quarterly basis	Watching	Yes	Currently not being undertaken by Economic Development staff and to be reported on during the next quarter.
4.1.1.1	Provide timely and accurate responses to requests	Regional Development and Promotions	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies.
4.1.1.2	Provide effective delivery of Council services	Regional Development and Promotions	In accordance with unit's customer service standards and service levels	Yes	Yes	Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies.

## Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Regional Development and Promotions	Economic Development Action Plan updated by 30 June 2018	Yes	Yes	Being carried out throughout Directorate and will be incorporated into Advance Rockhampton Committee which is planned for the 29 January 2018.
5.2.1.1	Comply with legislative requirements	Regional Development and Promotions	Updates to be presented to Council in sectional monthly reports	Yes	Yes	This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Regional Development and Promotions	Risk registers are presented to Council on a quarterly basis	Yes	Yes	The quarter presented the Directorate with no operational risks as per the risk register. Reports duly presented in monthly reports to Council.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Regional Development and Promotions	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-compliances in the reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Regional Development and Promotions	Review workforce requirements in accordance with budget schedule	Yes	Yes	Reviewed throughout the quarter with General Manager and have made appropriate changes to the Directorate structure.
5.3.2.1	Continually review operational expenditure	Regional Development and Promotions	Identify at least one operational saving per section of responsibility	Yes	Yes	Events - it has been identified that there can be cost savings across the directorate by partnering with current events, local business and implementing sponsorship to off-set the overall expenditure.
5.4.2.6	Pursue improved processes through all levels of Council	Regional Development and Promotions	Identify at least two improved processes per section of responsibility	Yes	Yes	As outlined in the workforce planning update, there have been changes in relation to the resourcing within the Directorate. This has taken out a line of management whereby officers are reporting to the Manager as a team. This process will put more emphasis on working together as a team and ensuring that time management is effective in the workplace.

## Strategic Planning

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Strategic Planning	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	Yes	Yes	Submission lodged with the State Government for the tailored process - Major Amendment to RRPS under the Planning Act 2016 to be approved. The lodgement of the major amendment to the State government is on track; however there is a lot of work still required to meet this timeframe. It is expected that all content will be completed, along with an external review undertaken. Further policy direction may be required in relation to the creek catchment overlay mapping.
		Strategic Planning	Achievements of actions within the CBD Redevelopment Framework	Yes	Yes	Catalyst projects are being supported by Strategic Planning and the Centres Activation Coordinator. Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months. Currently all with the exception of 2 catalyst projects are underway (brand Rockhampton, and the cultural, arts experience is yet to commence), however a program outline is being developed for the Brand Rockhampton task.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Strategic Planning	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Where possible strategic planning will support the employment and development of skills for local residents. Importantly, many positions are specialised and therefore the achievement of this action may not always be possible. Translation from development assessment to strategic planning, has potential for career and skills development.
2.3.1.2	Provide incentives and strategies to support economic activity and business confidence within the CBD	Strategic Planning	CBD Redevelopment Framework endorsed by Council by 31 July 2017	Yes	Yes	Action completed on 11 July 2017. Adoption of both the CBD Redevelopment Framework and the CBD Streetscape Design Manual.
		Strategic Planning	Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017	No	Yes	The process for undertaking this study has not commenced, and the timing to meet the 31 December 2017 has not been achieved. A portion of the budget has been allocated towards the Mount Morgan Façade Improvement Scheme. This project will therefore be delay due to a reallocation of priorities.
2.3.3.1	Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD	Strategic Planning	Develop a Regional Centre Place Making Strategy by 31 December 2017	No	No	No budget line item has been allocated to this study. The process for undertaking this study has not commenced due to resourcing constraints, and the timing to meet the 31 December 2017, therefore was not achieved. A project of this scale and type would need at least 9-12 months for completion and not 6 months as identified within the operational plan.

## Strategic Planning

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.6.2.1	Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development	Strategic Planning	Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	As part of the major amendment, which has now commenced, a review is currently underway in relation to the Agricultural Land Classification. Any necessary changes will be incorporated into the major amendment to the RRPS.
3.1.1.1	Ensure the Planning Scheme protects and enhances places of value	Strategic Planning	Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	The assessment of State Planning mapping changes is currently underway. Once the SPARC study is adopted by Council, the key strategic outcomes can be incorporated into the strategic framework of the planning scheme. Note some broad policy outcomes from the draft SPARC study have already been incorporated into the strategic framework of the planning scheme.
3.2.2.1	Ensure the planning scheme supports the development of major renewable energy projects at suitable locations	Strategic Planning	Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	As part of the major amendment, which has now commenced, a review will be undertaken of provisions related to renewable energy in early 2018. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action.
3.2.2.2	Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science	Strategic Planning	Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	The major amendment has commenced. An assessment is currently underway against the policy provisions of the State Planning Policy and climate change principles. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action. It is expected that this task will be completed within the required timeframe.
4.1.1.1	Provide timely and accurate responses to requests	Strategic Planning	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Strategic planning over the quarter has provided a timely and accurate response to relevant requests. Within all customer service reports produced, strategic planning enquiries have been undertaken within the appropriate time period.

## Strategic Planning

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
4.1.1.2	Provide effective delivery of Council services	Strategic Planning	In accordance with unit's customer service standards and service levels	Yes	Yes	Strategic planning over the quarter has provided the effective delivery of Council services, this includes all enquires being responded to within 1-2 days. In addition, the team are working with CBD businesses to ensure the effective delivery of programs such as the facade improvement scheme and outdoor dining platform pilot program. In relation to working across internal departments within Council, to ensure actions such as the major amendment to the planning scheme is met, the team work closely with other departments.
4.4.2.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017	Yes	Yes	Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months. The appointment of the centres activation coordinator, will also lead the implementation of the CBD Redevelopment Framework. Currently all with the exception of 2 catalyst projects are underway (brand Rockhampton, and the cultural, arts experience is yet to commence). A process, however is being developed for the Brand Rockhampton project.
4.4.3.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018	Yes	Yes	Strategic Planning is working with Regional Services who are project manager for Council on this project. Negotiations are still underway regarding the proposal for the site. The timing of this project will primarily be led by Economic Development Queensland.
4.4.4.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018	Yes	Yes	The major amendment has now commenced. Provisions have been included related to ground floor commercial / office development in the Quay Street precinct (along Quay Lane).
5.2.1.1	Comply with legislative requirements	Strategic Planning	Updates to be presented to Council in sectional monthly reports	Yes	Yes	The specific legislative requirement for strategic planning is the amendment process under the Planning Act 2016. Currently the requirements in relation to the major amendment under the Planning Act 2016 are being complied with. All other legislative requirements such as WH&S etc are being complied with.

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Strategic Planning	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Currently, there are no identified risks for strategic planning in relation to legislative requirements. Risk registers and online training of staff is occurring to ensure strategic planning manages any potential risks.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Strategic Planning	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative requirements within strategic planning are being met. There are no non-compliance issues to report on, in this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Strategic Planning	Review workforce requirements in accordance with budget schedule	Yes	Yes	Recruitment of staff to fulfil all roles within strategic planning is currently occurring. Importantly, given the specialised nature of strategic planning, experience staff is difficult to recruit. All workforce wages are within budget, mainly due savings of vacant positions. Further needs may arise in the future, particularly in relation to community engagement with the role out of placemaking programs and the public consultation process for the major amendment to the planning scheme.
5.3.2.1	Continually review operational expenditure	Strategic Planning	Identify at least one operational saving per section of responsibility	Yes	Yes	Financial position of strategic planning is within budget for the quarter. No further adjustments are required. Savings have been made in relation to staff wages, mainly because not all positions within the strategic planning team have been fulfilled. Currently, staff are working overtime to meet our operational plan objectives.
5.4.2.6	Pursue improved processes through all levels of Council	Strategic Planning	Identify at least two improved processes per section of responsibility	Yes	Yes	Continual improvement is occurring with Council's online planning scheme (RockePlan), with a program upgrade and further training in 2018. If errors occur with the online planning and mapping websites, strategic planning has been ensuring that these issues are amended. Any issues raised in relation to the planning scheme document from user groups (development assessment etc.) are noted and included as part of the major amendment register of changes.

AVIATION SERVICES						
Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
2.1.4.1	Promote the Airport as the "Gateway to Northern Australia"	Aviation Services Directorate	Masterplan to be completed by 30 September 2017	Yes	Yes	Awaiting adoption at the 30 January Ordinary Council meeting.
2.1.4.2	Identify and implement business development opportunities for the Airport	Aviation Services Directorate	Conduct a micro analysis of performance of airlines by 30 September 2017	Completed	Yes	Further analysis to be completed in March 2018.
		Aviation Services Directorate	Update reports on partner airline performance presented to Council on a quarterly basis	Completed	Yes	Lime Intelligence reporting has now been implemented and will deliver indepth passenger and airline analysis on a as required and requested basis provided to the Airport Committee monthly and Council quarterly.
		Aviation Services Directorate	Six monthly passenger surveys	Watching	Watching	Survey to be completed on a 6 monthly basis. To be delivered by the Commercial Services Officer by end of March 2018.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Aviation Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Watching	Watching	Considered and new staff member has now commenced.
2.5.3.1	Prepare a strategy for a FIFO hub development within the Region	Aviation Services Directorate	Strategy presented to Council by 30 September 2017	Yes	Yes	Awaiting execution of legal documents with Adani to then commence the implementation of the FIFO Hub.
2.6.1.1	Strengthen relationship with Singapore	Aviation Services Directorate	Successfully deliver Wallaby 17 by 30 November 2017	Completed	Completed	Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative (ASMTI).
4.1.1.1	Provide timely and accurate responses to requests	Aviation Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Ongoing deliverable.
4.1.1.2	Provide effective delivery of Council services	Aviation Services Directorate	In accordance with unit's customer service standards and service levels	Watching	Watching	Ongoing deliverable.

Aviation Services Directorate

## Aviation Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary
5.2.1.1	Comply with legislative requirements	Aviation Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Legislative compliance monitored during reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Aviation Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Operational risks monitored and action being taken to achieve targets within set timeframes.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Aviation Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-compliance in reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Aviation Services Directorate	Review workforce requirements in accordance with budget schedule	Watching	Watching	Additional staffing requirements needed to deliver the Adani project.
5.3.2.1	Continually review operational expenditure	Aviation Services Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Budget savings delivered across the airport management team.
5.4.2.6	Pursue improved processes through all levels of Council	Aviation Services Directorate	Identify at least two improved processes per section of responsibility	Watching	Watching	Final draft of the Airport Masterplan.



Rockhampton Airport

Ref	Operational Action	Unit	Target	On Track	On Budget	Q2 Status Commentary																								
2.2.3.1	Support programs that encourage residents to transition away from social support options	Rockhampton Airport	Consider options in budget planning to support employment programs in 2018/19			Will consider options in accordance with budget planning in accordance business requirements.																								
4.1.1.1	Provide timely and accurate responses to requests	Rockhampton Airport	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests responded to in accordance with the customer service standard of 10 days.																								
4.1.1.2	Provide effective delivery of Council services	Rockhampton Airport	In accordance with unit's customer service standards and service levels	Yes	Yes	<table><tr><td>Passenger Numbers</td><td>Target</td><td>YTD</td></tr><tr><td>Aircraft Movements</td><td>0%</td><td>-4.38%</td></tr><tr><td>Bird Strikes</td><td>3/mth</td><td>16</td></tr><tr><td>Lost Time Days workplace injuries</td><td>0</td><td>0</td></tr><tr><td>Reported Public Injuries on Airport Precinct</td><td>0</td><td>4</td></tr><tr><td>Customer Requests Actioned</td><td>100%</td><td>100%</td></tr><tr><td>Airline Engagement Meetings</td><td>Qtrly</td><td>100%</td></tr><tr><td>Military Exercise Briefings Attended</td><td>100%</td><td>100%</td></tr></table>	Passenger Numbers	Target	YTD	Aircraft Movements	0%	-4.38%	Bird Strikes	3/mth	16	Lost Time Days workplace injuries	0	0	Reported Public Injuries on Airport Precinct	0	4	Customer Requests Actioned	100%	100%	Airline Engagement Meetings	Qtrly	100%	Military Exercise Briefings Attended	100%	100%
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Airline Engagement Meetings	Qtrly	100%																												
Military Exercise Briefings Attended	100%	100%																												
5.2.1.1	Comply with legislative requirements	Rockhampton Airport	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements achieved in the reporting period.																								
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Rockhampton Airport	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Operational risks monitored and action being taken to achieve targets within set timeframes.																								
5.2.1.8	Monitor and review non-compliance of legislative requirements	Rockhampton Airport	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	One out of date certification remains outstanding.																								
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Rockhampton Airport	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resourcing requirements will be reviewed as part of the 2018/19 budget planning processes.																								
5.3.2.1	Continually review operational expenditure	Rockhampton Airport	Identify at least one operational saving per section of responsibility	Yes	Yes	Continuing to review operational performance.																								
5.4.2.6	Pursue improved processes through all levels of Council	Rockhampton Airport	Identify at least two improved processes per section of responsibility	Watching	Watching	Completed EOI process for the Airport Pavement Project.																								

## Rockhampton Airport

# **2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER TWO**

## **Operational Plan Progress Report Summary**

**Meeting Date: 20 February 2018**

**Attachment No: 3**

**OPERATIONAL PLAN REPORT SUMMARY**  
**QUARTER TWO 2017-2018**

**OFFICE OF THE CEO**

The Media and Engagement Unit delivered 70 proactive media releases and 10 proactive videos during this first quarter resulting in Council exceeding its annual target of 100 positive releases/videos ahead of schedule.

The Community Conversation campaign was completed during this reporting period with data collated and results posted on Council's website. The overall community score for all services, facilities and infrastructure increased by 11%. The campaign identified the top three priorities for the community in order are roads, footpaths and parks.

The Office of the Mayor logged 375 customer service requests on behalf of the Mayor and Councillors during this reporting period. The Unit responded to all requests within the set timeframes.

**CORPORATE SERVICES**

Following the establishment of the Natural Resource Management team in quarter one, the Environmental Sustainability Strategy is under development and to be considered by Council on the 30 January. Community awareness and education has commenced via the Environmental Resource Unit trailer.

**Annual goods and services spend analysis (01/11/16 to 31/10/17)**

During the twelve month reporting period, \$94.6M was spent on goods and services in support of Council capital projects and service delivery. Of that amount \$71.3M (**76%**) was spent locally, acquiring goods and services from local businesses. The Operational Plan objective is 70% (or greater) spent within the Council boundaries.

**Operational key performance indicators**

In summary, the section's key performance service levels have been achieved or maintained for this reporting period, with the following achievements worth noting:

- Average 85% of calls to the Customer Service call centre answered within 45 seconds – KPI = 75% of calls answered within 45 seconds.
- Average 91% of customer queries addressed by Customer Service staff without referral to the sections – KPI = 90%.
- Average 96% of supplier invoices paid within supplier's agreed payment terms – KPI = 90%.
- Workforce & Strategy is currently achieving an average completion time for requests of 8.77 days against a customer service standard of 30 days.
- 100% of Policies reviewed within 10 working days.
- 100% of alleged corrupt conduct matters, public interest disclosures and administrative action complaints accessed and action initiated within 3 business days upon receipt of a complaint.
- Payroll accuracy recorded at 99.74%.
- All job applications acknowledged within 2 working days of the advertising close date.
- Unpaid Rates target is > 3% at lowest point. Target achieved at December was 2.66%.

**Progress on Smart Way Forward Strategy Implementation**

The Smart Way Forward Strategy was adopted by Council in December 2015. The strategy includes 36 outcomes which have been incorporated into 33 actions in the Smart Way Forward Action Plan and prioritised for implementation. As reported at the Ordinary Council Meeting of 21/11/2017, 67% of the strategy outcomes have been completed, implemented ongoing or are work in progress.

**Smart Hub operations summary:**

- 24 startups are in residence.
- Startup Club – The two Lean Launchpad programs were run and concluded during the reporting period. The program was run over two rounds with a total of 28 participants, resulting in 15 startups having direct, daily access to a startup mentor and the Hub Manager.

- **Startup Stars** – The Startup Stars program is mentoring and supporting seven entrepreneurs to rapidly scale their businesses to reach international markets. This programs is on schedule to finish in January 2018.

**Drug and Alcohol testing**

Council has engaged a new provider for this testing who have provided a modern mobile testing facility that will save significant travel time when undertaking the random sampling program.

**Certified Agreement**

An administrative increase of 1.5% has been provided to staff. It is anticipated that bargaining will commence towards a new agreement in the next financial year.

**External Audit**

Council's financial statements were certified unqualified by the QAO during the period and the annual report completed. Planning for the 2017-18 external audit has commenced.

**Budget**

Council adopted a revised budget for the 2017-18 year during this period. Planning also commenced for the 2018-19 budget.

**COMMUNITY SERVICES****Directorate**

As per the preceding quarter the activities remain within the directorate have generally been directed towards ensuring the departmental service deliverables and standards are met and maintaining the mandated operational strategic direction.

The delivery of the region's major community festive season events has been delivered:

- Rockhampton Traders Fair – East Street Rockhampton (Christmas tree decoration/lights)
- Conaghan Park, Gracemere
- Queens Park

Actual costs of the directorate for the quarter have been met.

**Communities and Facilities**

Performance across the section was in line with quarterly operational targets, with customer service request response times continuing to be within the standard timelines for completion.

Operational projects were generally delivered in accordance with, or exceeding service standards with:

- Facilities completing 1471 work orders during the quarter and eight capital projects;
- Home Assist program service delivery generally exceeding the outputs of service to eligible clients required by the Service Level Agreements with funding bodies;
- Libraries delivering a range of successful programs with around 60,803 visits recorded for the quarter and 110,169 items issued to customers;
- Child Care being under the utilisation targets for the quarter due to end of school year;
- \$57,665 in funding distributed through the Community Assistance Program for 16 projects, and support for one organisation for hall insurance.

**Parks**

Management focus in Parks for the year to date has been on the following:

- Improving the delivery of operational outcomes through review of the mowing matrix;
- Continued remediation and restoration activities at Kershaw Gardens and completion of works for Queensland's projects;
- Adoption of the Sports, Parks, Active, Recreation and Community Strategy (SPARC) – which was achieved in December 2017;
- Development of tablet devices with supervisory staff have achieved improved business efficiencies and enabling supervisory staff to have more operational hours in the field to facilitate improved asset data collection and pathway settlement.

Operational expenses for the period are tracking favourably with end-of-September expenses running at 59% of budget including commitments against a notional 50% benchmark.

The delivery of the Civil Works and the redevelopment of the central activities and amenities area are underway at Kershaw Gardens with completion expected June 2018.

Parks team started to review condition and performance data with assets team to improve the corporate understanding of the park assets that are managed by the business group on behalf of the community of Rockhampton.

### **Arts and Heritage**

Art and Heritage completed quarter two in line with operational expectations. The Art Gallery continues to meet planning progress goals for the proposed new Art Gallery while achieving exhibition delivery and attendance goals major exhibitions for 2017 that including 'Coming into Fashion' and 'Lego Towers of Tomorrow'. Major venues has successfully delivered the final events within the 'See it Live' program along with a busy final 2017 quarter of commercial and community hires at the Pilbeam Theatre. The Showgrounds continues to have strong levels of usages including pop concert 'One Hot Night' featuring Busby Marou. Heritage Village visitor numbers are on target and Arts & Heritage successfully delivered the annual Mayor's Carols by Candlelight.

### **Planning and Regulatory**

During this reporting period, key operational activities and improvements have been focused around:

- Developing improved tracking and reporting systems for the 2017/18 operational plan objectives.
- Ensuring operational expenses for quarter two are tracking favourably.
- Finalisation of the smart parking project test stage.

Management focus for the year to date has been on the following:

- Commence construction of the pound facility.
- Adoption of the Biosecurity Plan.
- Technology improvements via first stage systems analysis and business alignments.
- Collection of infrastructure charges and associated improvements.
- Progress of the Development Advice Centre.
- Final phase of the Local Law improvements.
- Staff development - Organisational awareness and the sections strategic priorities. Skill development and technical training.
- Enforcement Manual development.

**REGIONAL SERVICES**

Regional services is well on track to deliver the capital and maintenance programs. Operational activities have continued to be delivered effectively with the majority of performance targets being met.

Some highlights include:

**Rockhampton Regional Waste and Recycling**

- The design of the landfill extension at Lakes Creek Road has been completed with tenders for the construction of the first cell of the Piggy Back expansion currently being evaluated.
- The preparation of the contracts for kerbside recycling collection is well advanced and tenders are planned to be called in February 2018.

**Engineering Services**

- The Local Disaster Management Plan has been updated and is available on Council's website. Delays encountered in the preparation and adoption of the revised Local Disaster Management Plan have subsequently delayed the review of the Flood Threat Specific Plan.
- The Natural Hazards Risk Assessment has been carried out by Council Officers and Officers of Queensland Fire and Emergency Services. Revised risk assessment to be incorporated into Local Disaster Management Plan.
- The floodplain management studies are progressing well with updated flood modelling available for a number of catchments and potential mitigation schemes being developed.
- Design Services have been working with Fitzroy River Water on the use of continuously welded polyethylene pipe which should reduce construction costs.

**Civil Operations**

- Rural and Urban West capital programs are ahead of schedule and expenditure. Urban capital program is slightly behind schedule and expenditure. Project planning has been reviewed to ensure capital program is achieved.
- Capital expenditure is currently at \$14.8M which represents 46.1% of the budget.

**Fitzroy River Water**

- The ongoing strong performance in drinking water quality.
- Annual inspection of Mount Morgan No. 7 Dam completed and annual review of Emergency Action Plan underway.
- A 15% reduction in pricing for main treatment chemical secured through competitive procurement process.

**Project Delivery**

- The section is delivering approximately \$42.6M of the capital program. To date \$21M has been actually expended. Which is approximately 50% of the annual budget spent over 6 months.



**ADVANCE ROCKHAMPTON**

Advance Rockhampton is on track to meet all operational KPI's by the end of the financial year. Due to some changes in resourcing KPI's have been extended, however, all are now due to be completed in a timely manner and have a great impact throughout the region.

**Events**

All events are being delivered in a timely and effective manner. All events have been well attended and the business community has been receptive to the increased economic output as a result.

Quay Street is fast becoming the hotspot for events with the implementation of the Lively Quay Street Programme.

**Marketing**

Marketing remains to a high level throughout the organisation. Increased workloads and high level marketing campaigns surrounding key events such as Fishing the Fitzroy and River Festival are now required to be outsourced.

**Tourism**

This quarter has seen a significant push for increased tourism within the region. The Tourism Action Plan is scheduled to be finished within quarter three along with the Brand Strategy. Both documents will form a strong call to action for tourism and brand across the region.

**Economic Development**

The team are on track to complete all KPI's within the set parameters. The National Disability Insurance Scheme strategy is to be delivered by 30 March 2018. There have been over 14 inbound international delegations this financial year. International Education is a key driver for the city.

There have been some delays with the redevelopment My Rockhampton Website which was targeted to go live by 30 September 2017. Due to some staffing changes and delays around the framework of the website and social media experienced in quarter one, this target could not be reached by the due date, however is expected to be completed in quarter three.

**Strategic Planning**

The Façade Improvement Scheme has been extended to include Mount Morgan commercial area.

There has been major amendment to Rockhampton Region Planning Scheme, including:

- State Government submission for a tailored process to the major amendment (*Planning Act 2016*), which included:
  - Nature and details of major amendment;
  - Outline of tailored process and justification;
  - Draft project plan, resourcing and timing;
  - Community engagement plan; and
  - Determination of applicable State Interests
- Mapping review underway, including alignment between zones and strategic framework and State overlay mapping.

**Centres Activation**

Monthly place making activities and initiatives, and progression of short term actions to assist in revitalising and improving presentation of CBD. An annual update of the CBD Database has been completed feeding into mapping of key statistics.

**ROCKHAMPTON AIRPORT**

All Operational Plan targets achieved in the quarter two reporting period. The Airport Pavement Upgrade Project preliminary design engineering survey and geotechnical investigations were completed. In preparation for the tender process an Expressions of Interest was issued and has been awarded. The tender for Contract Administration has closed and the successful tenderer advised.

Lime Intelligence reporting has now been implemented and will deliver in-depth passenger and airline analysis on a as required and requested basis provided to the Airport Committee monthly and Council quarterly.

The Airport Master Plan is awaiting adoption at the upcoming Council meeting.

Awaiting execution of legal documents with Adani to commence the implementation of the FIFO Hub.

Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative.

## **12 NOTICES OF MOTION**

Nil

## **13 QUESTIONS ON NOTICE**

Nil

**14 URGENT BUSINESS/QUESTIONS**

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

## 15 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

### RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

#### 16.1 Sale of properties for overdue rates- 2018

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

#### 16.2 Mount Morgan Land

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.

#### 16.3 Rockhampton Hockey Association Project - Flood Modelling

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 CONFIDENTIAL REPORTS

### 16.1 SALE OF PROPERTIES FOR OVERDUE RATES- 2018

**File No:** 521  
**Attachments:** 1. Property List  
**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer  
**Author:** Alicia Cutler - Chief Financial Officer

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#### SUMMARY

*Council has the authority under the provisions of the Local Government Regulation 2012 to recover outstanding rates and charges through a land sale process where the amounts have been overdue for three or more years. A number of properties meeting the criteria have been identified as being eligible for land sale.*



**16.2 MOUNT MORGAN LAND****File No: 2021**

**Attachments:**

1. Planning Scheme Map
2. Infrastructure & Contours
3. Steep Land
4. Amalgamation of Lots
5. Amalgamation of Lots - east
6. Amalgamation of Lots - Lot 1 and 2
7. Amalgamation of Lots - nrth west precinct
8. Amalgamation of Lots - sth west precinct
9. Adjoining Private Lots
10. Sufficient Adjoining Private Lots

**Authorising Officer:** Evan Pardon - Chief Executive Officer

**Author:** Robert Holmes - Coordinator Parks Operations

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**SUMMARY**

*A report on a suggested project available to the Council to assist the development of rural residential land in the Mount Morgan area is submitted for the Council's consideration.*

**16.3 ROCKHAMPTON HOCKEY ASSOCIATION PROJECT - FLOOD MODELLING****File No:** 4199**Attachments:**

1. Kalka Shades Hockey Complex Flood Assessment
2. RHA Project Flood Assess mapping
3. Overall Kalka Shades base v developed

**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Robert Holmes - Coordinator Parks Operations

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**SUMMARY**

*Council resolved late last year that the proposed Rockhampton Hockey Association's expanded facility would be located back at Kalka Shades and that planning for the project should proceed on that basis. Planning is proceeding well and recently, the flood modelling was reviewed for the expanded facility at Kalka Shades and this report outlines the results including the flood immunity proposed for the hockey infrastructure.*

**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

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**SUMMARY**

*Chief Executive Officer presenting monthly report for the period ending 12 February 2018.*

## **17 CLOSURE OF MEETING**