



ORDINARY MEETING

AGENDA

20 MARCH 2018

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

A handwritten signature in black ink, appearing to be the initials "CR" followed by a long horizontal stroke.

CHIEF EXECUTIVE OFFICER
14 March 2018

Next Meeting Date: 10.04.18

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

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 6 March 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 PLANNING AND REGULATORY COMMITTEE MEETING

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 13 March 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 March 2018**9.1.1 D/33-2014/A - DEVELOPMENT APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/33-2014 FOR A MATERIAL CHANGE OF USE FOR INDOOR SPORTS AND RECREATION**

File No: D/33-2014/A
Attachments: 1. Locality 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

SUMMARY

Development Application Number: D/33-2014
Applicant: The Crazy Joker
Real Property Address: Lot 1 on RP604280 and Lot 2 on RP604280, Parish of Rockhampton
Common Property Address: 100 Bolsover Street, Rockhampton City
Rockhampton City Plan Area: Central Business District Commercial Area – Precinct 2 – Commercial Precinct – Central Business District Business Services
Type of Approval: Development Permit for a Material Change of Use for Indoor Sports and Recreation
Date of Decision: 19 March 2014
Application Lodgement Fee: \$2,980.00
Infrastructure Charges: \$64,080.00
Infrastructure charges incentive: Central Business District Precinct 2 – 100%
Incentives sought: Refund of Development Application Fees

COMMITTEE RECOMMENDATION

THAT in relation to the application under the Development Incentives Policy for Development Permit D/33-2014 for a Material Change of Use for Indoor Sports and Recreation, on Lot 1 on RP604280 and Lot 2 on RP604280, Parish of Rockhampton, located at 100 Bolsover Street, Rockhampton City, Council resolves to Approve the following incentives upon compliance with the conditions of approval:

- a) A 100% per cent reduction of infrastructure charges to the amount of \$64,080.00;
- b) Refund of the development application fee to the amount of \$2,980.00; 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 March 2018**9.1.2 LAND USE ANALYSIS - 10 NORMANBY STREET, THE RANGE****File No: 1680****Attachments:**

1. Site Photos
2. Infrastructure Plan
3. Contour Map
4. Locality Map

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

Following on from Council's Parks, Recreation and Sport Committee meeting on 19 July 2017, a report has been prepared to identify options surrounding Council's freehold land in Normanby Street. The report details a number of constraints surrounding the land and potential options Council may consider moving forward.

COMMITTEE RECOMMENDATION

THAT the matter be referred to full Council following a site inspection.

Recommendation of the Planning and Regulatory Committee, 13 March 2018**9.1.3 D/162-2014/A - APPLICATION UNDER THE DEVELOPMENT INCENTIVES POLICY FOR DEVELOPMENT PERMIT D/162-2014 FOR A MATERIAL CHANGE OF USE FOR A MULTI UNIT DWELLING (TWELVE UNITS)**

File No: 162-2014/A

Attachments: 1. Locality Plan
2. Email

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

SUMMARY

Development Application Number: D/162-2014

Applicant: Statewide Financial Investments Pty Ltd

Real Property Address: Lot 2 on RP607592, Parish of Rockhampton

Common Property Address: 24 Victoria Parade, Rockhampton City

Rockhampton City Plan Area: Inner City North Residential Consolidation Area (Precinct 1 – Special Use Precinct – Inner City North Cultural)

Type of Approval: Development Permit for a Material Change of Use for a Multi Unit Dwelling (twelve units)

Date of Decision: 21 August 2014

Application Lodgement Fee: \$6,325.00

Infrastructure Charges: \$90,000.00

Infrastructure charges incentive: Inner City North Cultural Special Use Precinct – Residential Development – 50%

Incentives sought: Infrastructure Charges Concession of 50%
Refund of Development Application Fee
Refund of Service and Connection Fee

COMMITTEE RECOMMENDATION

THAT in relation to the application under the Development Incentives Policy for Development Permit D/162-2014 for a Material Change of Use for a Multi Unit Dwelling (twelve units), on Lot 2 on RP607592, Parish of Rockhampton, located at 24 Victoria Parade, Rockhampton City, Council resolves to Approve the following incentives if the use commences prior to 21 August 2019:

- a) A fifty percent (50%) reduction of infrastructure charges to the amount of \$45,000.00;
- b) A refund of the development application fee of \$6,325.00 and service and connection fee on commencement of the use; and
- c) That Council enter into an agreement with the applicant in relation to (a) and (b).

9.2 INFRASTRUCTURE COMMITTEE MEETING - 13 MARCH 2018

RECOMMENDATION

THAT the Minutes of the Infrastructure Committee meeting, held on 13 March 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 March 2018

9.2.1 WACKFORD STREET DRAINAGE EASEMENT

File No: 8055, 2479
Attachments: 1. Wackford Street Culvert Upgrade
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Martin Crow - Manager Engineering Services

SUMMARY

Council Officers reporting on a property acquisition to facilitate part of the Wackford Street Drainage project.

COMMITTEE RECOMMENDATION

THAT the report on the Wackford Street Drainage Easement be received.

Recommendation of the Infrastructure Committee, 13 March 2018**9.2.2 A-DOUBLE HEAVY VEHICLE ACCESS PERMIT - GOSS STREET**

File No: 7143
Attachments: 1. Swept Path Analysis
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Martin Crow - Manager Engineering Services
Cornelius Claassen - Civil Works Manager

SUMMARY

Council has received an application to allow 26 metre A-Double heavy vehicles to access the rail facility on Goss Street.

COMMITTEE RECOMMENDATION

THAT Council issue a 12 month period permit for the use of 26 metre A-Double configurations at general mass limits on Jellicoe Street between the Bruce Highway and Goss Street and on Goss Street between Jellicoe Street and the Pacific National Rail Facility.

Recommendation of the Infrastructure Committee, 13 March 2018**9.2.3 ENGINEERING SERVICES MONTHLY OPERATIONS REPORT – MARCH 2018****File No: 7028****Attachments: 1. Monthly Operations Report Engineering Services February 2018****Authorising Officer: Peter Kofod - General Manager Regional Services****Author: Martin Crow - Manager Engineering Services**

SUMMARY

This report outlines Engineering Services Monthly Operations Report for the period to the end of February 2018.

COMMITTEE RECOMMENDATION

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

Recommendation of the Infrastructure Committee, 13 March 2018**9.2.4 CIVIL OPERATIONS MONTHLY OPERATIONS REPORT**

File No: 7028

Attachments:

1. Civil Operations Monthly Operations Report - January, February 2018
2. Works Program February - March 2018

Authorising Officer: Peter Kofod - General Manager Regional Services

Author: Cornelius Claassen - Civil Works Manager

SUMMARY

This report outlines Civil Operations Monthly Operations Report January, February 2018 and also Works Program of planned projects for the months February – March 2018.

COMMITTEE RECOMMENDATION

THAT the Civil Operations Monthly Operations Report for February 2018 be received.

Recommendation of the Infrastructure Committee, 13 March 2018**9.2.5 HEAVY VEHICLE SAFETY AND PRODUCTIVITY PROGRAM APPLICATION**

File No: 5252

Attachments:

1. Macquarie Street Concept
2. Boongary Road Concept

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

Author: Stuart Harvey - Coordinator Strategic Infrastructure

SUMMARY

The following report contains the proposed applications for Round 6 of the Heavy Vehicle Safety and Productivity (HVSPP) funding program for Council consideration and endorsement.

COMMITTEE RECOMMENDATION

THAT Council endorse the proposed projects to submit for the Heavy Vehicle Safety and Productivity Program.

9.3 COMMUNITY SERVICES COMMITTEE MEETING - 14 MARCH 2018

RECOMMENDATION

THAT the Minutes of the Community Services Committee meeting, held on 14 March 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 March 2018**9.3.1 PUBLIC ART POLICY****File No: 11979****Attachments:**

1. Public Art Policy
2. Arts and Cultural Policy

Authorising Officer: John Webb - Acting Manager Arts and Heritage
Colleen Worthy - General Manager Community Services**Author:** Bianca Acimovic - Gallery Director

SUMMARY

A report on the Public Art Policy has previously been presented to Council in July 2017 and held aside for further consideration. This Policy will underpin Council's development, implementation and management of public art in the Rockhampton Region and is resubmitted for Council's consideration.

COMMITTEE RECOMMENDATION

THAT the draft policy be reviewed so as to include public art in specific projects and this be returned to the next available committee meeting.

Recommendation of the Community Services Committee, 14 March 2018**9.3.2 COMMUNITIES AND FACILITIES MONTHLY OPERATIONAL REPORT****File No: 1464****Attachments: 1. Monthly Operations Report - Communities and Facilities****Authorising Officer: Colleen Worthy - General Manager Community Services****Author: Naomi Brownless - Acting Manager Communities**

SUMMARY

This report provides information on the activities of the Communities and Facilities section for January 2018.

COMMITTEE RECOMMENDATION

THAT the Monthly Operational Report on the activities of the Communities and Facilities section for January 2018 be received.

Recommendation of the Community Services Committee, 14 March 2018**9.3.3 ARTS AND HERITAGE OPERATIONAL REPORT FOR JANUARY 2018****File No:** 1464**Attachments:** 1. Arts and Heritage Operational Report -
January 2018**Authorising Officer:** Colleen Worthy - General Manager Community Services**Author:** John Webb - Acting Manager Arts and Heritage

SUMMARY

The report provides information on the programs and activities of the Arts and Heritage section for January 2018.

COMMITTEE RECOMMENDATION

THAT the Arts and Heritage Operational Report for January 2018 be received.

Recommendation of the Community Services Committee, 14 March 2018
9.3.4 REGIONAL ARTS DEVELOPMENT FUND 2017-18 ROUND 2 FUNDING RECOMMENDATIONS

File No: 8944
Attachments: Nil
Authorising Officer: Colleen Worthy - General Manager Community Services
Author: John Webb - Acting Manager Arts and Heritage

SUMMARY

Applications received for round two of the 2017/18 Regional Arts Development Fund have been assessed by the RADF Committee and two are recommended for funding.

COMMITTEE RECOMMENDATION

THAT Council approves the following application for funding from the Regional Arts Development Fund:

Applicant	Purpose of Grant	Grant Recommended
RSHS Centenary Publication Committee	The grant will be used towards the costs of employing a research assistant to work with the author of the centenary publication for Rockhampton State High School	\$12,000
CQU Digital Media	Grant will be used towards the costs of travel and admission to The Design Conference Brisbane from May 9-11 2018	\$480
	TOTAL	\$ 12,480

Recommendation of the Community Services Committee, 14 March 2018**9.3.5 COMMUNITY ASSISTANCE PROGRAM**

File No: 12535
Attachments: Nil
Authorising Officer: Colleen Worthy - General Manager Community Services
Author: Naomi Brownless - Acting Manager Communities

SUMMARY

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

COMMITTEE RECOMMENDATION

THAT Council approves the application made under the Major Sponsorship scheme for cash assistance towards the staging of the Colour Me Capricorn event to be held on 29 April 2018.

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 CUSTOMS HOUSE FUNCTION SPACE PROPOSED FEE SCHEDULE

File No:	12472
Attachments:	1. Customs House Upper Floor Layout ↓
Authorising Officer:	Ross Cheesman - Deputy Chief Executive Officer
Author:	Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

This report is seeking approval to levy the proposed fees for the external hire of the Customs House upper level function spaces for private and public functions.

OFFICER'S RECOMMENDATION

THAT Council approves the Customs House upper level function space external hire fee schedule.

COMMENTARY

Council Customer Service and the Smart Hub team have received a number of queries regarding the hire of the Customs House function spaces by non-Council (external) parties for private and public functions.

It is proposed that bookings for the Customs House upper level function spaces (refer attached) be managed via the existing Pathway facilities booking system (similar to Bauhinia House and Schotia Place function bookings).

The following external hire fees are proposed based on a review of Council and commercial facility hire:

CUSTOMS HOUSE UPPER LEVEL FUNCTION SPACES 208 QUAY STREET, ROCKHAMPTON		
Function Space Area / Fee Type	Daily Rate (incl GST)	Inclusions / Comments
All areas – Function Room, East Long Room and Balcony	\$500	Air conditioning, refrigerator, bar facilities, warming kitchen and toilet facilities.
Function Room	\$400	
East Long Room	\$175	
Balcony Area	\$100	Exclusive use of balcony area, use of warming kitchen and toilet facilities.
Security Bond	\$350	Refundable following satisfactory cleaning and inspection. May be withheld for cleaning and repairs.
Cleaning	\$65 per hour	Charged to the hirer if the facility requires additional cleaning following the event.

The Smart Hub team would have interim oversight of the bookings and use of the space until the new Art Gallery is commissioned in the Cultural Precinct.

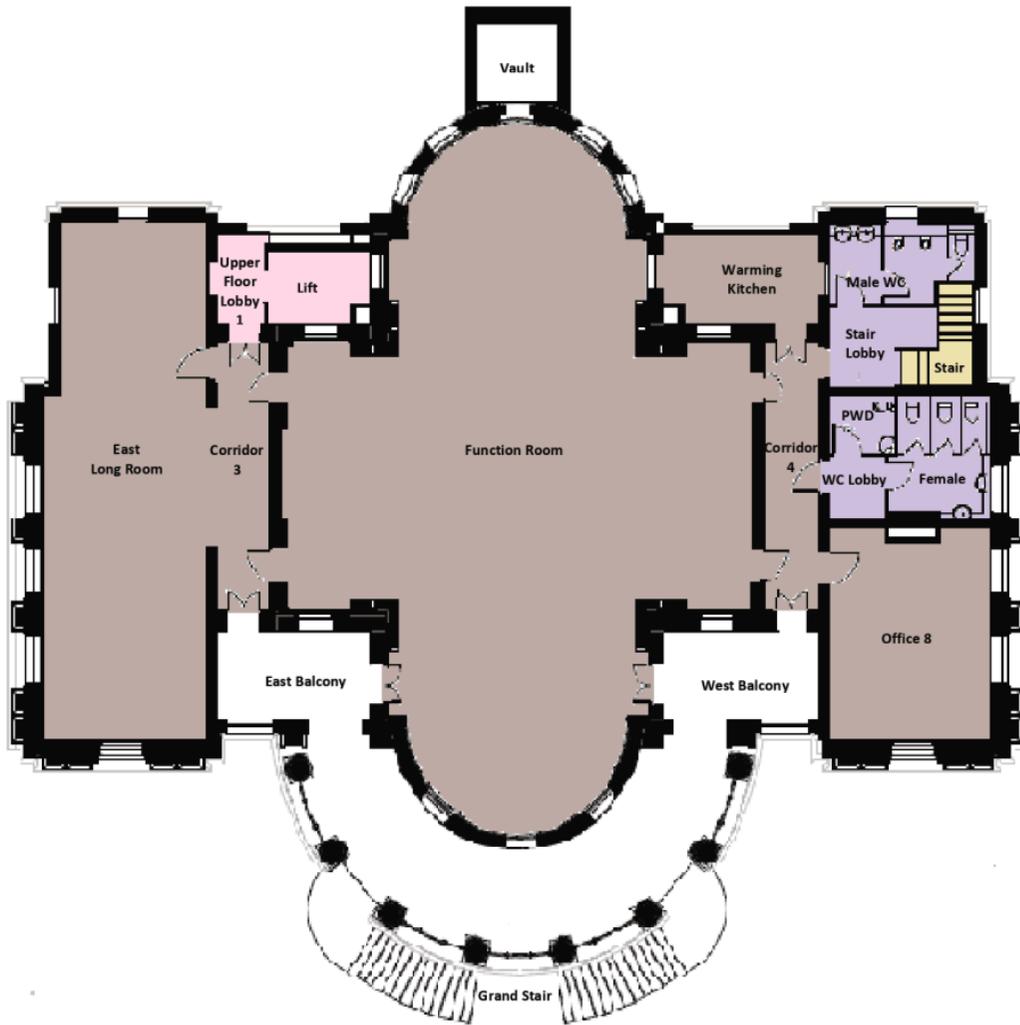
The Customs House facilities will not be available for hire for 18th and 21st birthday party celebrations.

CUSTOMS HOUSE FUNCTION SPACE PROPOSED FEE SCHEDULE

Customs House Upper Floor Layout

Meeting Date: 20 March 2018

Attachment No: 1



FIRST / UPPER FLOOR LAYOUT

11.2 CHILDREN'S MEMORIAL GARDENS NEERKOL

File No: 320

Attachments:

1. [Map of 214 Meteor Park Road](#)
2. [Photos of Children's Memorial Gardens Neerkol](#)

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Ross Cheesman - Deputy Chief Executive Officer

Author: Kellie Anderson - Coordinator Property and Insurance

SUMMARY

Coordinator Property & Insurance reporting on request from "Forwards" Forgotten Australians Justice Committee Inc. to 'gift' the property located at 214 Meteor Park Road to Council.

OFFICER'S RECOMMENDATION

THAT the Chief Executive Officer (Coordinator Property & Insurance) be authorised to take the appropriate action to transfer ownership of 214 Meteor Park Road, Kabra (Lot 100 on SP273017) from "Forwards" Forgotten Australian Justice Committee Inc. to Council, by way of a gift.

COMMENTARY

The "Forwards" Forgotten Australian Justice Committee Inc. (FFAJC) owns a parcel of land situated at 214 Meteor Park Road, Kabra. This site has been established as the Children's Memorial Gardens Neerkol and is 600m² in size (refer Attachments for map and photographs).

FFAJC has made a request to Council to accept ownership of the property by way of a 'gift'. At a meeting with the Mayor, Cr. Swadling and the previous General Manager Communities, FFAJC were advised that their request would need to be referred to an Ordinary Council meeting for consideration.

If Council accepts ownership of this property, the Parks Section will be responsible for ongoing maintenance of the site.

BACKGROUND

Stanwell Corporation Limited had originally purchased the larger land holdings from The Corporation of the Sisters of Mercy of the Diocese of Rockhampton in 2001. In 2015, Stanwell completed a reconfiguration of lot to create 214 Meteor Park Road, and then gifted the land to FFAJC. There is a Covenant on the Title of the property, which states 'the St. Joseph's Farm Orphanage Memorial Lot is protected from development and preserved.

BUDGET IMPLICATIONS

There is minimal outlay required for the transfer of the land and this expenditure can be covered within current budget.

CONCLUSION

It is recommended that Council agrees to accept ownership of 214 Meteor Park, Kabra by way of a gift.

CHILDREN'S MEMORIAL GARDENS NEERKOL

Map of 214 Meteor Park Road

Meeting Date: 20 March 2018

Attachment No: 1

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CHILDREN'S MEMORIAL GARDENS NEERKOL

Photos of Children's Memorial Gardens Neerkol

Meeting Date: 20 March 2018

Attachment No: 2













11.3 PUBLIC LIBRARY STRATEGIC PRIORITIES GRANT

File No:	12535
Attachments:	Nil
Authorising Officer:	Colleen Worthy - General Manager Community Services
Author:	Naomi Brownless - Acting Manager Communities

SUMMARY

Approval is sought for an application for funding from the 'Public Library Strategic Priorities Grant'.

OFFICER'S RECOMMENDATION

THAT Council approves the submission of a funding application to the Public Library Strategic Priorities Grants program for the CapriCon Pop Culture Convention 2019.

COMMENTARY

The Queensland Government through The State Library of Queensland is offering \$450,000 to Councils across Queensland in funding to deliver strategic initiatives through public libraries and Indigenous Knowledge Centres (IKCs) across Queensland that:

- Reflect one or more of the themes outlined in *The Next Horizon: Vision 2017 for Public Libraries*: Creative community spaces; Connectors – physical and virtual; Technology trendsetters; Incubators of ideas, learning and innovation.

The Public Library Strategic Priorities Grants program has a specific focus on events and activities that:

- align with Councils strategic plan,
- ensure involvement of partners and/or the mobilization of volunteers
- an increase in community awareness of the library or IKC and its services
- the development and delivery of innovative public programs which encourage library or IKC staff to experiment with new models of service delivery, and library or IKC customers with new technologies, topics or ideas
- the development of new relationships between library, IKC, Council and community groups, and the attraction of diverse community members

It is proposed that a grant application be sought to partly fund the costs of CapriCon Rockhampton Pop Culture Convention to be held at the Rockhampton Regional Library during Youth Week on Saturday 6 April 2019.

The library event will identify various community groups to partner with in the Rockhampton region for example the Capricorn Medieval Group, Alliance of Regional Costumers and Capricorn Tabletop gamers. Local artist and crafters are also given the opportunity to display their talents relating to cosplay and popular culture as well as Steampunk. The event is also an opportunity to promote library services like 3D printing, Virtual Reality and Robotics to an audience who may not normally visit the library. In past years this event has proven to be a fantastic opportunity to increase awareness of the library within the local community achieving the focus of the grant.

The application would seek the maximum amount of \$30,000 to undertake the project. This would cover expenses for a number of professionally run activities, hiring of equipment and some marketing costs.

Council approval is sought for the application to the Public Library Strategic Priorities Grants program. Securing this grant will go towards ensuring the longevity of this now annual event.

BUDGET IMPLICATIONS

The \$30,000 grant would go towards paying for a proportion of the costs event costs for CapriCon Rockhampton 2019.

Additional funds will also be sought through sponsorship or other grants.

11.4 SMART TECHNOLOGY ROCKHAMPTON CBD AND RIVERBANK (COMMUNITY POLICY)

File No:	11359
Attachments:	1. Final Draft Policy Rockhampton Riverbank Smart Technology ↓
Authorising Officer:	Tony Cullen - General Manager Advance Rockhampton/ Acting General Manager Aviation Services Chris Ireland - Manager Regional Development and Promotions
Author:	Joanna Horton - Centres Activation Coordinator

SUMMARY

This report proposes a community policy to govern use of the suite of programmable smart technology implemented as part of the Rockhampton Riverbank Revitalisation project and Smart Way Forward Strategy.

OFFICER'S RECOMMENDATION

THAT the Smart Technology Rockhampton CBD and Riverbank Policy (Community Policy) be adopted by Council.

BACKGROUND

The Rockhampton Riverbank Revitalisation project officially opened on 16 March 2018.

As part of this project, a suite of smart technology components have been integrated into the Riverbank and CBD precinct to improve public safety, arts, culture, education, tourism and recreation.

Technology continues to be rolled out in the CBD precinct. East Street (between Fitzroy and William Street) has been completed, and William Street (between East Street and Quay Street) is currently underway. Further stages are planned over the next 12 months.

This implementation is aligned in principle with Council's Smart Way Forward Strategy.

COMMENTARY**Programmable Components**

Of the smart technology suite, the following components have an adjustable program of display or performance which is visible or audible to the public:

- (a) Pole-mounted digital banners;
- (b) Ground-mounted digital screens;
- (c) Audio program;
- (d) Gobo stencils; and
- (e) Heritage facade lighting.

Governance

In order to accurately curate and schedule each component, a community policy is proposed to govern use by any person, organisation, Councillor or Council department.

The purpose of the policy is to guide a curated approach to the use of programmable smart technology that encourages community interaction, supports the display of relevant, informative content and makes these technologies an iconic feature of the area.

Considerations

The policy considers the stage in the lifecycle of the refurbished precinct, and identifies that a prevalence of Council content and approved events is important to curate relevant, informative and interactive content for most programmable components.

In addition, Content from community organisations is considered for the heritage facade lighting which has the ability to impact and raise awareness for community campaigns and initiatives.

Commercial content has been defined in the policy, and will be considered as the precinct matures, subject to approval of an amended policy.

CONCLUSION

A suite of smart technology has been implemented to the Riverbank and CBD Precinct as part of the Rockhampton Riverbank Revitalisation project.

A policy has been drafted which outlines the application process and content considerations for the smart technology programmable components in the precinct.

The purpose of the policy is to accurately schedule each component to guide a curated approach to the use of the programmable suite.

**SMART TECHNOLOGY
ROCKHAMPTON CBD AND
RIVERBANK (COMMUNITY POLICY)**

**Final Draft Policy Rockhampton
Riverbank Smart Technology**

Meeting Date: 20 March 2018

Attachment No: 1

SMART TECHNOLOGY ROCKHAMPTON CBD AND RIVERBANK POLICY

COMMUNITY POLICY



1 Scope

This policy applies to any person, organisation, Councillor or Council department requesting to utilise the following programmable components of the Rockhampton CBD and Riverbank smart technology suite.

2 Purpose

To guide a curated approach to the use of programmable smart technology that encourages community interaction, supports the display of relevant, informative content and makes these technologies an iconic feature of the area.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Local Government Act 2009

Local Government Regulation 2012

Fees and Charges Schedule

Heritage Façade Lighting and Gobo Program Procedure

Riverbank and CBD Digital Banners and Screens Procedure

Riverbank Audio Program Procedure

Use of Smart Technology Application Form

4 Definitions

To assist in interpretation, the following definitions apply:

CBD	Central Business District
Commercial Content	Advertising or promotion of products and services from organisations. Council approved events or campaigns are not considered commercial content.
Community Organisation	As per schedule 8 of the <i>Local Government Regulation 2012</i> : a) An entity that carries on activities for a public purpose; or b) An entity whose primary objective is not directed at making a profit.
Content	The makeup of visual or audio information, graphics, music or lighting.
Council	Rockhampton Regional Council
Council Land	Council owned or controlled land, roads or facilities, for example, Rockhampton Music Bowl, parks and roads.

CORPORATE IMPROVEMENT AND STRATEGY USE ONLY			
Adopted/Approved:	Draft	Department:	Advance Rockhampton
Version:	1	Section:	Regional Development and Promotions
Reviewed Date:		Page No:	Page 1 of 4

Councillor/s	The Mayor and Councillors of Rockhampton Regional Council, within the meaning of the <i>Local Government Act 2009</i> .
Fees and Charges	Council fees and charges contained within the schedule adopted annually in accordance with the <i>Local Government Regulation 2012</i> .
Programmable Content	Council approved public content programmed into the technology.
Programmable Smart Technology	The following components of the Riverbank and CBD smart technology suite that have an adjustable program of display or performance which is visible or audible to the public: (a) Pole-mounted digital banners; (b) Ground-mounted digital screens; (c) Audio program; (d) Gobo stencils; and (e) Heritage facade lighting.
Public Content	Includes the following: (a) Community organisation content; (b) Council approved events and campaigns; and (c) Council content, for example road closures, Council events and services. Excludes commercial content.

5 Policy Statement

Council supports the use of the programmable smart technology suite while ensuring the use:

- (a) Reflects the purpose of the State Government's Building our Regions program. That is, funding for critical infrastructure in regional areas of the state, while also generating jobs, fostering economic development and improving the liveability of regional communities.
- (b) Encourages and supports activation of the CBD and Riverbank through engagement, interaction and the promotion of events, culture and a variety of activities.
- (c) Contributes to a positive, memorable and progressive image of the Rockhampton Region for residents and visitors alike.
- (d) Is not limited only to Council-related messages and content, but is focused on enhancing community pride and spirit.
- (e) Is planned, curated and managed in a way which best demonstrates the capabilities of the technology while supporting day to day enjoyment and use.
- (f) Is curated in a way that makes the technology an attractor in its own right, especially after hours.

5.1 Content Not Permitted

The following visual and audio content is not permitted:

- (a) Political or religious content;
- (b) Defamatory or offensive content;
- (c) Content which contradicts the uses in paragraph 5; and
- (d) Commercial content.

CORPORATE IMPROVEMENT & STRATEGY USE ONLY			
Adopted/Approved:	Draft	Department:	Advance Rockhampton
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5.2 Application and Approval Process

5.2.1 Application

Applications to utilise programmable smart technology must be submitted on the Use of Smart Technology Application Form at least four weeks prior to the display of the content or event/campaign. Applications outside this timeframe may be considered.

5.2.2 Approval

Applications are assessed taking into account the content considerations in the table below. Council's Advance Rockhampton Directorate may withhold approval at its absolute discretion.

The Mayor or subsequent representative Councillor assesses applications for community organisation content to provide political oversight and final approval.

Technology Component	Accepted Content	Content Considerations
Pole-mounted Digital Banners	(a) Council approved events and campaigns. (b) Council content, for example road closures, Council events and services.	(a) Height, proportion and resolution of screen restricts capacity for detail, content must be clear and simple. (b) Not suitable for motion graphics. (c) Maximum of six screen designs in rotation, displaying for 10 seconds each. (d) Where events are held over Council land, content relating to the event may override programmable content. (e) In the event of public emergency or requirement for civic due care, this content overrides programmable content.
Ground-mounted Digital Banners	(a) Council approved events and campaigns. (b) Council content, for example road closures, Council events and services.	(a) Proximity to foot traffic and large screen dimensions create high capacity for detailed information. (b) Motion graphics feasible. (c) Maximum of five screen designs in rotation, displaying for 30 – 60 seconds each. (d) Content to feed into Council's events screen and CBD trade directory. (e) In the event of public emergency or requirement for civic due care, this content overrides programmable content.
Audio Program	(a) Council approved events and campaigns. (b) Council content, for example road closures, Council events and services.	(a) Audio program is restricted to run between 8am and 10pm seven days a week, unless otherwise agreed as part of special event. (b) Decibel levels cannot exceed the maximum level as prescribed by the relevant regulatory body. (c) Where events are held over Council land, content relating to the event may override programmable content.

CORPORATE IMPROVEMENT & STRATEGY USE ONLY			
Adopted/Approved:	Draft	Department:	Advance Rockhampton
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		(d) In the event of public emergency or requirement for civic due care, this content overrides programmable content.
Gobo Stencils	(a) Council approved events and campaigns. (b) Council content, for example road closures, Council events and services.	(a) Where an approved event is held over Council land, content relating to the event may override programmable content. (b) In the event of public emergency or requirement for civic due care, this content overrides programmable content.
Heritage Façade Lighting	(a) Community organisation content. (b) Council approved events and campaigns. (c) Council content, for example road closures, Council events and services.	(a) Feature colours (block colour lighting) to promote awareness campaigns or events. (b) Feature lighting program to run between 5pm and 10pm seven days a week, unless otherwise agreed by Council's Advance Rockhampton Directorate as part of a special event. (c) Where approved events are held over Council land, content relating to the event may override programmable content. (d) In the event of public emergency or requirement for civic due care, this content overrides programmable content.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	General Manager Advance Rockhampton
Policy Owner	Manager Regional Development and Promotions
Policy Quality Control	Corporate Improvement and Strategy



CORPORATE IMPROVEMENT & STRATEGY USE ONLY			
Adopted/Approved:	Draft	Department:	Advance Rockhampton
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11.5 CAPRICORN FOOD AND WINE FESTIVAL 2018

File No:	6097
Attachments:	Nil
Authorising Officer:	Tony Cullen - General Manager Advance Rockhampton/ Acting General Manager Aviation Services
Author:	Chris Ireland - Manager Regional Development and Promotions

SUMMARY

The Capricorn Food and Wine Festival is proposed to run from 21 to 23 September 2018. Capricorn Food and Wine have sought a sponsorship arrangement from Rockhampton Regional Council.

OFFICER'S RECOMMENDATION

THAT the funding contributions set out in this report be adopted by Council.

COMMENTARY

Council has received a Sponsorship Commitment proposal from Capricorn Food and Wine Festival for the September 2018 event. The proposed financial contribution sought is \$50,000 including GST.

Capricorn Food and Wine seek sponsorship in the following capacity:

- Venue – Hire of Rockhampton riverside carpark, inclusive of access to electricity and water, maintenance to ensure a presentable area pre and post event, provision and removal of rubbish bins during and post festival, and provisions of plants and trees for decorative and theming purposes.
- Marketing and Media – Promotion of the festival, inclusive of permissions to display roadside banners three (3) weeks prior to the festival, event development assistance, promotion of the festive through RRC electronic media boards, and promotion of the festival through RRC contacts, webpages, community, and other promotional avenues leading up to the event.
- Ticketing – Use of Pilbeam Theatre See It Live ticketing system, inclusive of complimentary mailouts to the theatre's subscribed mailing list.
- Financial Contribution – Use of \$50,000 inclusive of GST.

BACKGROUND

The annual Capricorn Food and Wine festival is hosted in the first week of the school holidays in September, and has proven to be a key drawcard to our region as is reflected in past festivals.

The 2017 event resulted in:

- A gross economic benefit to the Rockhampton community and local area of \$591 332.00
 - 5,818 transactions resulting in a spend of \$78,547.00 on wine and beverages
 - 7,449 transactions resulting in a spend of \$82,270 on food
 - Ticketed events equalled \$88,640.00 worth of sales
 - Total attendance of 4,368, a 20% increase on the 2016 event
 - 84 interstate and international visitors generating 252 visitor nights, with another 1,023 visitor nights generated by intrastate visitors
-

- \$210,375 additional expenditure for the local economy, based on visitor nights alone.

BUDGET IMPLICATIONS

Advanced Rockhampton is willing to commit to the following financial contributions for the 2018 Capricorn Food and Wine Festival:

- The value of \$10,000 in marketing, advertising, and ticketing contributions;
- The value of \$5,000 for venue hire of Quay Street and related amenities; and
- The value of 35,000 in monetary contribution for the event.

CONCLUSION

The above financial commitments are sufficient to ensure the success of the event and to continue to highlight the newly developed Quay Street and Riverfront Precinct.

11.6 FIH OCEANIA CUP BID 2019 - ROCKHAMPTON HOCKEY

File No: 12534
Attachments: Nil
Authorising Officer: Tony Cullen - General Manager Advance Rockhampton/
Acting General Manager Aviation Services
Author: Chris Ireland - Manager Regional Development and
Promotions

SUMMARY

Applications have opened for bids to support the FIH Oceania Cup 2019. The Rockhampton Hockey Association is seeking support from Rockhampton Regional Council.

OFFICER'S RECOMMENDATION

THAT Council sponsors the Rockhampton Hockey Association to attract the Oceania Cup in 2019 to the value of \$50,000.

COMMENTARY

The FIH Oceania Cup Committee has advised that applications are open for the FIH Oceania Cup 2019 tournament and will close on 31 March 2018. The tournament is to be held in August 2019 and it is believed that the two new FIH standard fields will be added incentive for the Rockhampton bid as the fields are akin to fields played on in the London and Rio Olympics and the Gold Coast Commonwealth Games.

The Rockhampton Hockey Association is requesting similar support to what was approved by Rockhampton Regional Council for the Oceania Cup in 2015. The last bid was tendered at \$100,000 consisting of the following commitments:

- \$50,000 from Rockhampton Regional Council;
- \$20,000 from Capricorn Enterprise; and
- An endorsed \$30,000 from the Rockhampton Hockey Association.

If the application is successful, Rockhampton Hockey Association will have over 12 months to organise the event.

BACKGROUND

Rockhampton Hockey has been rallying Hockey Australia to bring another international hockey series to Rockhampton.

In 2015, an international hockey series was declined due to scheduling interruptions with Beef Week. In 2017, the proposed relocation of Rockhampton Hockey to Parkhurst prevented any bid applications.

Countries participating in both men's and women's hockey will include Australia, New Zealand, Fiji, Papua New Guinea, Samoa and possibly Vanuatu. Australia and New Zealand will be the dominant competing countries, however the other listed countries compete in a new format of 9 a-side hockey which is enthusiastically supported by spectators. The tournament is a qualifier in our region for the Tokyo Olympics 2020 and is likely to be fiercely competitive for Australia and New Zealand.

BUDGET IMPLICATIONS

The 2018/19 Advanced Rockhampton budget will need to be amended to account for the funds.

CONCLUSION

With approved funding from sponsors, the Rockhampton Hockey Association believes that they will be successful in achieving support from the Oceania Cup Committee for Rockhampton. The tournament is believed to be greatly beneficial to the region both economically and for local athletes.

11.7 PROPOSAL TO COUNCIL - NORTHERN AUSTRALIA'S RESEARCH AND BUSINESS DEVELOPMENT PROJECT ON GLOBAL DEMAND ON PERISHABLE COMMODITIES

File No: 1291
Attachments: Nil
Authorising Officer: Chris Ireland - Manager Regional Development and Promotions
Author: Young Beamish - Senior Executive Trade and Investment

SUMMARY

Seeking support to submit two applications, one to Australia-ASEAN Council and the second to Australia-China Council, within Department of Foreign Affairs and Trade to receive \$40,000 funding each for workshops to develop Northern Australia.

OFFICER'S RECOMMENDATION

THAT Council endorses the applications to Australia-ASEAN Council and Australia-China Council.

COMMENTARY

Advance Rockhampton wishes to submit proposals to the Department of Foreign Affairs and Trade for two \$40,000 allowances. The proposal will be submitted to the Australia-ASEAN Council in hope of receiving funding to host workshops in Singapore, and to the Australia-China Council in hope of hosting workshops in China. Each proposal is to the value of \$40,000 to enable research to be tested in two of Australia's major markets for further policy development to provide strategic long-term planning for Northern Australia. It will be the first trial of this type for Northern Australia.

It will be helpful to hold two workshops (one at the initial stage of research, and the other in the middle of research) to develop links to the appropriate government agencies and businesses. Co-survey and research will be conducted through these workshops.

Support has been secured from the Singaporean Business Federation, and the Singapore Food Manufacturers' Association, as well as for the Centre for China and Globalisation (CCG) to work together on the project.

BACKGROUND

Rockhampton is a gateway to Northern Australia and a service hub for Central Queensland. Northern Australia includes Western Australia, Northern Territory, and Queensland and covers more than 40 per cent of Australia's land mass containing up to 17 million hectares of arable soil, around 60 per cent of the water that falls in Australia and 90 per cent of Australia's gas reserves. Over 1 million people call Northern Australia home. Former Prime Minister Tony Abbott launched Northern Australia Alliance in June 2015 to work collaboratively in the region and support strategic economic growth.

Northern Australia is an important food and fibre producer for consumers in Australia and its major export destinations including Singapore. The largest agricultural industry in Northern Australia is the beef industry and the area has over 50 percent of the entire national herd. This region also produces more than 90 per cent of Australia's sugarcane, mango, and bananas and many other tropical fruits, vegetables and legumes.

Singapore is the largest export destination (by value) for Australian fresh vegetable exports. In 2016-17 Australian fresh fruit and vegetable export value to Singapore was over \$110 million and Northern Australia plays a vital role in these export earnings.

To recognise the importance of the trading relationships, the Australia-Singapore Comprehensive Strategic Partnerships, which was signed in 2016, established the Singapore-Northern Australia Agribusiness Development Partnership. However there remains a gap in efforts to realise the opportunities arising from these agreements.

Rockhampton is known nationally and internationally for its triennial Beef Australia Expo. It is the largest beef industry expo in Australia and attracts over 90,000 participants. The 28 year military relationship between Singapore and Rockhampton over the Shoalwater Bay training area, and with a further investment of \$8.1 billion in the next 10 years to upgrade training facilities, the Rockhampton Region has a multi-faceted relationship with Singapore. This research will enable the current existing relationship to be further developed by understanding Singapore's sophisticated demand for agriculture and agribusiness.

Rockhampton Regional Council has teamed up with CQUniversity (The Centre of Excellence for Agriculture and Environment Sciences), Queensland Department of Agriculture and Fisheries, Growcom (Queensland horticultural industry association), Agforce and Australian Passionfruit Association. The group will conduct research on stakeholders' collaboration in investment and the development of high value perishable agricultural commodities in Northern Australia through two stakeholders' workshops to be held in Singapore and China. Research will identify what is growing in volume in Central and Northern Queensland, how fresh produce moves domestically and internationally and how infrastructure (eg. transportation) is utilised to help the move.

The findings of the research will be shared with Queensland, Northern Territory, Western Australian governments and Cooperative Research Centres for their policy development on international trade and investment mechanisms and priorities to encourage Singaporean, Chinese, and Australian companies to work together towards the shared objectives of securing reliable supply chains for food and agribusiness products through investment-led development of Northern Australia.

BUDGET IMPLICATIONS

Nil

CONCLUSION

The \$40,000 funding is required to organise two relevant workshops in Singapore or China so that the research can have an opportunity to be tested in Australia's major market for further policy development to provide strategic long-term plan for Northern Australia.

11.8 PROPOSAL TO COUNCIL - ADVANCE ROCKHAMPTON'S BUSINESS TRIP TO CHINA

File No:	1291
Attachments:	1. Proposed Itinerary
Authorising Officer:	Chris Ireland - Manager Regional Development and Promotions Tony Cullen - General Manager Advance Rockhampton/ Acting General Manager Aviation Services
Author:	Young Beamish - Senior Executive Trade and Investment

SUMMARY

Seeking support for the General Manager Advance Rockhampton to travel to China to showcase Rockhampton's quality education, attract Chinese students and study tour groups.

OFFICER'S RECOMMENDATION

THAT Council approves the General Manager Advance Rockhampton to travel to China from 7-15 April 2018 to visit six cities in the country and meet with relevant government agencies and businesses to promote Rockhampton's education industry, attract long-term students and study tours.

COMMENTARY

Advance Rockhampton has been making a conscious effort to bring the education and tourism industry together to further enhance international education within the Rockhampton Region. In November 2017, Advance Rockhampton secured funding from Trade and Investment Queensland to conduct a feasibility study of the regional education environment to launch a study cluster named Study Rockhampton.

The work has been successfully carried out and the cluster will be launched on 20 April 2018. The launch will attract 13 major international education agencies from Brisbane and overseas and as a result 14 delegates will visit the Rockhampton Region to learn about the quality education the area provides.

The launch has been supported by Hon Kate Jones, Minister for Innovation and Tourism Industry Development, Trade and Investment Queensland, Education Queensland International, local schools, CQUniversity, Capricorn Chamber of Commerce, CQ Hospital and Health Service and many businesses.

Therefore, it is timely for the General Manager Advance Rockhampton to visit China in the lead up to the Study Rockhampton launch.

BACKGROUND

As a service hub to Central Queensland, Rockhampton boasts a strong education industry. It is the home to CQUniversity (the only dual sector university in Queensland), well established boarding schools and other public and private schools.

These education providers have varying levels of international engagement and usually work independently when growing engagement. Several industries and businesses are already engaged in workplace training and the provision of internships for international students.

With the rapid influx of skilled migrants to the region in the last 10 years, the school sector has been experiencing growth of various ethnic student groups. However, this has not translated into international education opportunities and there is potential to increase this engagement by supporting sector capacity and capability development. Linking of providers, industries and businesses with government agencies can provide opportunities for support and cooperation to deliver this growth.

In 2016, the international education and training (IET) industry contributed \$9 million to the Rockhampton Region and employed 66 people.

The top five source markets which make up 46% of total international student enrolments in the region are China, Germany, India, Japan and the United States. The top source market – China – is consistent with the State rankings. However, Fitzroy-Rockhampton is relatively more popular with students from Germany, Japan and the United States compared to Queensland overall.

In addition to international students on student visas, some international students on non-student visas also choose to study in the region. There are study tours from China, Japan, Korea, Papua New Guinea and several other countries visiting the region regularly.

BUDGET IMPLICATIONS

General Manager Advance Rockhampton travel expenses of approximately \$9,000.

CONCLUSION

The Rockhampton Regional Council is committed to playing an active role in the economic development of the region with the longer term aim of stimulating economic growth and employment in the region through ongoing diversification of the region's economic base.

China is Australia's largest trading partner and will become an increasingly important market for Rockhampton. As such, maintaining a strong relationship with China will position businesses in the region to establish successful trade and investment relationships in the country.

Council's economic development function will continue to be supported and enhanced in Council participation in international education and fostering existing and developing new engagements.

**PROPOSAL TO COUNCIL
ADVANCE ROCKHAMPTON'S
BUSINESS TRIP TO CHINA**

Proposed Itinerary

Meeting Date: 20 March 2018

Attachment No: 1

Rockhampton Education Promotion Trip to China In Conjunction with Promoting Rockhampton as Destination of Trade & Investment



**Australia International
Trade Association**

Organized by Australia International Trade Association

1. Purpose:

- To promote Rockhampton and the education program to Chinese governments, students, parents and education operators, to promote Rockhampton as the destination of study and training tour
- To generate 2 study tour groups of 30-50 Chinese students to Rockhampton in July and August 2018, leading to 100 or even a few hundreds students in the following years
- To foster the potential full-paid students to Rockhampton in the future
- In the meantime, to promote Rockhampton as the destination of trade and investment for Chinese business people and investors. To promote cooperation in projects such as Rockhampton airport expansion, cold-storage supply chain establishment, transport hubs and warehouses establishment, investments in abattoirs, feedlot and agricultural industry, etc.)

2. Six cities Tony will visit:

- Guangyuan City, Sichuan Province
- Dazhou City, Sichuan Province
- Bazhong City, Sichuan Province
- Chengdu City, Capital of Sichuan Province
- Huhehaote City, Capital of Inner Mongolia Province
- Wulanchabu City, Inner Mongolia Province

3. Itinerary:

Date	Places	Activity
Saturday 07/04 Day 1	Brisbane-Chengdu	Flight from Brisbane to Chengdu
Sunday 08/04 Day 2	Chengdu-Guangyuan	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Have a break in Chengdu <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ High-speed train to Guangyuan City <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Guangyuan City, as well as Guangyuan Municipal Bureau of Education

<p>Monday 09/04 Day 3</p>	<p>Guangyuan-Bazhong</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Meeting with Mayor or Deputy Mayor of Guangyuan Municipal Government ➤ Rockhampton-Guangyuan City Trade & Investment Round-table Talk, attended by Guangyuan Municipal Bureau of Commerce, chamber of commerce <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ Drive to Bazhong City <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Bazhong City, as well as Bazhong Municipal Bureau of Education
<p>Tuesday 10/04 Day 4</p>	<p>Bazhong-Dazhou</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Meeting with Mayor or Deputy Mayor of Bazhong Municipal Government ➤ Rockhampton-Bazhong City Trade & Investment Round-table Talk, attended by Bazhong Municipal Bureau of Commerce, chamber of commerce <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ High-speed train to Dazhou City <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Dazhou City, as well as Dazhou Municipal Bureau of Education
<p>Wednesday 11/04 Day 5</p>	<p>Dazhou-Chengdu</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Meeting with Mayor or Deputy Mayor of Dazhou Municipal Government ➤ Rockhampton-Dazhou City Trade & Investment Round-table Talk, attended by Dazhou Municipal Bureau of Commerce, chamber of commerce <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ High-speed train to Chengdu City <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Chengdu City, as well as Sichuan Provincial Department of Education and Chengdu Municipal Bureau of Education

<p>Thursday 12/04 Day 6</p>	<p>Chengdu- Huhehaote</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Meeting with Chair of Sichuan People's Association for Friendship with Foreign Countries ➤ Rockhampton-Sichuan Province Trade & Investment Round-table Talk, attended by Sichuan Provincial Department of Commerce, Chengdu Municipal Bureau of Commerce, chamber of commerce <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ Flight to Huhehaote City <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Huhehaote City, as well as Inner Mongolia Provincial Department of Education and Huhehaote Municipal Bureau of Education
<p>Friday 13/04 Day 7</p>	<p>Huhehaote- Wulanchabu</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Rockhampton-Inner Mongolia Province Trade & Investment Round-table Talk, attended by Inner Mongolia Provincial Department of Commerce, Huhehaote Municipal Bureau of Commerce, chamber of commerce <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ High-speed train to Wulanchabu City ➤ Meetings with Mayor or Deputy Mayor of Wulanchabu Municipal Government ➤ Rockhampton-Wulanchabu City Trade & Investment Round-table Talk, attended by Wulanchabu Municipal Bureau of Commerce, chamber of commerce <p>Evening:</p> <ul style="list-style-type: none"> ➤ Rockhampton Education Promotion Seminar to high schools, students, parents, and education operators in Wulanchabu City, as well as Wulanchabu Municipal Bureau of Education
<p>Saturday 14/04 Day 8</p>	<p>Wulanchabu- Brisbane</p>	<p>Morning:</p> <ul style="list-style-type: none"> ➤ Take a break <p>Afternoon:</p> <ul style="list-style-type: none"> ➤ High-speed train to Huhehaote City then flight back to Brisbane

11.9 ADVANCE ROCKHAMPTON OPERATIONAL REPORT FEBRUARY 2018

File No:	12614
Attachments:	1. Advance Rockhampton Monthly Operations Report - February 2018 ↓
Authorising Officer:	Tony Cullen - General Manager Advance Rockhampton/ Acting General Manager Aviation Services
Author:	Chris Ireland - Manager Regional Development and Promotions

SUMMARY

The monthly operations report for the Advance Rockhampton Unit over the month of February 2018 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

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

COMMENTARY

The attached report provides details of the core areas of activity during February 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
FEBRUARY 2018**

**Advance Rockhampton Monthly
Operations Report - February 2018**

Meeting Date: 20 March 2018

Attachment No: 1



Monthly Operations Report

Regional Development & Promotions, and Strategic Planning
February 2018

1. Highlights

Strategic Planning

1. Workshop with Councillors undertaken to finalise all major amendment items to the Rockhampton Region Planning Scheme
2. External peer review of the major amendment by Ethos Urban (previously Buckley Vann)
3. Installation of planter boxes and window dressing for shopfronts within the Rockhampton CBD

Regional Development and Promotions

1. Event Guide – Best Practice
2. Airport Expression of Interest Documents
3. SmartHub – New Brand Development
4. Rockhampton River Festival 2018

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 February 2018



All Monthly Requests (Priority 3)
Marketing 'Traffic Light' report
February 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)		Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed				Current Mth	6 Months		
Community Engagement	0	0	1	1	0	0	3	3.00	3.00	23.67	50.00
Marketing Enquiries	1	0	2	2	1	0	1	6.00	6.00	13.25	47.00



All Monthly Requests (Priority 3)
Strategic Planning 'Traffic Light' report
February 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)		Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed				Current Mth	6 Months		
Strategic Planning Enquiry	0	0	1	1	0	0	3	4.00	5.75	3.50	3.17

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	<p>Major amendment to Rockhampton Region Planning Scheme</p> <ul style="list-style-type: none"> Workshop with Councillors undertaken to finalise all major amendment items to the Rockhampton Region Planning Scheme External peer review of the major amendment currently being undertaken by Ethos Urban (previously Buckley Vann). Updated overlay mapping (including creek catchment overlay mapping) currently being finalised The development of the State Interest Report currently underway.
In process	<p>Centres Activation Coordinator</p> <ul style="list-style-type: none"> Implementation of new planter boxes and greenery in sections of the CBD. Installation of window signage prints on CBD shopfront facades. Monthly place making activities and initiatives, and progression of short term actions to assist in revitalising and improving presentation of CBD Ongoing external engagement of communities within each centre

- Coordination of internal Council departments
- Annual update complete of the CBD Database feeding into mapping of key statistics.
- Progression of medium to longer term strategic actions and opportunities as listed in the CBD Redevelopment Framework



Regional Development Team

Economic Development

Completion Status	Deliverables
In Progress	<p>“Gear Up Rocky” Initiative</p> <ul style="list-style-type: none"> • Marketing and promotions for the Certificate IV in Small Business course was initiated to encourage local small business to provide their expression of interest. • Online Supply Chain Business readiness videos launched on Youtube, topics covered include: major projects, promotion, expansion and collaboration. • Maintained contact with Adani in relation to next steps for their workforce development for both construction and operational workforce for the Carmichael project. • Met with Adani Regional Content and EconomX representatives on 28 February 2018 to discuss current actions and strategies for the Carmichael project’s supply chain and workforce developments.
In Progress	<p>Rockhampton Recreational Fishing Development Strategy</p> <ul style="list-style-type: none"> • Finalised the selection process for marketing organisations to assist with the implementation of the Rockhampton Recreational Fishing Marketing Campaign. • Fishing the Fitzroy recreational fishing videos were filmed and being cut, videos to be launched in March. • Recreational Voluntary Code of Conduct signs, stickers, videos drafted. • North Rockhampton Boat Ramp construction – pylons, car park and land based fishing area completed with works on the physical boat continuing.

	<ul style="list-style-type: none"> Discussions with stakeholders on the Mount Morgan No.7 Dam Fish Habitat Rehabilitation project are centring around a Saratoga fishery. A proposal for the Casuarina and Inkerman Creek boat ramps for the Fitzroy Delta/Port Alma area has been drafted and will be with GPC for review in March. In negotiations for a fishing lodge, boat lease and a river tour for the Fitzroy River. A meeting is being planned for March to discuss with Treasury a market led proposal for fishing technology developed in Rockhampton.
In Progress	<p>NDIS Strategy</p> <ul style="list-style-type: none"> First draft of strategy to be presented to Council by 30 March 2018. Further Engagement with stakeholders to inform and develop an NDIS Strategy for the roll out of NDIS in the Rockhampton Region. Progressed planning for a Careers in Disability Expo to be conducted 28 March 2018. Rockhampton Regional Council / Advance Rockhampton is confirmed as a partner with the NDIS Workability consortium and CQUniversity in the conduct of the expo to help meet workforce requirements for the NDIS rollout. Council providing support including supply of venue (Robert Schwarten Pavilion). As a member of the NDIS / Workability Central Qld Working Group progressed formulation of strategies to meet workforce requirements for the NDIS rollout (an increase from current 800 to 1800 full time equivalent jobs). Strategies will also contribute to actions in the broader NDIS Strategy. Attended key forums and NDIS related events including the opening of new offices for Carers Queensland and Spinal Life Australia. Attendance reinforced RRC support of NDIS rollout and associated workforce and business development opportunities and further developed NDIS Strategy actions.
In Progress	<p>Study Rockhampton and relevant education delegations</p> <ul style="list-style-type: none"> Feasibility study has begun and schools and CQUniversity have been interviewed for their feedback on how to grow with international education and the best governance model. Finalized 12 participating companies for the upcoming famil tour to Rockhampton on 18-20 April to showcase Rockhampton's education and industry capabilities for international education. Trade and Investment Queensland Roadshow is scheduled to be held on 12 March in Rockhampton to share information on Qld Govt strategy and funding support. There was a meeting between CQ Health, CQUniversity and Council to explore potential to work more closely on tertiary education programs and job training and post-study job opportunities for skills shortage existing in Central Queensland.
In Progress	<p>Mount Archer Activation Master Plan</p> <ul style="list-style-type: none"> First Turkey Mountain Bike Reserve upgrade including mountain bike trails. Nurrim Circuit (Canopy Walk) construction at Fraser Park anticipated to be completed in March. 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. Funding for the remaining stages of the Nurrim Walk has been applied for under the Regional Jobs Investment Package with an announcement pending. The Darumbal people are currently preparing a proposal for an education / cultural tour using the Nurrim Circuit and more broadly Fraser Park Discussions continue with QPWS on potential upgrades to the Zamia Trail bushwalking trail and links to the saddle car park area on Pilbeam Drive.
In Progress	<p>Mount Morgan</p> <ul style="list-style-type: none"> Ongoing liaison with Carbine Resources and stakeholders to progress the Mount Morgan Gold and Copper Project. Carbine Resources released an ASX advice on 22 February indicating an economic review has shown the projects all-in sustaining costs have increased. Initiated targeted contacts with Qld Govt. to secure ongoing support for the project. Worked with Advance Rockhampton colleagues and DNRM to continue progressing re-opening the Fireclay Caverns issue. <p>Supported the opening of the Mount Morgan Streetscape on 23 February 2018.</p>
Ongoing	<p>Queensland Local Content Leaders Network (QLCLN)</p> <ul style="list-style-type: none"> Attended QLCLN meeting at QRC on 28 February 2018. Represented Advance Rockhampton / RRC in outlining strategies and actions to maximise local content opportunities for business in emerging resources sector and other projects (e.g. our "Gear Up" campaign).

In Progress	<p>Investment Prospectus</p> <ul style="list-style-type: none"> • First draft to be presented to Council and Advanced Rockhampton Advisory Committee in April
In Progress	<p>China Engagement</p> <ul style="list-style-type: none"> • Chinese Consul General confirmed his participation in Beef Australia 2018. • Zhenjiang will send a delegation of 20 pax on 6-8 May for Beef Australia 2018 and other relevant businesses.
In Progress	<p>Singapore Engagement</p> <ul style="list-style-type: none"> • Rockhampton Airport EOI was shared with relevant Singaporean companies for their participation. • There was a visit by SATS who is the mother company of PIQ. Council had a meeting to further explore business opportunities between Rockhampton and Singapore.
In Progress	<p>Japan Engagement</p> <ul style="list-style-type: none"> • After the visit to Rockhampton in February, Global Sky Group decided to participate in the agent famil tour scheduled on 18-20 April to learn about region's capability and cooperate closely for student training programs. • Japanese Consul General has confirmed her participation in Beef Australia 2018. • Ibusuki Mayor won in the election again last month to continue his role as the Mayor of the city.
In Progress	<p>Korea Engagement</p> <ul style="list-style-type: none"> • A debrief meeting was held between Council, CQUniversity and Rockhampton Jockey Club to evaluate last year's program and get better prepared for this year's program. This year's program will potentially start in July 2018 with 10 students. Unlike last year's program, Korean Horseman High School is considering English training of students in Rockhampton which extends the program from 8 weeks to 12 weeks. Each student gets supported by the Korean Government with approximately \$15,000 for overseas training. It is a contribution to local economy. • Korean Government is in discussion with CQUniversity to potentially send a group of students for Certificate III in Individual Support and practical job training.
In Progress	<p>Agricultural Investment Project</p> <ul style="list-style-type: none"> • A joint project between Rockhampton Regional Council, CQUniversity and several other relevant stakeholders is being drafted with a detailed plan to work on global demand on perishable commodities. The particular markets selected to test are Singapore and China. • A study tour to Bundaberg was completed on 23 February. There were 12 participants from Rockhampton which consisted of farmers, businesses, Council staff and CQUniversity researchers. The tour provided a lot of information on how to develop fresh produce to add value and how to connect different industries together to strengthen the regional economic growth. • Black sesame is planted as a high value crop for the region that will be potentially leading into export opportunities.
In Progress	<p>Beef Australia 2018</p> <ul style="list-style-type: none"> • 35 delegates from Latin America and many more delegations confirmed their participation in Beef Australia 2018. • Continued promotional activities are currently under delivery.
Ongoing	<p>Teys Australia</p> <ul style="list-style-type: none"> • Progressed workforce development initiatives with Teys Australia associated with renewed recruitment activity in their Rockhampton facility. • Provided contacts and promotional material to attract retrenched workers from other plants. • Teys has committed to regular contact with Advance Rockhampton to help strategise and promote job opportunities for new workers, both local and from other regions. • Arranged media coverage of Teys workforce initiatives involving Mayor, Teys leadership and new workforce recruits. Coverage also outlined Teys Australia's ongoing financial commitment to the Rockhampton plant with upgrades etc. • Korean Government has approved the funding for the second training group at Teys Australia who will start the program from July this year. There will be additional 15 trainees coming to the Rockhampton Region to study, work, live and enjoy their live in the region.

Ongoing	Business Development <ul style="list-style-type: none"> 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. Met with proponents to scope out projects for potential development. This included projects associated with aged care, health, disability services, small business and Indigenous and training sectors. Attended key business forums and meetings including Capricornia Chamber of Commerce, Australian Institute of Company Directors briefing, TIQ etc. Intent is to inform further business support strategies and opportunities to add value and enable business development (e.g. "Gear Up Rocky" business readiness and support elements for other industry sectors).
Ongoing	Small Business Week <ul style="list-style-type: none"> Commenced planning of potential activities for RRC / Advance Rockhampton to host during Small Business Week (28 May to 1 June 2018). Scoping work begun to examine a range of sessions and activities to add real value to small business in Rockhampton Region.
Ongoing	Smart Hub <ul style="list-style-type: none"> Ongoing support for Smart Hub including scoping out new tenants for discussion / approval with colleagues from Hub and Corporate & Technology Services. Provided support for events around opening of new Smart Hub in Customs House. Involved Smart Hub staff including Business Manager in Small Business Week scoping (refer above).
Ongoing	Bowen Basin Mining Club <ul style="list-style-type: none"> Attended bi-monthly lunch in Mackay (8 February 2018) Discussions about use of the Rockhampton bi-monthly lunch
Ongoing	Central Queensland Coal Project <ul style="list-style-type: none"> Further discussions with Lee Di Milia (CQU) about the impact of fatigue management principles Developed fatigue management proposal for submission to proponent

Marketing

Completion Status	Deliverables
Overarching Marketing	
Ongoing	Advance Rockhampton Collateral <ul style="list-style-type: none"> Development and coordination of collateral for Study Rockhampton Sharyn Grant How to Videos - completed Advance Mount Morgan – completed Update of Australia Day web page – completed Design of Fishing the Fitzroy billboard – completed Study Rockhampton program – completed Explore Rockhampton – design changes, offset printing and distribution – completed Queen's Baton Relay map design – completed Design of digital pole display for Smart Hub – completed Television and radio advertising for Needlework Cottage – completed
Ongoing	My Rockhampton Edition 10 <ul style="list-style-type: none"> Discuss content Design booklet Submit for review
Ongoing	Works for Queensland Projects <ul style="list-style-type: none"> 2019 signage finalised and sent to parks team to arrange printing
Ongoing	Zoo <ul style="list-style-type: none"> map in final stages of finalisation Chimpanzee birth media and signage collated, created, sent out
Ongoing	Emergency Services Day <ul style="list-style-type: none"> Commenced planning

Ongoing	Regional Promotions Websites <ul style="list-style-type: none"> Regional Promotions team taking over project from FM Studios, due for completion early March
	Queens Baton Relay <ul style="list-style-type: none"> Marketing planning and roll out
Ongoing	RiverFestival <ul style="list-style-type: none"> Redesigned by in-house with accompanying smart display presentation Redesign of 'look and feel' of Rockhampton River Festival Quotation and fabrication design for entrance, flags and totems Collation of marketing material for Event from various areas Design of Rockhampton River Festival launch event invitation Redesign of sponsorship proposal document Sponsorship proposal finalised and meetings with potential sponsors booked (2 confirmed sponsors as at end of February to value of \$20,000)
Ongoing	Environmental Sustainability <ul style="list-style-type: none"> Read information about new work unit Design 'new look and feel' Discuss budget with Chris / Tanya Obtain approval for development of a new logo
Ongoing	EDA Conference <ul style="list-style-type: none"> Read documentation Liaise with Events Team Write MARCOMMS plan Implement communications strategies
Ongoing	Event Guides <ul style="list-style-type: none"> Event Guide Event Guide – Best Practice Designed Currently being proofread
Ongoing	Champions of the Region Documents x 3 <ul style="list-style-type: none"> Partnership Proposal Project Brief Candidate List
Ongoing	Airport <ul style="list-style-type: none"> Airport Expression of Interest Documents <ul style="list-style-type: none"> Fuel Freight Defence Upload documents to website Create Word template for Corporate Communications
Ongoing	Riverside Re-development <ul style="list-style-type: none"> Write MARCOMMS plan Design marketing collateral for: <ul style="list-style-type: none"> Bishop Digital Sign Newspaper Facebook Radio Advance Rockhampton Website Art Gallery marketing collateral: <ul style="list-style-type: none"> Corflutes x 11 A3 brochure Design of formal programme
Started	Development Advice Centre (DAC) <ul style="list-style-type: none"> Develop branding look and feel for new DAC in Walter Reid. Formalise the Marketing Communications Plan for the opening. Update all collateral.
Started	CapriCon 2018 <ul style="list-style-type: none"> Roll-out Marketing Communications Plan action items

Started	Your Pet Your Responsibility <ul style="list-style-type: none"> Commence planning for Snip and Chip campaign/event to be held in June 2018 Update to look and feel for YPYR for new collateral including; Barking Peace Pack, Responsible Pet Owner Guide, Vehicle Signage
Started	Library Technology Centre <ul style="list-style-type: none"> Roll-out Marketing Communications Plan to increase attendance at community and corporate training sessions
Started	City Child Care Centre <ul style="list-style-type: none"> Refresh outdated signage. Roll-out of marketing campaign to increase enrolment numbers. Plan for an Open Day event in May
Started	SmartHub <ul style="list-style-type: none"> Roll-out Marketing Communications Plan to attract new members and investors
Started	Environment and Public Health / Pest Management <ul style="list-style-type: none"> Discussions have commenced around Small Landholders Day 2018 planning
Started	Whole of Council <ul style="list-style-type: none"> New residents guide development has started. Content is currently in the review stages
Completed	SmartHub <ul style="list-style-type: none"> New brand development finalised and launched as part of the official opening at Customs House
Completed	Planning <ul style="list-style-type: none"> Development Forum promotion completed
Completed	Community Development and Culture <ul style="list-style-type: none"> Harmony Day advertising locked in
Completed	Pest Management <ul style="list-style-type: none"> Wild Dog Workshops Campaign started and completed
Completed	Beef Australia <ul style="list-style-type: none"> Beef Program A5 Advertisements finalised
Completed	Advance Rockhampton Regional Development <ul style="list-style-type: none"> Design and distribution of February edition of newsletter Design, distribution and marketing of Certificate IV content
Completed	CBD <ul style="list-style-type: none"> Requote on CBD rebrand Rebrand brief Design and fabrication of window graphics x 5
Completed	Fishing the Fitzroy <ul style="list-style-type: none"> Design and fabrication of Code of Conduct sticker merchandise Research and quotation on sticker fabrication Design of Code of Conduct outdoor signage Design of presentation – completed

Events

Completion Status	Deliverables
Overarching Events	
Ongoing	Rockhampton River Festival 2018 (13-15 July 2018) <ul style="list-style-type: none"> TEQ Grant Application Submitted & awarded Planning for the 2018 event underway
Ongoing	River Festival Launch (16 March 2018) <ul style="list-style-type: none"> Invited guests to attend Cocktail Function
Ongoing	Riverside Opening (16 March 2018) <ul style="list-style-type: none"> Market & Food stalls Fitzroy River light show spectacular Official Opening
Ongoing	Beef Australia 2018 <ul style="list-style-type: none"> Attended community engagement committee

Started	Capricon (9 April 2017) <ul style="list-style-type: none"> Assisting the Library with operations of this event
Started	Anzac Day (25 April 2018) <ul style="list-style-type: none"> Commenced planning
Completed	Mount Morgan Streetscape (23 February 2018) <ul style="list-style-type: none"> Event completed
Completed	Smart Hub Opening , Panel & Lunch <ul style="list-style-type: none"> Panel with Steve Baxter and entrepreneurs, lunch and drinks 16th February Official Opening 9th February Cocktail function for invited guests 16th February

Tourism

Completion Status	Deliverables
Overarching Tourism	
In Progress	Rockhampton Recreational Fishing Marketing Strategy <ul style="list-style-type: none"> 2018 Fishing Marketing Overview document finalised Contacts awarded Fishing Guide and promotional display items being sent off for design Fishing the Fitzroy Facebook Page created Yearlong marketing campaign and overview started
In Progress	Tourism Action Plan <ul style="list-style-type: none"> Engaged a Tourism Consultant for the development of Rockhampton Region Tourism Action Plan Tourism Action plan in draft stage
In Progress (Same as RICK)	Drive Inland Promotions Association <ul style="list-style-type: none"> Drive Inland Website launched Review of content and itineraries Attendance at working group meeting in Biloela. Attendance at Melbourne Caravan and Camping show
In Progress	Visitor Information Centre <ul style="list-style-type: none"> Graphics and images installed on the inside 1st round of souvenirs being implemented External upgrade being investigated
In Progress	Rockhampton Region Map <ul style="list-style-type: none"> Printed and Distributed
In Progress	Mount Morgan Map <ul style="list-style-type: none"> Designed and proofed To be sent to printers
In Progress	Explore Rockhampton Destination Guide <ul style="list-style-type: none"> Review currently underway New version to be printed by March
In Progress	Beef Australia 2018 <ul style="list-style-type: none"> Rockhampton Region Maps to be distributed in Morning Bulletin promotional bags Advance and Explore sites being designed
Completed	Gemboree 2019 <ul style="list-style-type: none"> Provided assistance with the production and design of Gemboree 2019 Booklet
Completed	Content Linkages <ul style="list-style-type: none"> Individuals and content provided to Spirit Magazine for Our Town Section for Rockhampton Individuals and key experiences provided to TEQ for inland drive routes.

Grants

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

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	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	

	Regional opportunities	tourism	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 February 2018:

End of Month Job Costing Ledger - (Operating Only) - ADVANCE ROCKHAMPTON							
As At End Of February							
Report Run: 05-Mar-2018 09:30:21 Excludes Nat Accts: 2802,2914,2917,2924							
	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance %	On target
	\$	\$	\$	\$	\$	%	66.7% of Year Gone
ADVANCE ROCKHAMPTON							
REGIONAL DEVELOPMENT & PROMOTIONS							
<i>Regional Promotions</i>							
Revenues	(147,380)	(147,380)	0	(113,669)	(113,669)	77%	✓
Expenses	1,200,787	1,081,868	110,339	1,021,654	1,131,992	105%	✗
Transfer / Overhead Allocation	0	0	0	31,835	31,835	0%	✗
Total Unit: Regional Promotions	1,053,407	934,488	110,339	939,821	1,050,159	112%	✗
<i>Marketing</i>							
Revenues	(5,065)	(5,065)	0	0	0	0%	✗
Expenses	717,388	717,388	65,052	420,602	485,654	68%	✗
Transfer / Overhead Allocation	10,350	10,350	0	2,493	2,493	24%	✓
Total Unit: Marketing	722,673	722,673	65,052	423,096	488,148	68%	✗
<i>Regional Development</i>							
Revenues	0	0	0	(125,452)	(125,452)	0%	✓
Expenses	1,199,983	1,293,180	406,128	802,832	1,208,960	93%	✗
Transfer / Overhead Allocation	0	0	0	11,231	11,231	0%	✗
Total Unit: Regional Development	1,199,983	1,293,180	406,128	688,611	1,094,739	85%	✗
<i>Tourism</i>							
Expenses	177,288	227,288	12,993	122,555	135,548	60%	✓
Transfer / Overhead Allocation	0	0	0	2,720	2,720	0%	✗
Total Unit: Tourism	177,288	227,288	12,993	125,275	138,268	61%	✓
Total Section: REGIONAL DEVELOPMENT & PR	3,153,351	3,177,629	594,511	2,176,803	2,771,314	87%	✗
STRATEGIC PLANNING							
<i>Strategic Planning</i>							
Expenses	0	0	0	3,230	3,230	0%	✗
Total Unit: Strategic Planning	0	0	0	3,230	3,230	0%	✗
Total Section: STRATEGIC PLANNING	0	0	0	3,230	3,230	0%	✗
Total Department: ADVANCE ROCKHAMPTON	3,153,351	3,177,629	594,511	2,180,033	2,774,544	87%	✗
Grand Total:	3,153,351	3,177,629	594,511	2,180,033	2,774,544	87%	✗

11.10 RISK REGISTERS - QUARTERLY UPDATE AS AT 26 FEBRUARY 2018**File No:** 8780

- Attachments:**
1. Potential and Current Risk Exposure Profile as at 26 February 2018↓ —
 2. Comparison of Current and Potential Exposure Risk Ratings Broken Down by Level of Consequence as at 26 February 2018↓ —
 3. Corporate Risk Register - Quarterly Update as at 26 February 2018↓ —
 4. Operational Risk Register - Quarterly Update as at 26 February 2018↓ —

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

Author: Kisane Ramm - Senior Risk and Assurance Advisor

SUMMARY

Submission of the quarterly risk register updates, as at 26 February 2018, for Council's consideration.

OFFICER'S RECOMMENDATION

THAT the quarterly risk register updates as at 26 February 2018, as presented in the attachments to this report, be "received" by Council.

LEGISLATIVE CONTEXT

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

CORPORATE/OPERATIONAL PLAN

The Corporate/Operational Plans document Council's objectives for the period in which they cover.

The purpose for doing risk management is to improve the chances of an objective being realised. Therefore there is a strong link between the Corporate/Operational Plans and the enterprise risk management process. It is not about whether, overall, Council is risk averse or wishes to take risks. It is about considering all the available information at that time and making a well-informed decision to achieve the best outcome.

COMMENTARY

Five of the listed projects were completed this quarter and so will be removed from the register next quarter.

An additional ten new risks have been added to the registers consisting of seven projects, two relating to the Strategic Planning area, and Fraud has been added to the Corporate register. These new risks have been included in the Corporate and Operational Risk Registers, attachments numbers 3 and 4.

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

RISK NUMBER	CHANGE	RISK OWNER
P 309	New project – re: Lakes Creek Road Landfill piggy back expansion cells project	Manager Rockhampton Regional Waste and Recycling

RISK NUMBER	CHANGE	RISK OWNER
P 260	New project – CBD Smart Technology – stage 3	Manager Corporate and Technology
P 382	New project – Rockhampton Flood Mitigation	General Manager Regional Services
P 501	New project – Airport runway pavement resurfacing	Manager Airport
P 455	New project – Kalka Shades Hockey Redevelopment	Manager Parks
P 383	New project - Rockhampton Art Gallery detailed design and specifications	General Manager Regional Services
P 259	New project – Asset management system (software)	Manager Corporate and Technology
601	Natural disaster occurring within the unmapped urban footprint	Manager Strategic Planning
602	Urban sprawl	Manager Strategic Planning
12	Fraud/Corruption	Deputy CEO
101, 114 & 115	Risks have now been Accepted and will be removed from the Risks Requiring Further Treatment listing next reporting period.	Chief Audit Executive
238	Some existing controls have changed and risk now has some Future Controls, changing it from Accept to Treat	Manager Workforce and Strategy
244	Completion date extended from 31/7/17 to 6/6/18 which is when the work is still covered for defects	Manager Airport
245	Completion date extended from 31/7/17 to 2/4/18	Manager Airport
247	Now has a future control, changing it from Accept to Treat that has been 10% completed and the completion date listed as 1/9/2020	Manager Airport
250	Now has a future control, changing it from Accept to Treat. Completion date 1/7/19 and has not been started	Manager Airport
301	3 of Future Controls have been completed and moved to Existing Controls and a new Future Control has been added with the completion date given as 30/12/8 and is 70% completed	Manager Civil Operations
339	Completion date extended from 31/12/16 – 31/12/2020	Manager Rockhampton Regional Waste and Recycling
420	New Future Control added, changing it from Accept to Treat. Completion date 30/6/2019, 10% complete	Manager Communities and Facilities
332	Future Controls completion date expired 30/6/2017	Manager Planning and Regulatory Services
P 217	Smart Hub – Cultural Heritage Application Project has reached Practical Completion and so will be removed from register next quarter	Manager Corporate and Technology

RISK NUMBER	CHANGE	RISK OWNER
P 450	Cedric Archer Park – Water Play Project has reached Practical Completion and so will be removed from register next quarter	Manager Parks
P 451	North Rockhampton Boat Ramp Car Parking and Walkways project has reached Practical Completion and so will be removed from register next quarter	Manager Parks
P 452	CBD Cultural Precinct Project design and specs have now been completed. This risk will be removed from the register next quarter	General Manager Regional Services
P 453	42 nd Battalion Memorial Pool Water Play Project has reached Practical Completion and so will be removed from register next quarter	Manager Parks
3	SafePlan (WHS management) – has changed from Accept to Treat with two Future Risk Controls added to be completed by 31/12/2021	Deputy CEO

CONCLUSION

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

RISK REGISTERS - QUARTERLY UPDATE AS AT 26 FEBRUARY 2018

Potential and Current Risk Exposure Profile as at 26 February 2018

Meeting Date: 20 March 2018

Attachment No: 1

POTENTIAL EXPOSURE RISK RATINGS as at 26 FEBRUARY 2018

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

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic	Dept Totals
Corporate Risks	0	0	2	7	3	12
Advance Rton	0	1	3	4	0	8
Aviation Services	0	0	2	5	1	8
Community Services	0	7	21	26	0	54
Corporate Services	0	6	10	35	1	52
Office of the CEO	0	0	1	6	0	7
Regional Services	0	0	14	20	3	37
	0	14	53	103	8	178

Risk Rating	Number of Risks This Period	Number of Risks Last Period	This Period's % of Total
Catastrophic	8	8	4.49%
Major	103	95	57.87%
Moderate	53	53	29.78%
Minor	14	13	7.87%
Insignificant	0	0	0.00%
Total number of risks	178	169	

Note: 1 project risk, completed last quarter, has been removed. Notified 5 project risks are to be closed out this quarter, which will be removed from the tally next quarter. An additional 10 risks were added this quarter.

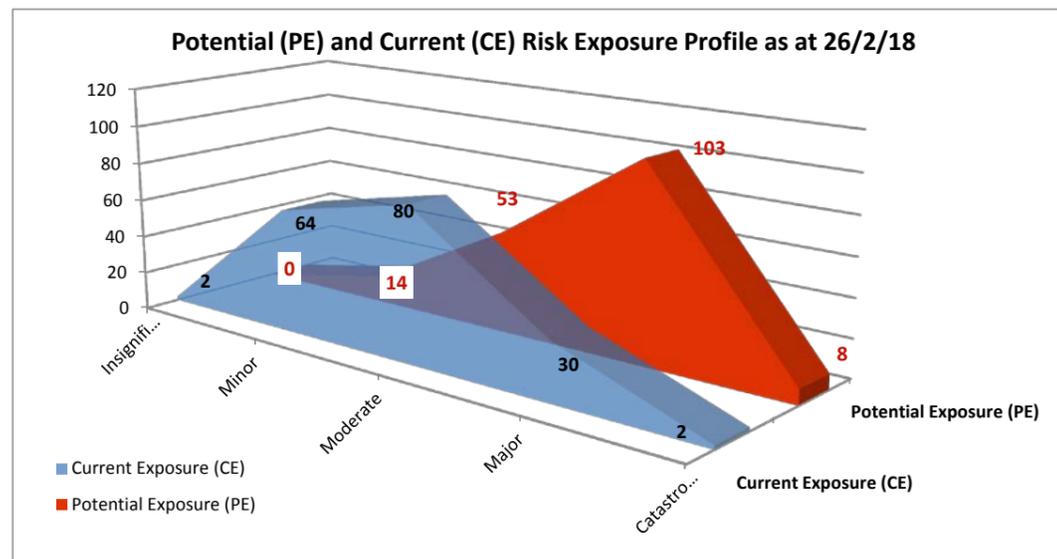
CURRENT RISK RATINGS as at 8 DECEMBER 2017

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

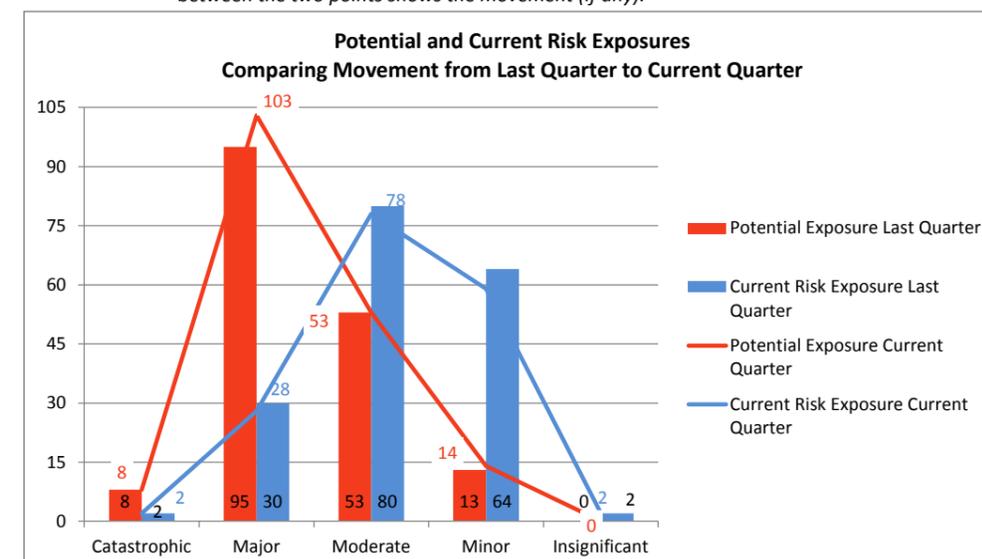
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic	Dept Totals
Corporate Risks	0	3	5	4	0	12
Advance Rton	0	4	2	2	0	8
Aviation Services	0	1	6	1	0	8
Community Services	1	21	28	4	0	54
Corporate Services	1	27	20	4	0	52
Office of the CEO	0	1	4	2	0	7
Regional Services	0	7	15	13	2	37
	2	64	80	30	2	178

Risk Rating	Number of Risks This Period	Number of Risks Last Period	This Period's % of Total
Catastrophic	2	2	1.12%
Major	30	28	16.85%
Moderate	80	78	44.94%
Minor	64	59	35.96%
Insignificant	2	2	1.12%
Total number of risks	178	169	

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



Tip on interpreting this graph: The numbers in the Bars relate to last quarter's data and the numbers outside relate to the Lines which represent the current quarter's data. The gap between the two points shows the movement (if any).



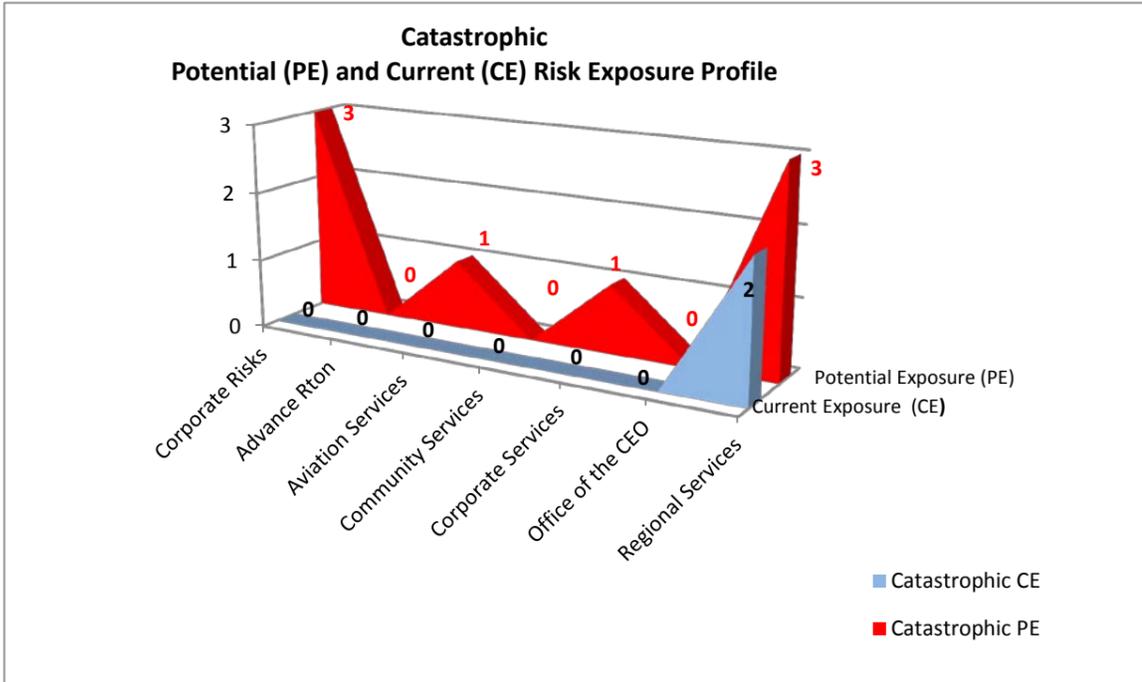
**RISK REGISTERS
QUARTERLY UPDATE
AS AT 26 FEBRUARY 2018**

**Comparison of Current and Potential
Exposure Risk Ratings Broken Down
by Level of Consequence as at
26 February 2018**

Meeting Date: 20 March 2018

Attachment No: 2

COMPARISON OF CURRENT AND POTENTIAL EXPOSURE RISK RATINGS BROKEN DOWN BY CATEGORY as at 26 FEBRUARY 2018



SECTION	PE	CE
CORPORATE RISK	3	0
Advance Rton	0	0
Aviation Serv	1	0
Community Serv	0	0
Corporate Serv	1	0
Office of CEO	0	0
Regional Serv	3	2

	Risk #	
CORPORATE RISK	3	
	9	
	10	
Advance Rton	0	
Aviation Serv	244	
Community Serv	410	
Corporate Serv	214	
Office of CEO	0	
Regional Serv	304	304
	308	308
	321	

Catastrophic Potential Exposure Risks

#304 - Failure of operation asset condition (road, drainage, etc) leading to: injury or death of public/staff; damage to property equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.

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

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

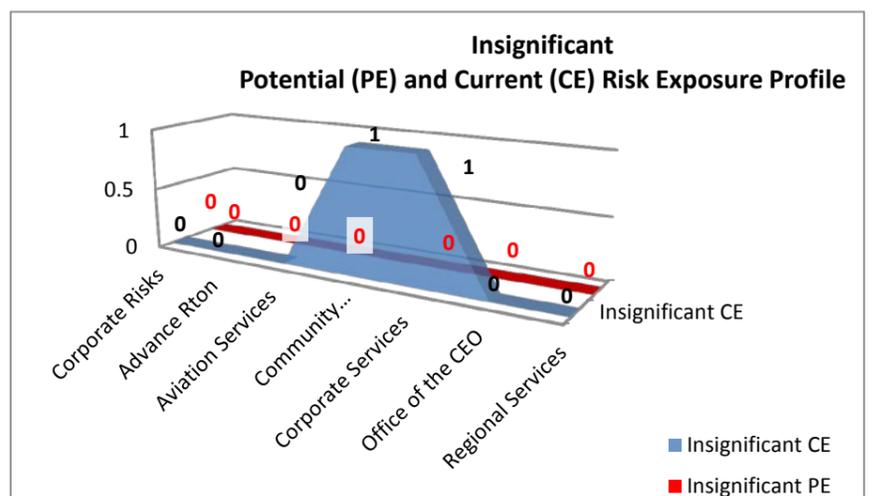
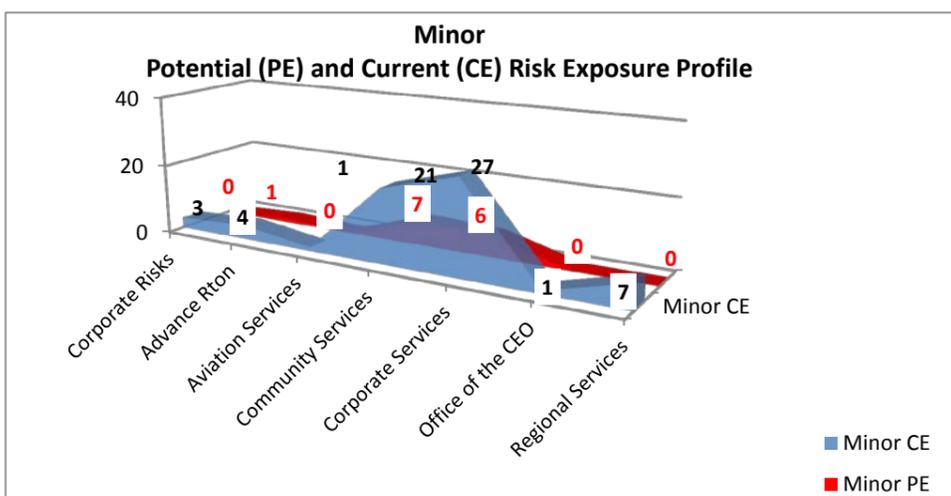
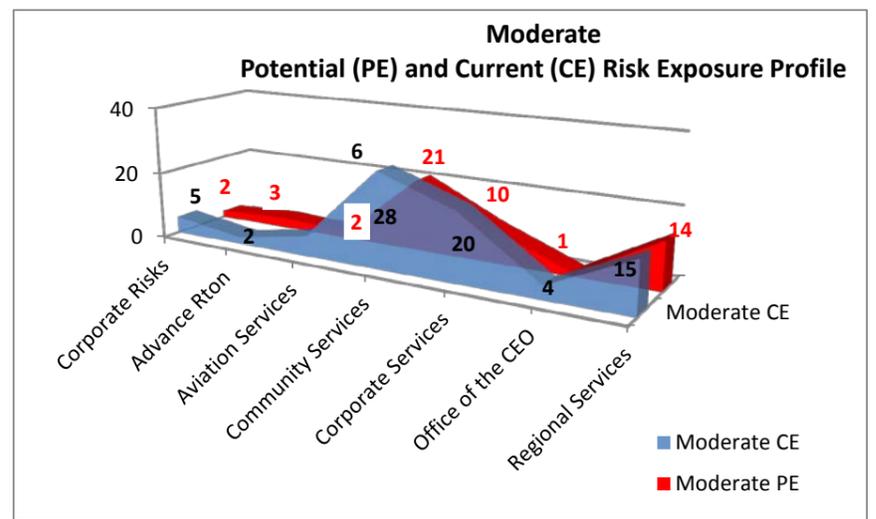
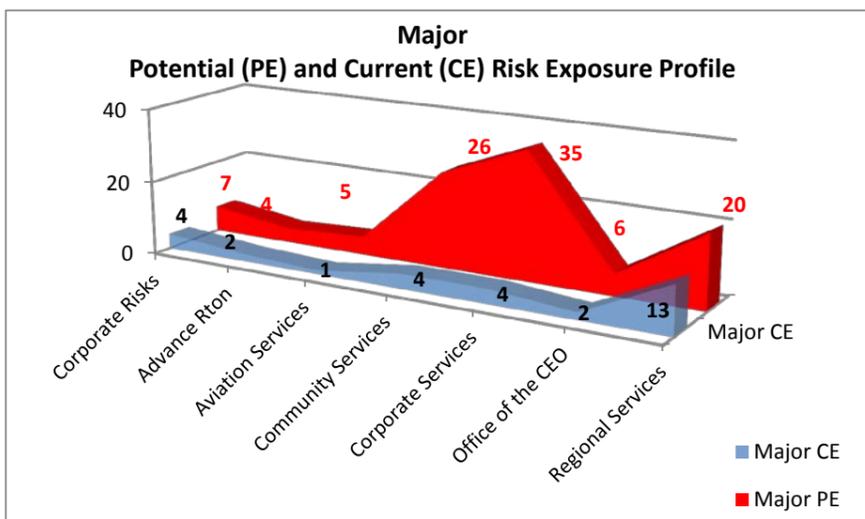
214 - Loss, theft, corruption of data resulting in failure to deliver services, reduced staff productivity, and negative impact on Council reputation.

244 - Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport. (3/3/17 -This risk previously showed in Corporate Services but owing to a restructure now is in Regional Development and Aviation. 8/12/17 and has since been moved to Aviation Services).

#3 A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative braches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.

#9 Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent.

#10 Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals.



**RISK REGISTERS
QUARTERLY UPDATE
AS AT 26 FEBRUARY 2018**

**Corporate Risk Register - Quarterly
Update as at 26 February 2018**

Meeting Date: 20 March 2018

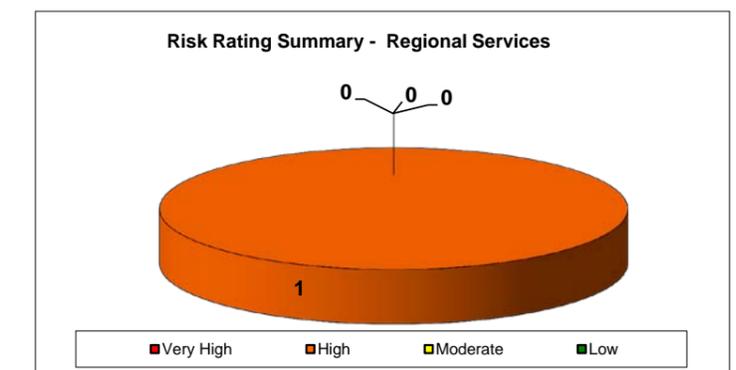
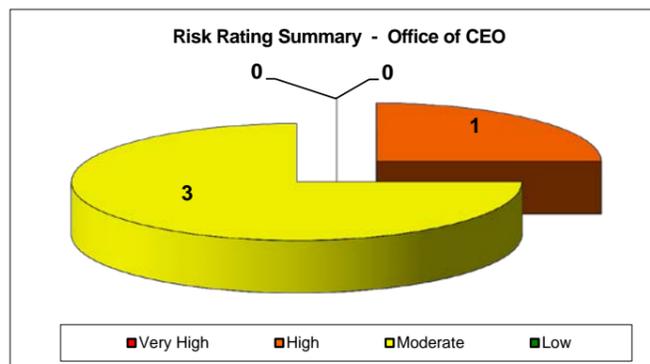
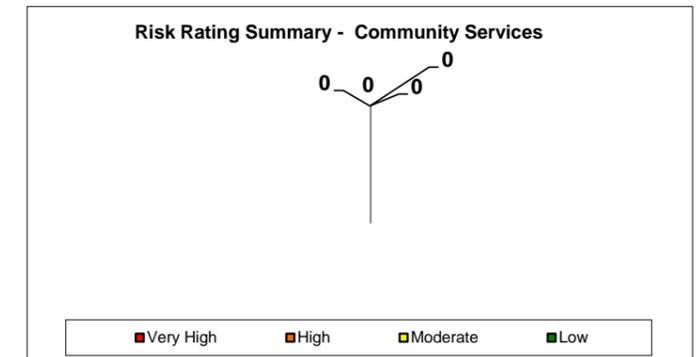
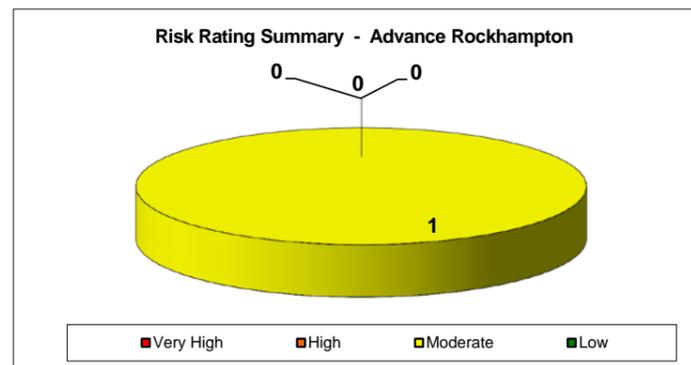
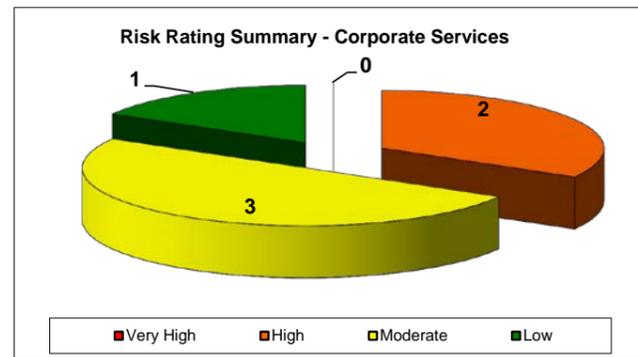
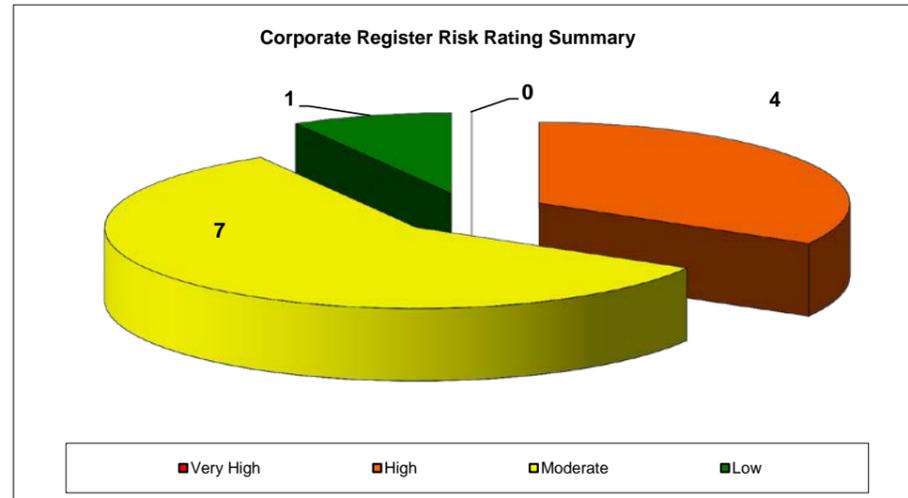
Attachment No: 3

ROCKHAMPTON REGIONAL COUNCIL

CORPORATE RISK REGISTER 2018 Reporting Copy as at 26/2/18 (To be adopted by Council /3/2018)

IDENTIFY RISKS AND EXISTING CONTRL EFFECTIVENESS										RISK ANALYSIS		RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS							
Risk Identification	OBJECTIVE <u>Links To Planning (Corp Plan 2017-22 OR other documentation)</u>	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations	Potential Exposure Rating	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per the results of the ACTION TABLE and/or Cost-Benefit Analysis)	Future Risk Control/s	Control Implementation/Monitoring	Resource/Budget Needed	Performance/Constraints	% Complete	Completion Date	Risk Owner	
NEW RISKS TO BE ENTERED BELOW HERE																				
12	4.2 Practical and values based compliance frameworks	Fraud/Corruption occurs to or by the organisation which could result in reputational damage, criminal charges, termination of staff, financial losses.	10. Legal, Regulatory & Compliance	1. Poorly designed and implemented, or no, internal controls at entity; process; and transaction levels. 2. Internal controls overridden. 3. Misappropriation. 4. Staff/contractor incentives, pressures, opportunities. 5. Financial reporting. 6. Regulatory and legal misconduct. 7. Corruption. 8. Lack of staff awareness/understanding/training. 9. Poor culture, ethics and values (soft controls).	4. Major	1. Fraud and Corruption Control - Plan; Policy; Risk Register. 2. Investigations officer employed. 3. Fraud component included at staff inductions. 4. Annual completion of fraud "Take 5" and relevant "Cracking the Code" components (training/education/awareness). 5. Supervisor/Management review and oversight. 6. Internal control processes designed and implemented. 7. Insurance. 8. Internal and External Auditor reviews. 9. Audit and Business Improvement Committee oversight. 10. Suite of Policies and process documented and communicated (eg: Register of Interest for senior executive employees and Councillors; Related Parties Disclosure Policy and Register of Related Party Transactions; Reportable Gift Register) 11. Process to report suspected incidents. NOTE: A separate Risk Register has been established which records Fraud and Corruption risks in greater detail.	3. Partially Effective	Deputy CEO; Wider leadership team; Co-ordinator Industrial Relations and Investigations	2	C	Moderate 6	Accept Risk (ALARP)								Deputy CEO

ERM RISK SUMMARY REPORT
Corporate Current Risk Rating Profile as at 26/2/2018



CORPORATE RISKS
Very High' and 'High' as at 26/2/2018

Risk Category	Risk No.	Link to Planning (Objective)	Risk	Current Risk Rating	Current Controls	Risk Evaluation
02. Business Process Management	1	5.2 Strong leadership that provides quality governance to support and service the community	Council processes and services are provided without due recognition of economy, efficiency and effectiveness (value for money) exposing Council to increased costs, loss in reputation and ratepayer confidence and impacting service delivery.	High 5	(1) Established Asset Management plans. (2) Non-priced based selection criteria included in the tender / quote assessment process to assist in the value for money assessment. (3) Tender evaluation plans with weighted selection criteria assessment that does not rely on price as having the highest weighting. (4) Capital Projects evaluation process includes whole of life cycle cost considerations. (4) Fleet asset assessment utilises a whole of life cost model as part of the acquisition and operations process. (5) Long term financial forecasts based around asset management plans adopted.	Accept Risk (ALARP)
04. Disasters; Business Continuity; & Disaster Recovery	8	1.3 Safe places for our community	Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs.	High 5	(2) Identified disaster mitigation strategies implemented where possible within disaster management budget. (2) Appropriate funding opportunities identified and sourced to implement identified disaster mitigation strategies. 19/2/16: (1) Disaster mitigation strategies reviewed and reported on annually. (2) Forward works program for disaster mitigation strategies developed and considered through Council's Capital Project budget evaluation by 1 July each year. (2) Funding is pursued under Natural Disaster Relief, or similar program, if and when State Government make the funding available.	Accept Risk (ALARP)
08. Fiscal Environment	9	5.3 Financially sustainable organisation	Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent.	High 5	(1) Council's Long Term Financial Forecast includes forecasts from asset management plans. (2) Long Term Financial Forecasts are reviewed annually. (3) Asset Management Plans reviewed regularly. (4) Finance staff are adequately qualified as per the respective Position Descriptions. (5) Council lobbies other levels of government for appropriate grants and subsidies. (5) Council financially operates in a surplus position. (6) Financial controls are monitored. Finance also works closely with Internal and External Audit in regards to internal controls. (7) Project Delivery procedure developed.	Accept Risk (ALARP)
10. Legal, Regulatory & Compliance	10	5.2 Strong leadership that provides quality governance to support and service the community	Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals.	High 4	(1-4) Policy implemented. (3) Controls within Local Government Act and policy. (2-3) Training in obligations undertaken. 30/1/15: (4) Management's ongoing review/update of authorisations and delegations (including signing of correspondence) 2/10/15: (1) Fraud and Corruption risk assessment undertaken annually by managers. 19/2/16: (5) Complaints Management Process adopted by Council. (5) Industrial Relations and Investigations Unit investigate and monitor administrative action complaints. (2, 4, 3) Councillors and staff are regularly reminded of obligations under LGA and Council's Code of Conduct along with other relevant legislation and policies.	Accept Risk (ALARP)

CORPORATE RISKS
Corporate Risks Requiring Further Treatment as at 26/2/2018

Risk Category	Risk No.	Link to Planning (Objective)	Risk	Current Risk Rating	Future Risk Control(s)	Resources / Budget	Performance / Constraints	% Complete	Completion Date	Management's Comments	
04. Disasters; Business Continuity; & Disaster Recovery	2	5.2 Strong leadership that provides quality governance to support and service the community	Non-existent or inadequate business continuity initiatives leading to prolonged service / process disruptions resulting in adverse community reactions and possible financial loss.	Moderate 5	1. Additional continuity plans to be implemented across the organisation. 2. Regular review and testing required.	Additional resources required.	BCP Management policy and procedures adopted August 2015. Responsible areas to draft identified critical function BCPs.	(30/1/15: 80%)	30/06/2016	26/2/18: 8/12/17:	Office of the CEO
05. Employees	3	1.3 Safe places for our community	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 7	1. Health and Safety Strategy 2018-2021 to be implemented (26/2/18). 2. Yearly Action Plans to be completed and ongoing annual review to be conducted (26/2/18)	Additional budget requirements		0%	31/12/2021	26/2/18: Existing controls to be changed to the below Control number 1 - change to Health and Safety Strategy 2018 - 2021 to be implemented (5,3,6.) monthly action plan will become yearly action plan - as per the health and safety strategy 8/12/17:	Corporate Services

**RISK REGISTERS
QUARTERLY UPDATE
AS AT 26 FEBRUARY 2018**

**Operational Risk Register - Quarterly
Update as at 26 February 2018**

Meeting Date: 20 March 2018

Attachment No: 4

ROCKHAMPTON REGIONAL COUNCIL

RISK REGISTER - Operational - 2018 Reporting Copy as at 26/2/18 (To be adopted by Council /3/2018)

IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS											RISK ANALYSIS		RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS					Risk Owner
Risk Identification	OBJECTIVE <u>Links to Planning (Corp Plan 2017-22 OR other documentation)</u>	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations [Source]	Potential Exposure Rating	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Future Risk Control/s	Control Implementation / Monitoring	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner
NEW RISKS LISTED BELOW HERE																			
P 309	1.1 Safe, accessible, reliable and sustainable infrastructure	The construction process may be delayed or significantly alter the construction of the Lakes Creek Road Landfill piggy back expansion cells project leading to financial and or legislative consequences.	12. Projects and Event Management	Unforeseen or undetected geotechnical fault encountered	4. Major	Extensive geotechnical investigations have been undertaken and in ground monitoring system has been installed to provide information which would permit early intervention.	4.Substantially Effective	Project Manager / Superintendent's Representative	4	B	High 5	Accept Risk (ALARP)							Manager Rockhampton Regional Waste and Recycling
P 260	1.1 Safe, accessible, reliable and sustainable infrastructure	CBD Smart Technology - Stage 3 A/B/C/D - budget overrun resulting in the inability to complete the project to the scope/specification, impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's credibility with the Community being impacted.	12. Projects and Event Management	1. Ineffective project planning, design not meeting community and council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impact and adopted processes.	4. Major	1. Capital budget and asset policies and processes followed. 2. Appropriate planning and development with well developed and documented Scope. 3. Project Manager and/or Superintendents Representative only authorised to amend Scope. 4. Project Management, Contract and Procurement Policies processes followed and reviewed. 5. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	4. Substantially Effective	Project Manager / Superintendent's Representative (Program Delivery)	3	C	Moderate 5	Accept Risk (ALARP)							Manager Corporate and Technology
P 382	1.1 Safe, accessible, reliable and sustainable infrastructure	Rockhampton Flood Mitigation Project: - natural disaster event (flooding) during construction works. Negative publicity, damage to Council's reputation.	12. Projects and Event Management	1. Ineffective project planning - commencement of works during peak flooding season. 2. Contract documentation inadequate - deadlines stipulated for works to be completed by.	4. Major	1. Due care to be taken to determine commencement date of works. 2. Project Management, Contract and Procurement Policies processes followed and reviewed. 3. Contract in place stipulating scope to be provided by contractor and nominated date(s) for Practical Completion for entire scope and/or separable portions (if any).	4.Substantially Effective	Project Manager / Superintendent's Representative (Program Delivery)	3	C	Moderate 5	Treat Risk	Construction Flood Management Plan will be required as part of the subcontractors Terms of Contract.	Project Manager / Superintendent's Representative	Utilising existing resources	Construction Flood Management Plan monitored and reviewed regularly	0%	30/12/2021	General Manager Regional Services
P 501	1.1 Safe, accessible, reliable and sustainable infrastructure	Airport (runway) pavement resurfacing project not being fit for purpose and able to fulfil expectations leading to: damage to Council's reputation; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed; safety of users negatively impacted.	01. Asset & Capacity Management	1. Incorrect data or assumptions for purpose of modelling requirements. 2. Ineffective project planning. 3. Poor project management. 4. Inappropriate budget/resources. 5. Ad hoc decision making without full consideration of impact and adopted processes.	4. Major	1. Capital Budget & assorted asset policies and processes followed. 2. Project Control Group (PCG)formed to ensure project governance oversight. 3. Defined and agreed project scope as approved by PCG. 4. Appropriate planning and development 5. Project Management, Contract and Procurement Policies processes followed and reviewed. 6. Dedicated project manager providing monthly reports. 7. Contract in place stipulating scope to be provided by contractor and nominated date(s) for Practical Completion for entire scope and/or separable portions (if any). 8. Third-party Airport Consultant involved from Tender stage.	3.Partially Effective	Manager Airport & Project Manager/Superintendent's Representative (Program Delivery)	4	C	High 4	Treat Risk	1. Preliminary Survey and Geotech required. 2. Airport runway constructed in line with Council's and communities expectation. 3. Ensure suitably qualified staff/contractors are engaged for specialised work. 4. Contract documentation to ensure inclusion and set out of significant risk factors. (i.e. damages for runway unavailability)	Manager Airport & Project Manager/Superintendent's Representative (Program Delivery)	Budget of \$2, 622,337 has been allocated with a \$5M contribution from Building Better Regions Fund (BBRF) scheme.		10%	25/02/2019	Manager Airport
P 455	1.2 Regional public places that meet the community's needs	Kalka Shades Hockey Redevelopment (C09884305 - W4Q Rnd 2) Project not being fit for purpose to hold State and National Events, resulting in lost opportunities for tourism, financial gains to the local economy, and high level media events such as international level fixtures.	12. Projects and Event Management	1. Lack of Resources 2. Lack of Hockey memberships to create the required revenue to maintain additional infrastructure 3. Weather events - Flooding 4. Removal of 1 junior cricket wicket	2. Minor	(1) Contract design, documentation and construction. (2) N/A (3) New surface at 1% immunity to riverine and local catchment events (4) Proposing new lighting to Junior Standard to field 4 Rockhampton Cricket Grounds	4.Substantially Effective	Project Manager / Superintendent's Representative RHA	2	B	Low 7	Treat Risk	Council and Rockhampton Hockey Association (RHA) workgroup meetings	Project Manager	Stage 1A - in budget Stage 2 - Over budget and to be absorbed by 1A Stage 3 - Scope to be determined from remaining budget	Siting of new facility (flood modelling) Budget End user (RHA)	10%	01/10/2018	Manager Parks
601	1.3 Safe places for our community	Natural disasters occur (such as major flooding for creek catchments, river, bushfire) within the urban footprint that hasn't been mapped resulting: in tarnished council reputation; financial losses; damage to infrastructure.	14. Strategic Focus, Vision & Governance	Planning scheme amendment failure to consider and incorporate areas subject to natural hazards (such as creek catchment flooding, bushfire, riverine).	4. Major	1. Planning scheme has mapping identifying creek catchment areas, which is updated by remodelling undertaken by Council. 2. Current policy to reflect risk.	4.Substantially Effective	Manager Strategic Planning, Development Assessment, Development Engineer, Strategic Infrastructure	2	B	Low 7	Accept Risk (ALARP)							Manager Strategic Planning
602	1.4 Healthy living and active lifestyles	Urban sprawl results in inefficient use of infrastructure, social isolation, impact on forward costings.	14. Strategic Focus, Vision & Governance	Planning scheme doesn't allow for the efficient expansion of the urban footprint. Decisions may not reflect the strategic framework within the planning scheme.	4. Major	1. Planning scheme has controls to limit the inefficient expansion of urban development. 2. Regulatory control through development application process.	4.Substantially Effective	Manager Strategic Planning, Development Assessment, Development Engineer, Strategic Infrastructure	2	B	Low 7	Accept Risk (ALARP)							Manager Strategic Planning
P 383	2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles	Rockhampton Art Gallery detailed design and specification not completed in a timely manner and within budget resulting in possible financial reputation impacts and corporate/operational plan objectives not being addressed.	12. Projects and Event Management	1. Ineffective project planning, design not meeting community and Council expectations. 2. Inappropriate budget/resources. 3. Ad hoc decision making without full consideration of impacts. 4. Scope creep.	3. Moderate	1. Councillor oversight committee (CBD Revitalisation Project Steering Committee) established and meets regularly. 2. Appropriate planning and development of project scope. 3. Monthly reporting to monitor detailed design status and manage of scope to agreed project objectives.	3.Partially Effective	Project Manager / Superintendent's Representative (Program Delivery)	2	B	Low 7	Accept Risk (ALARP)							General Manager Regional Services

ROCKHAMPTON REGIONAL COUNCIL

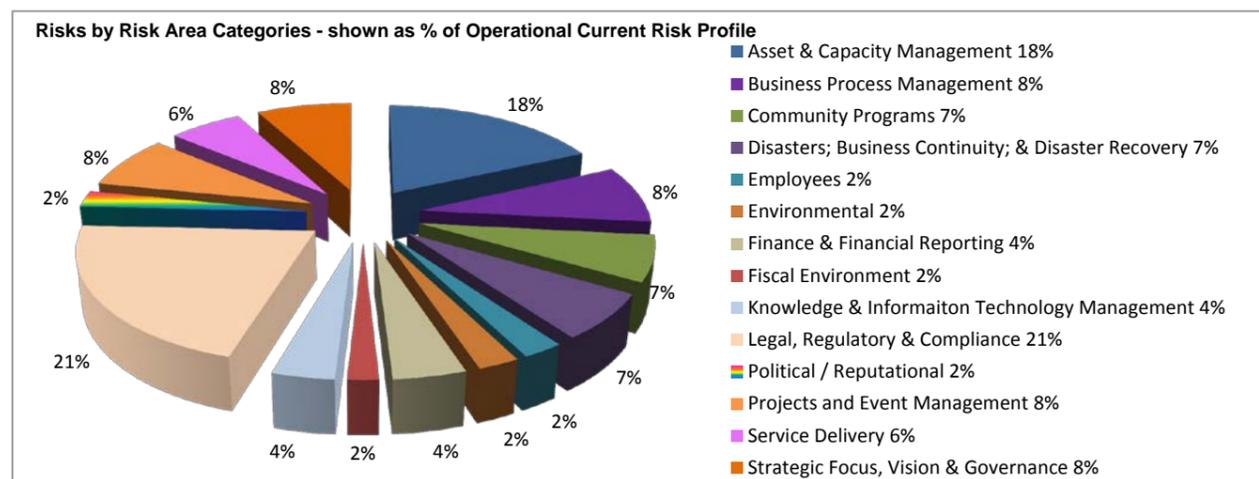
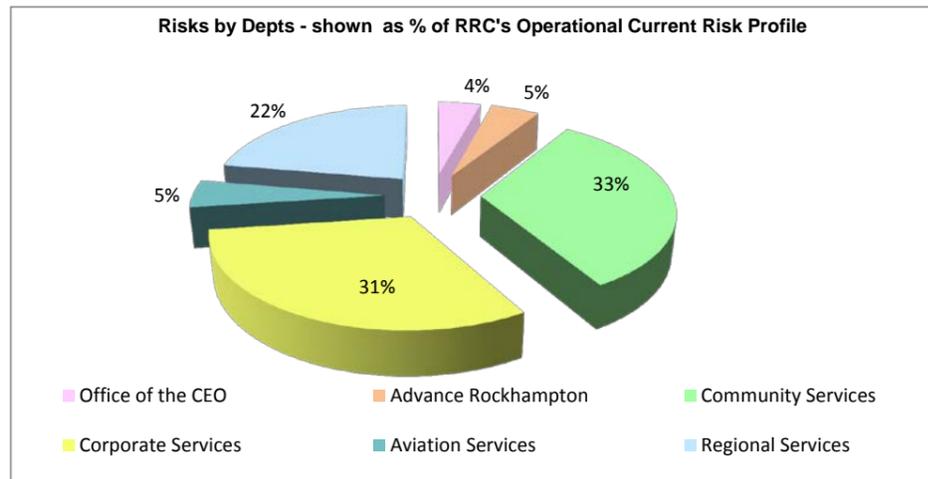
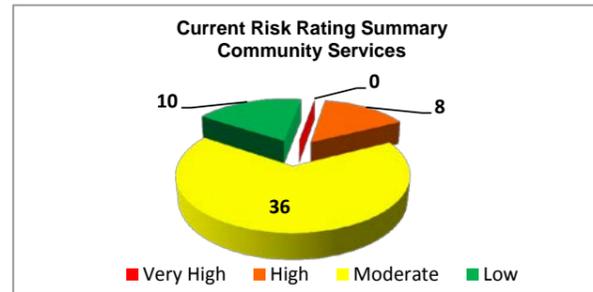
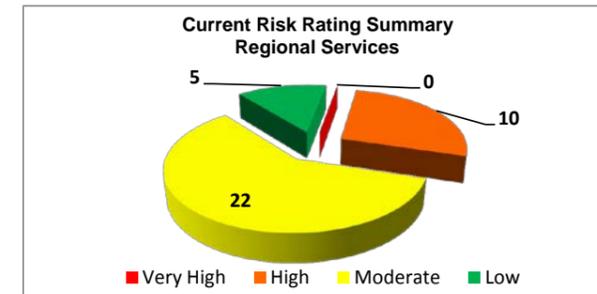
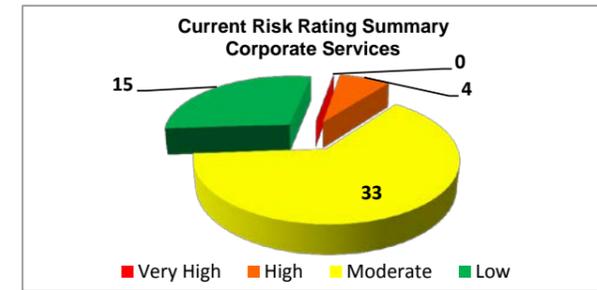
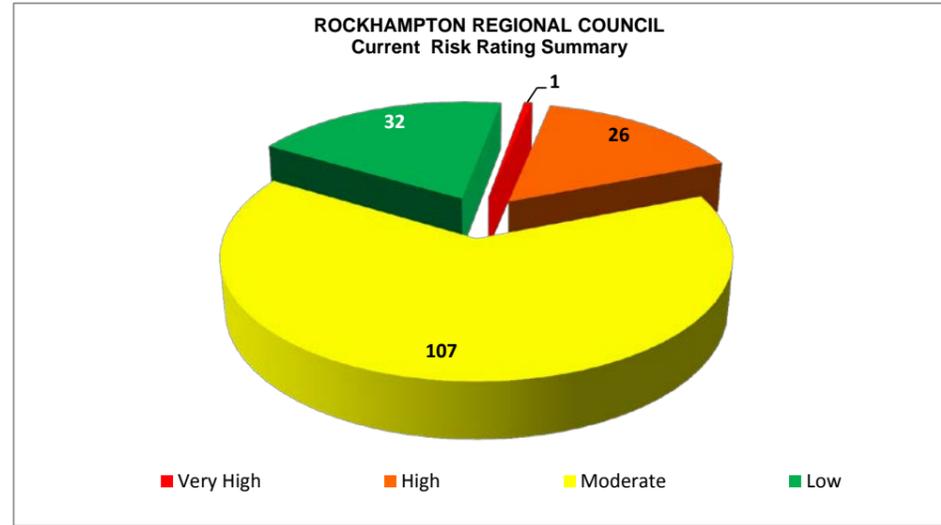
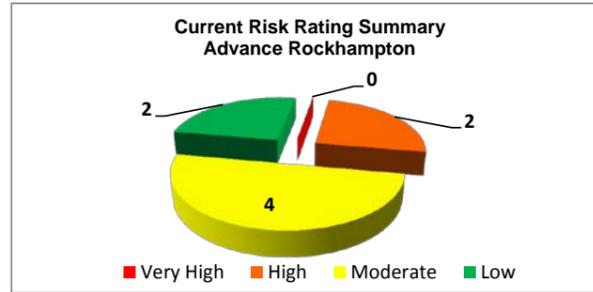
RISK REGISTER - Operational - 2018 Reporting Copy as at 26/2/18 (To be adopted by Council /3/2018)

IDENTIFY RISKS and EXISTING CONTROL EFFECTIVENESS										RISK ANALYSIS		RISK EVALUATION & FURTHER RISK TREATMENT	FUTURE CONTROL & RISK TREATMENT PLANS					Risk Owner	
Risk Identification	OBJECTIVE <u>Links to Planning (Corp Plan 2017-22 OR other documentation)</u>	Risk/Failure (including consequence/s)	Risk Categories	Risk Causations [Source]	Potential Exposure Rating	Existing Controls Implemented By Risk Owner	Control Effectiveness	Control Owner/s	Rate the Consequence	Rate the Likelihood	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Future Risk Control/s	Control Implementation / Monitoring	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner
P 259	4.3 Accountable and motivated organisation	Asset Management System (new corporate software and business processes) implementation fails to meet strategic and operational requirements.	12. Projects and Event Management	1. Ineffective project planning. 2. Poor project management. 3. Failure to fully understand and adequately manage the system and business process changes. 4. Project governance failures. 5. Inadequate user acceptance protocols and training needs analysis. 6. Poor communications plans and/or failure to implement a communications plan.	4. Major	1. Adopted project plan developed in consultation with the project sponsor, project control group (PCG), leadership team and core project group. 2. PCG formed to ensure project governance oversight. 3. Defined and agreed project scope as approved by PCG. 4. Council project manager and TechOne project manager ensuring mature lines of communication to identify and deal with issues as they arise. 5. Engaged external independent project assurance member of PCG. 6. Dedicated project manager providing regular written reports to PCG and the project sponsor. 7. Project managed in accordance with Council's project management framework.	4. Substantially Effective	Corp Applications Team Leader (project manager)	3	B	Moderate 6	Accept Risk (ALARP)							Manager Corporate and Technology

ERM RISK SUMMARY REPORT

Rockhampton Regional Council's Current Risk Rating Profile

based on the Operational Register as at 26/2/18



ROCKHAMPTON REGIONAL COUNCIL

Very High and High Current Risk Ratings as at 26/2/18

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
14. Strategic Focus, Vision & Governance	101	5.2 Strong leadership that provides quality governance to support and service the community	Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict	(1) & (2) Annual risk based audit planning highlights risks vs the required or appropriate need for internal audit coverage. (4) External Consultants - Limited (4) Audit Committee	High 4	Treat Risk	Chief Audit Executive
14. Strategic Focus, Vision & Governance	109	2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports	Failure to take advantage of Rockhampton Region's economic development opportunities which can result in limited growth of Council's rate base.	1. Appointment of Manager Economic Development. 2. Appointment of Senior Resource Advisor to focus on opportunities arising for the Rockhampton Region from the Central Queensland resource sector. 3. Working with the Commonwealth and Queensland Governments and the Rockhampton Region community to maximise economic development opportunities. 4. Promotion of regional economic development opportunities in the media and at appropriate conferences and other forums.	High 5	Accept Risk (ALARP)	Manager Regional Development and Promotions
02. Business Process Management	115	5.2 Strong leadership that provides quality governance to support and service the community	Gaps in Council's assurance program, are/will lead to: incorrect audit focus; Council reputation damage, missed opportunity to save/redirect \$ and increase efficiency and effectiveness.	1. (2) Audit Planning Process 2. (1) Management independently undertaking assurance activities 3. (2) Audit Committee oversight of audit process 4. Corporate/Operational Plan reporting 5. (4) Assurance Gap Analysis incorporated into ERM Process Procedure (16/6/17) 6. (2) Resource provided of part-time qualified internal auditor.	Very High 3	Treat Risk	Chief Audit Executive
01. Asset & Capacity Management	213	5.2 Strong leadership that provides quality governance to support and service the community	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	1. Vendor support for current technology (due to expire Dec 14). 2. Maintenance of adequate spares in-house (limited). 3. Some internal system redundancy. 4. Use of mobile phones in service areas.	High 4	Treat Risk	Manager Corporate and Technology
08. Fiscal Environment	251	5.3 Financially sustainable organisation	The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions.	1. Undertaken training workshops with Council on Financial Sustainability and implications of change. 2. Include a lower reliance on grants and subsidies from other levels of government in Council's long term financial forecast. 3. Conservative financial forecast estimates. 4. Conservative estimates used in conjunction with DA applications. 5. Align related capital expenditure directly with developer contributions. 6. Using historical forecasts trending with wetter seasons.	High 5	Accept Risk (ALARP)	Chief Financial Officer
14. Strategic Focus, Vision & Governance	237	2.4 Infrastructure services are driven to deliver future economic growth	Failure to implement the outcomes of the Smart Way Forward Strategy leading to failure to capitalise on the opportunities presented by the smart/digital economy and loss of reputation.	1. Council adopted Smart Way Forward Strategy. 2. Smart Way Forward Action Plan developed to implement/commence implementing the outcomes 2016 to 2020. 3. Smart Regional Centre budget adopted including human resourcing. 4. Council approved the development of the Smart Hub - 212 Quay Customs House 5. Proactive approach to seeking out and submitting relevant funding applications. 6. Ongoing engagement with the community, business and government promoting the strategy.	High 5	Accept Risk (ALARP)	Manager Corporate and Technology
12. Projects and Event Management	301	1.1 Safe, accessible, reliable and sustainable infrastructure	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	(1) Oversee and report to General Manager Regional Services: (1a) Review fortnightly expenditure reports. (1b) Close supervision of site activities. (1c) Monitor resource utilisation onsite. (2) Funding shortfall on overall program requiring reprioritisation of projects.	High 4	Treat Risk	Manager Civil Operations
07. Finance & Financial Reporting	302	1.1 Safe, accessible, reliable and sustainable infrastructure	Increased input costs not factored in to budgets thus resulting in inability to fully complete stated work programs.	1. Anticipate increased input costs when drafting budget. 2. When preparing budget for main material and resource components, forecast costs are obtained where possible.	High 4	Accept Risk (ALARP)	Manager Civil Operations
11. Political / Reputational	304	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	(1) Routine and reactive inspections to identify defects. (2a) Improved inspection systems and resourcing (previous risk treatment plan) (2b) Safety matters discussed at all Toolbox sessions.	High 4	Treat Risk	Manager Civil Operations

ROCKHAMPTON REGIONAL COUNCIL

Very High and High Current Risk Ratings as at 26/2/18

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
13. Service Delivery	308	1.1 Safe, accessible, reliable and sustainable infrastructure	Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses a threat to safety of road users resulting in public liability.	1. Shut road to traffic in significant rain events. 2. Speed restricted to 40 kmh. 3. Fallen rocks warning signs installed. 4. Inspect road after major rain events and at monthly intervals to remove rocks and check that 40 kmh speed restriction and Fallen rocks warning signs are in place.	High 5	Accept Risk (ALARP)	Manager Civil Operations
01. Asset & Capacity Management	310	1.1 Safe, accessible, reliable and sustainable infrastructure	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	(2.) Production of specific training & development plans for technical & professional staff has commenced for Design Services only at this stage.	High 4	Treat Risk	Manager Engineering Services
10. Legal, Regulatory & Compliance	311	1.1 Safe, accessible, reliable and sustainable infrastructure	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	1. Employment of some RPEQ's in required positions. 2. Quality Assurance (QA) System implemented in Design Office. 3. Professional Indemnity insurance coverage. 4. Public Liability Insurance coverage.	High 4	Treat Risk	Manager Engineering Services
01. Asset & Capacity Management	312	1.1 Safe, accessible, reliable and sustainable infrastructure	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	1. The Adopted Infrastructure Charges Resolution (AICR) under State Planning Regulatory Provisions (SPRP) has been adopted by Council. 2. 28/10/16 - Local Government Infrastructure Plan (LGIP) adopted with new planning scheme, and AICR amended to reflect changes.	High 5	Accept Risk (ALARP)	Manager Engineering Services
09. Knowledge & Information Technology Management	313	4.3 Accountable and motivated organisation	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	1. Drawing Register database has been developed. 2. Design Office engineering drawings are being electronically stored and made accessible through GIS. 3. As-Constructed processes are in place through the operational works process.	High 4	Treat Risk	Manager Engineering Services
01. Asset & Capacity Management	315	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	1. (1.) Corporate capital planning framework currently in place. 2. (2.) Pre-project planning and design program initiated to provide early design of known fixed year projects. 3. (2.) Project Scoping confirmation process developed and implemented as part of design process.	High 4	Treat Risk	Manager Engineering Services
14. Strategic Focus, Vision & Governance	330	4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services	Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city.	1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training. 30/1/15: 3. (1) Use attrition opportunities to hire new staff with required skill sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit.	High 4	Accept Risk (ALARP)	Manager Strategic Planning
03. Community Programs	414	1.4 Healthy living and active lifestyles	Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public.	1. Development and implementation of processes for engagement and training of volunteers. 2. Supervision of volunteer work on Council sites. 3/3/17: 3. Training procedures for volunteers developed and distributed to sections. 3/3/17: 4. Responsibility for volunteers at some sites have transitioned to community organisations.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities

ROCKHAMPTON REGIONAL COUNCIL

Very High and High Current Risk Ratings as at 26/2/18

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
03. Community Programs	417	1.6 Our sense of place, diverse culture, history and creativity are valued and embraced	Grant and sponsorship programs not delivered in accordance with regulations, policy and procedures resulting in loss of reputation for Council with community concerns about disbursement of funds, and withdrawal of matching funding from other levels of government meaning grant is unable to be offered.	1. Policy, procedure and funding regulations implemented and reviewed regularly.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities
10. Legal, Regulatory & Compliance	422	1.3 Safe places for our community	Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council.	1. Partial completion of conservation management plan (CMP) program, however not funded in 13-14 and 15-16 budget. 2. Identified assets requiring inspection included in planned maintenance subject to funding. 19/2/16 - 3. Forward budget submission referencing Risk Register, Corporate Plan and legislative requirement developed. 19/2/16 - 4. Conservation and Maintenance plans incorporated into Asset Register and Management Plan. 3/3/17: 5. Renewal schedule within Asset Management Plan, and maintenance planned in accordance with budget allocation.	High 4	Accept Risk (ALARP)	Manager Communities and Facilities
10. Legal, Regulatory & Compliance	427	4.2 Practical and values based compliance frameworks	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	1. Budget submission for appropriate resources to address required compliance service levels. 2. Infringement financial management system (Pathways module).	High 4	Treat Risk	Manager Planning and Regulatory Services
10. Legal, Regulatory & Compliance	429	4.2 Practical and values based compliance frameworks	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	1. Staff trained. 2. Local Law review. 3. Process and procedure review.	High 4	Treat Risk	Manager Planning and Regulatory Services
13. Service Delivery	331	5.3 Financially sustainable organisation	Availability of staff to undertake essential Council Services, i.e.: Development Assessment, is impacted by changes made to State Legislation resulting in less capacity to provide planning services, requiring supplemental funding from other sources, eg: increased rates. Changes to State law that reduce revenues for essential Council services, e.g. Development Assessment will result in less capacity to provide planning services, requiring supplemental funding from other sources, e.g. increased rates.	Current fees address service level requirements.	High 4	Accept Risk (ALARP)	Manager Planning and Regulatory Services Manager Development and Building
10. Legal, Regulatory & Compliance	332	5.2 Strong leadership that provides quality governance to support and service the community	Failure to collect revenue, as dictated by legislation, results in less funds available and lack of confidence in Council business practices.	(1) Customer financial management system (Pathway)	High 5	Treat Risk	Manager Planning and Regulatory Services Manager Development and Building
01. Asset & Capacity Management	P 447	1.1 Safe, accessible, reliable and sustainable infrastructure	New proposed Pound Animal Management Facility not being fit for purpose and able to fulfil expectations leading to: Council's reputation being tarnished; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed.	1. (1 & 2) Capital budget and assorted asset policies and processes followed; 2. (2) Appropriate planning and development; 3. (1) Council informed of budget limitations associated with this project.	High 4	Treat Risk	Manager Planning & Regulatory Services
12. Projects and Event Management	P-247	2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports	Smart Hub Project Cultural - Heritage Application Rejected which will result in the inability to complete the project to the specifications, impacting on end user/fit for purpose, resulting in corporate/operational plan objectives not being addressed and Council's creditability with the community being impacted.	1. Appropriate planning and development with well developed and documented scope. 2. Project Manager and/or Superintendents Representative only authorised to amend scope. 3. Project Management, Contract and Procurement Policies processes followed and reviewed. 4. Contract in place stipulating Scope to be provided by contractor and nominated date for Practical Completion.	High 4	Accept Risk (ALARP)	Manager Corporate and Technology

ROCKHAMPTON REGIONAL COUNCIL

Very High and High Current Risk Ratings as at 26/2/18

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner
12. Projects and Event Management	P 309	1.1 Safe, accessible, reliable and sustainable infrastructure	The construction process may be delayed or significantly alter the construction of the Lakes Creek Road Landfill piggy back expansion cells project leading to financial and or legislative consequences.	Extensive geotechnical investigations have been undertaken and in ground monitoring system has been installed to provide information which would permit early intervention.	High 5	Accept Risk (ALARP)	Manager Rockhampton Regional Waste and Recycling
01. Asset & Capacity Management	P 501	1.1 Safe, accessible, reliable and sustainable infrastructure	Airport (runway) pavement resurfacing project not being fit for purpose and able to fulfil expectations leading to: damage to Council's reputation; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed; safety of users negatively impacted.	<ol style="list-style-type: none"> 1. Capital Budget & assorted asset policies and processes followed. 2. Project Control Group (PCG)formed to ensure project governance oversight. 3. Defined and agreed project scope as approved by PCG. 4. Appropriate planning and development 5. Project Management, Contract and Procurement Policies processes followed and reviewed. 6. Dedicated project manager providing monthly reports. 7. Contract in place stipulating scope to be provided by contractor and nominated date(s) for Practical Completion for entire scope and/or separable portions (if any). 8. Third-party Airport Consultant involved from Tender stage. 	High 4	Treat Risk	Manager Airport

ROCKHAMPTON REGIONAL COUNCIL
Risks Requiring Further Treatment as at 26/2/18

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
14. Strategic Focus, Vision & Governance	404	5.2 Strong leadership that provides quality governance to support and service the community	Service delivery coverage, quality or correct balance of these audit services may not meet the requirements of the organisation, or may conflict	High 4	46/6/17: Formal Internal Succession Plan for Unit to be recommended by CAE and approved by CEO				46/6/17-31/07/2018	Chief Audit Executive	26/2/18: Change to ALARP, remove Future Risk Controls. Nothing further to be done under current resourcing constraints.
12. Projects and Event Management	112	2.1 A destination sought for lifestyle, community events and tourism	River Festival has low attendance or is cancelled resulting in loss of revenue and reputational damage.	Moderate 6	(1) Investigate insurance cost/benefit					Manager Regional Development and Promotions	26/2/18:
10. Legal, Regulatory & Compliance	444	5.2 Strong leadership that provides quality governance to support and service the community	Non-Conformance with IPPF; Act or Reg- Failure to conform with IPPF (Audit Standard); Acts; Regulations; or Council Policy will result in poor quality of work, fines, legal action, or reputation damage outcomes.	Moderate 6	External Assessment (Mandatory every 5 years)	External Assessment (Mandatory every 5 years) budget allocation required of approx \$20,000	3/3/17: Budget constraint in 2016-17 and 2017-18 financial years	0%	46/6/17-30/12/2018 31/12/2016	Chief Audit Executive	26/2/18: Change to ALARP, remove Future Risk Controls. Nothing further to be done under current resourcing constraints.
02. Business Process Management	445	5.2 Strong leadership that provides quality governance to support and service the community	Gaps in Council's assurance program, are/will lead to: incorrect audit focus; Council reputation damage, missed opportunity to save/redirect \$ and increase efficiency and effectiveness.	Very High 3	(6) Educating the relevant managers what assurance is and what is required.		Budget	0%	31/12/2018	Chief Audit Executive	26/2/18: Change to ALARP, remove Future Risk Controls. Nothing further to be done under current resourcing constraints.
01. Asset & Capacity Management	213	5.2 Strong leadership that provides quality governance to support and service the community	Operational degradation or failure of Council's Two-way radio communication system resulting in failed regional communications for daily operations and emergency / disaster response.	High 4	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan - 1. Replace the Rockhampton City Two-way system (26/8/16 - Completed) . 2. Integrated regional solution taking in the Gracemere infrastructure.	19/2/16: \$855,000	0/12/17: Land tenure issues resolved and land clearing approval gained - Nov 2017. Easement gazetted expected early 2018. Work commenced at the Mt Pinnacle site in Nov 2017. Tower construction tender planned for early 2018, commissioning by June 2018.	8/12/17: 70% 19/2/16: 60% 02/10/15: 15% 40%	Stage 2 - (8/12/17: 30/06/2018 46/6/17-31/12/2017) 3/3/17-31/8/2017) 30/10/2016 Stage 1 completed	Manager Corporate and Technology	26/2/18:
05. Employees	238	1.3 Safe places for our community	Safety Management System not continuously improved according to audit findings, legislative requirements and legal advice received resulting in an increase in: incidents, possibility serious or fatal; insurance premiums and common law claims as well as a potential breach of Policy / Procedures and possible prosecution of council or individuals.	Low 7	1. Health and Safety Strategy 2018-2021 to be implemented (26/2/18). 2. Yearly Action Plans to be completed and ongoing annual review to be conducted (26/7/18).	Additional budget requirements		0%	31/12/2021	Manager Workforce and Strategy	26/2/18: 26/2/18: Existing controls to be changed below Control number 1 - change to Health and Safety Strategy 2018 - 2021 endorsed by Leadership Team to be implemented Delete 2 - Monthly action plan will become yearly action plan - as per the health and safety strategy Delete 5 - MAPs are 100% complete..... Future Risk Controls 1. Health and Safety Strategy 2018-2021 to be implemented. 2. Yearly action plans are to be completed and ongoing annual review will be conducted.
14. Strategic Focus, Vision & Governance	244	2.4 Infrastructure services are driven to deliver future economic growth	Aircraft accident, incident or malfunction occurs within the Rockhampton airport precinct resulting in possible death or injury, financial loss, interruption to airline service delivery, damage to infrastructure and reputation damage to the airport.	Moderate 6	Upgrade airport lighting system.		25/8/17: Work completed still covered for defects under contract which expires 6/6/18. 3/3/17: Failure of contractor to supply required documentation to be submitted to CASA; and decommissioning delays owing to Exercise Wallaby commencement. 17/7/2015 - Stage 3 delayed due to military exercise. Talisman Sabre. Commissioning now due late September. 17/4/15: Cyclone Marcia has delayed works but still tracking for June 30 completion. In order to reduce risk main runway transformers replaced in the interim and circuit reliability improved from 0 megahms to 0.3 megahms. Contract awarded for stage 3 and contractors to commence Feb 2015.	19/2/2016: 90% 2/10/2015: 85% 17/7/2015 - 80% (17/4/2015: 70%)	26/2/18: 6/06/2018 3/3/17: 31/07/2017 2/12/16: 31/3/2017 26/8/16: 30/11/2016 27/5/16: 31/07/2016 19/2/16: 30/06/2016 17/7/15: 31/12/2015 (Stage 3- 30/6/2016)	Manager Airport	26/2/18: Update completion date to 6/6/2018
01. Asset & Capacity Management	245	2.4 Infrastructure services are driven to deliver future economic growth	Security breach or threat at the airport resulting in possible death or injury, reputation damage to the airport, additional costs, disruption to airline services due to airport closure, infrastructure damage, fines in relation to a regulatory breach.	Moderate 6	Replace hard key system on all gates and access points with proxcard electronic card system so lost cards can have access withdrawn.	Budget has been provided under Security upgrade	3/3/17: A number of locks have failed and a cause needs to be identified by the manufacturer before roll-out of the balance of the locks is done. 17/7/2015: Locks acquired however installation of the Hot spot readers to enable update of access cards has been delayed due to technical IT issues experienced by Chubb expected.	19/2/2016: 90% 2/10/2015: 85% 17/7/2015: 75% (17/4/2015: 60%)	26/2/18: 2/04/2018 2/12/16: 31/07/2017 19/2/16: 30/06/2016 17/7/15: 31/12/2015 (17/11/14: 30/06/2015)	Manager Airport	26/2/18: Update completion date to 02/04/2018. Remove "Co-ordinator Facilities is co-ordinating the project reporting to".
14. Strategic Focus, Vision & Governance	247	2.4 Infrastructure services are driven to deliver future economic growth	Airport revenue decreases over a sustained period resulting in the airport performance KPI's not being met, budgetary impacts, reduced availability of funds for capital programs.	Moderate 5	Consultant engaged to provide airline data analysis (26/2/18)			10%	01/09/2020	Manager Airport	26/2/18: Consultant engaged to provide airline data analysis. 10% Complete. Completion date 1/9/20.

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
01. Asset & Capacity Management	248	2.4 Infrastructure services are driven to deliver future economic growth	Airport assets not maintained, upgraded, inspected or monitored effectively in accordance with regulatory requirements resulting in possible death or injury, reputational damage, compliance failure, reduced service delivery, WH&S fine.	Moderate 6	Facility maintenance and condition assessment inspection schedules are in the process of being completed and detailed in conquest. Consultant engaged to identify critical infrastructure and to load into Conquest to ensure regular maintenance is performed.	Facilities Co-ordinator providing resources. Budget funds are available over next few years for consultant to complete critical infrastructure assets in Conquest.	8/12/17: AMP completed and is to be worked through by Airport Facilities Team.	2/12/16 : 80% 2/10/2015:- 80% 17/4/2015:- 80% (21/1/15:- 80%)	8/12/17: 01/06/2018 17/7/16:- 30/6/2017 (17/11/14:- Stage 1:- 30/06/2015)	Manager Airport	26/2/18:
10. Legal, Regulatory & Compliance	250	1.1 Safe, accessible, reliable and sustainable infrastructure	A safe environment is not effectively provided for Airport workers, passengers and the public resulting in possible death or injury, compliance breaches, safety breaches, reputational damage, insurance claims, legal action.	Moderate 5	Online inductions provided to airport staff and contractors (26/2/18).			0%	01/07/2019	Manager Airport	26/2/18: Online inductions provided to airport staff and contractors. Completion date 1/7/19.
12. Projects and Event Management	301	1.1 Safe, accessible, reliable and sustainable infrastructure	Budget overrun (Capital Projects) resulting in inability to complete project to specification impacting on end user/fit for purpose, seeing corporate/operational plan objectives not being addressed and Council's credibility with the community being impacted.	High 4	1. (2) Design Services to design high risk projects prior to drafting budget to provide design estimates. Apply cost indexation to design estimates to update estimate to proposed budget period. 2. (2) Coordinators Urban and Rural Operations to prepare estimates for new projects and the Manager Civil Operations to review estimates. (3, 2) Developing a consistent approach for project scoping and estimates (26/2/18)	Additional Design resources required to provide designs and estimates for critical projects prior to drafting budget.	(17/11/14: No additional design staff appointed. Forward planning for 2016/17 Capital Works Budget has not commenced).	26/2/18: 70%	30/12/2018	Manager Civil Operations	26/2/18: Updated objective column. Note: 3 x Future Risk Controls have been completed and have moved to Existing Controls and a new Future Risk Control has been added along with completion date as 30/12/18 which is 70% complete.
01. Asset & Capacity Management	303	1.1 Safe, accessible, reliable and sustainable infrastructure	Loss of/damage to office and depot facilities with an impact on ability to coordinate and deliver services.	Moderate 6	Obtain generator to provide emergency power to depots - liaise with Facilities to achieve outcome.	Budget required to provide connection and test run hired generator.	(17/11/14: Not carried out)	0%	3/3/17: 31/12/2017 19/2/16:- 30/06/2016 30/06/2015	Manager Civil Operations	26/2/18: Updated objective column.
11. Political / Reputational	304	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure of operation asset condition (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	High 4	(1) Fine tune and review the ongoing Civil Operation asset condition inspections, which are conducted in conjunction with Council's Asset Management Unit for assets, facilities & major projects. (Note - Civil Operations inspect rural roads but the Asset Management Unit inspect urban roads)	Staff Resources	Lack of staff in Assets - Provision of inspection services by Asset Services and reporting of defects identified has not progressed significantly and it is doubtful it will under the current structure. No change to status.	25/08/17 - 60% 17/7/15: 50% (17/4/15:- 40%)	3/3/17: 31/12/2018 19/2/16:- 31/12/2016 17/4/15:- 31/12/2015 28/02/2015	Manager Civil Operations	26/2/18: Updated objective column.
01. Asset & Capacity Management	310	1.1 Safe, accessible, reliable and sustainable infrastructure	Inability of Engineering Services to provide or maintain adequate levels of service for infrastructure planning, development assessment and infrastructure design resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. (1.) Undertake staffing level review and business planning for Engineering Services. 2. (2.) Improve focus on professional development and training (including graduate development program) by management implementing appropriate training and development plans and staff completing them.	Professional Development Training Budgets required	Lack of resources and higher priorities impacting on time available for implementation and completion.	26/8/16: 70% 2/10/15:- 60% 30/1/15:- 40%	3/3/17: 31/12/2017 17/7/15:- 1/7/2016 (30/1/15:- 31/12/2015)	Manager Engineering Services	26/2/18: No Change
10. Legal, Regulatory & Compliance	311	1.1 Safe, accessible, reliable and sustainable infrastructure	Breach of the Professional Engineers Act resulting in installation of unsafe infrastructure or infrastructure that does not meet legislative requirements causing the following possible impacts to Council: Service delivery delays; negative financial impacts; possible serious harm to public/workers; and reputation tarnished.	High 4	1. (1.) Make RPEQ qualification mandatory for some positions in the future. 2. (2.) Request technical staff to obtain their RPEQ if possible.	Resources required through the Training Assistance process	1. Requires study assistance. 2. Lack of incentive to obtain RPEQ qualification - owing to the level of responsibility and potential liability that attaches to the RPEQ rather than the organisation.	17/7/15: 50% (30/1/15:- 10%)	3/3/17: 31/12/2017 31/12/2016	Manager Engineering Services	26/2/18: No Change
09. Knowledge & Information Technology Management	313	4.3 Accountable and motivated organisation	Poor records and information management retrieval and storage capabilities (hardcopy and electronic) resulting in an inability to find and retrieve critical infrastructure planning information resulting in reduced productivity, inadequate infrastructure, risk to the general public and workers and financial loss for Council.	High 4	1. Plan and implement completion and population of central registry for planning studies. 2. (1.) Continued population of drawing register database and scanning and loading of engineering drawings into GIS. 3. (2.) Retrieval of historical development plans to be scanned and loaded into GIS. 4. Identify and acquire (if necessary) appropriate storage areas for records.	Require dedicated Project Admin/technical librarian support	Lack of a plan and resources.	3/3/17: 60% 26/8/16:- 50% 30/1/15:- 30%	30/06/2018	Manager Engineering Services	26/2/18: No Change
01. Asset & Capacity Management	315	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. Continued refinement of forward works program. 2. (2. & 3.) Development of indicative estimating tool. 3. Develop Network specific prioritisation processes.	Budget, IT Support, Software.	3/3/17: Draft 10 year Capital Program has been developed. Availability of personnel to do this work.	17/7/15: 75% (50%)	3/3/17: 01/07/2018 04/07/2016	Manager Engineering Services	26/2/18: Some further work has been completed on the budget structure within F1 that will allow better alignment with Long Term Financial Plan and Asset Management Plans.
10. Legal, Regulatory & Compliance	322	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to comply with legislative requirements for water and sewerage services resulting in fines, loss of reputation and environment or health impacts.	Moderate 5	1. Conduct condition assessment and review maintenance strategy for monitoring equipment. 2. Alternative power supply to be installed at critical sites. 3. Seek Council approval, and implement Sewerage Treatment Plant Strategy.	(1, 2 & 3) Budget (3) Project delivery staff	(30/1/15: (1) High level risk condition assessment completed by Assets during financial valuation of water and sewerage assets. (3) STP strategy adopted by Council and projects underway.) 17/11/14: (1) Staff availability. (2 & 3) Budget. (3) Staff capacity and capability.	17/7/15: 20% (30/1/15:- 15%)	31/12/2019	Manager FRW	26/2/18: STP Strategy currently being implemented as planned. SCADA upgrade project completed (add this as a new control) to improve the effectiveness of monitoring of water and sewerage assets and operations.
01. Asset & Capacity Management	323	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to adequately maintain process assets resulting in fines, loss of revenue, disruption to services and loss of reputation.	Moderate 5	1. Seek Council approval and implement Sewerage Treatment Plant Strategy. 2. Implement rolling condition assessment program.	1. Project Delivery Staff 2. Budget	3/3/17: Construction of rising main, required to decommission West Rockhampton STP, currently commencing; and augmentation of Gracemere STP currently progressing through design phase.	17/7/15: 15% (30/1/15:- 10%)	31/12/2019	Manager FRW	26/2/18: STP Strategy being implemented as planned with construction of the new rising required for the decommissioning of the West Rockhampton STP now 80% complete. Gracemere STP augmentation project underway in design phase.

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
01. Asset & Capacity Management	324	1.1 Safe, accessible, reliable and sustainable infrastructure	Inadequate physical security resulting in disruption or loss of critical services and supply, serious injury or death, damage to assets, theft; and damage to reputation.	Moderate 5	1. Conduct audit of Signage to be update and renewed at all sites and update as necessary. 2. Finalise and implement FRW Maintenance Strategy to be finalised (note: implementation is occurring as components are developed).	(1 & 2) Staff (1) Budget	Staff availability	17/7/15: 75% (20%)	2/12/16: 30/06/2017 19/2/16:- 30/06/2016 17/7/15:- 31/12/2015 (31/12/2014)	Manager FRW	26/2/18: New asset signage now being installed across the region at sewerage sites. Maintenance strategy currently being reviewed following implementation through 2017 prior to finalisation for 2018.
10. Legal, Regulatory & Compliance	325	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure of Water Treatment Plant resulting in loss of supply for extended period, financial loss, loss of reputation, public health risk, safety risk; and breach of license conditions.	Moderate 6	1. Security cameras and equipment to be installed and monitored via SCADA software. 2. FRW Maintenance Strategy to be finalised (note: implementation is occurring as components are developed). 3. Investigate backup power options.	(1, 2 & 3) Staff (1) Budget	(1) Awaiting budget approval. (2 & 3) Staff availability.	17/7/15: 50% (30/1/15:-20%)	3/03/17: 30/06/2017 2/10/15:- 30/06/2016 17/7/15:- 31/12/2015 (31/12/2014)	Manager FRW	26/2/18: SCADA upgrade project now completed with further installation of CCTV occurring at the Barrage and at key water sites in Mount Morgan with the completion of other capital projects prior to the end of this financial year.
10. Legal, Regulatory & Compliance	326	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure of Sewerage Treatment Plant resulting in breach of EPA license; serious disruption of services; serious litigation and financial loss; loss of reputation.	Moderate 5	1. Site specific SOPs. 2. Investigate backup power options. 3. Implement RRC's STP upgrade strategy.	(1, 2, 3) Staff. (3) Budget.	(1, 2) Staff availability. (3) Project staff. (3) Budget. 16/6/17: Continuing construction of rising main required to decommission West Rton STP; and augmentation of Gmere STP currently progressing through design phase.	19/2/16: 60% 17/7/15:-40% (30/1/15:-35%)	2/12/16: 30/06/2018 19/2/16:- 31/12/2016 02/10/15:- 30/06/2018 30/06/2017	Manager FRW	26/2/18: STP Strategy being implemented as planned with construction of the new rising required for the decommissioning of the West Rockhampton STP now 80% complete. Gracemere STP augmentation project underway in design phase.
10. Legal, Regulatory & Compliance	327	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to supply safe drinking water due to contaminated raw water resulting in health related issues; serious disruption to services; financial loss; loss of reputation.	Moderate 6	17/4/15: 1. GM to present report to Council from independent review undertaken of FRW water treatment processes in dealing with high organic/manganese load in raw water supply. (1) Complete process upgrades to Glenmore Water Treatment Plant. 2. FRW to prepare all hazards treatment option report for Council consideration.			02/10/15: 80% 17/04/15: 30%	2/12/16: 30/06/2018 2/10/15:- 30/06/2016 30/06/2015	Manager FRW	26/2/18: The chlorine dioxide chemical oxidation and dosing system has been commissioned and will soon reach practical completion pending the replacement of a faulty component in the dosing system. This system will soon be a key part of the Glenmore WTPs ongoing operations.
04. Disasters: Business Continuity; & Disaster Recovery	328	1.1 Safe, accessible, reliable and sustainable infrastructure	Fire in FRW buildings resulting in injury to staff; loss of plant and equipment.	Moderate 6	16/6/17: Additional controls to reduce the risk of fire in FRW buildings being implemented as per Audit Recommendations (minor capital upgrades and administrative improvements)					Manager FRW	26/2/18: Fire evacuation diagrams completed and installed at all key FRW sites with Evacuation Plans currently being revised and completed. Desktop fire evacuation drills have been held for Rockhampton STPs and Mount Morgan WTP and STP sites. Fire safety improvements related to smoke detectors and fire suppression systems are being included in design specifications for all major electrical upgrade projects e.g. North Rockhampton STP and Glenmore WTP electrical upgrade projects.
01. Asset & Capacity Management	336	1.1 Safe, accessible, reliable and sustainable infrastructure	Failure to undertake long-term planning for the provision of future landfill airspace and or alternative waste technologies beyond the operational life of the existing facilities-which would result in the community not having any location to effectively dispose of its waste causing possibly a decrease in public health and a significant potential for large scale environmental harm to be caused.	Moderate 6	1. Education of Councillors and community on need for, and costs associated with, waste management. Dependent on site and or technology identified... 2. Controls to be decided and put in place within 15 years (current site has a 20 year life - 2035) 3. Once site and or technology identified, increased intensity and focus of education of Councillors and community.	TBA			19/2/16: 1. Continuous 2. 2021 3. TBA 26/02/2016	General Manager Regional Services	26/2/18:
06. Environmental	339	3.1 Healthy natural ecosystems	The objectives, targets and actions plans contained in Council's Waste Reduction and Recycling Plan 2015-2024 (WRRP) [Strategic Waste Management Plan] are not realised affecting Council's reputation through broadening negative publicity with loss of customer confidence in the ability to manage a large facility/process on behalf of the community.	Moderate 5	1. Develop plans and budget to fulfil actions listed in the WRRP 2. Quotation from local consultancy to deliver the educational component of the WRRP being sourced - if appointed completion for education elements of the strategy to be completed by 30/06/2018 (8/12/17).	\$200,000	Lack of resources		26/2/18: 31/12/2020 24/12/2016	Manager Rockhampton Regional Waste and Recycling	26/2/18: Change Completion date to 31/12/2020.
02. Business Process Management	407	1.2 Regional public places that meet the community's needs	Damage to Council facilities and equipment due to non-compliance by Hirers resulting in financial loss and loss of reputation.	Moderate 6	(17/11/14 Improved business systems in the Venue Operations Unit)	(1) Capital budget provided for new venue management system.	Suitability of existing commercial venue management systems.	16/6/17: 90% 2/12/16:-85% 27/5/16:-70% 25%	8/12/17: 31/03/2018 25/8/17:- 31/12/2017 16/6/17:- 30/09/2017 2/12/16:- 30/03/2017 26/8/16:- 31/12/2016 27/5/16:- 30/06/2016	Manager Arts and Heritage	26/2/18:
01. Asset & Capacity Management	420	1.1 Safe, accessible, reliable and sustainable infrastructure	Damage or failure of Council facilities, plant and equipment resulting in injury to staff or public, potential litigation, and inability to deliver services.	Moderate 5	26/2/18: Initiatives in place to assist staff with statutory maintenance requirements.	26/2/18: Additional resources required to assist in managing and working on defects, significant number of defects currently in the system, with large costs attributed, to be rectified.	26/2/18: Large number of building defects to be reviewed and actioned which are being worked through with staff. Condition assessments completed faster than defects can be dealt with resulting in a backlog of issues.	10%	30/06/2019		26/2/18: Change M to Treat Risk; N= Initiatives in place to assist staff with statutory maintenance requirements; Is to be completed 30/6/19 and currently 10% completed.

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
10. Legal, Regulatory & Compliance	424	3.1 Healthy natural ecosystems	Council does not have appropriate and implemented pest management planning for pest plants and pest animal management leading to public complaints about service delivery, localised damage to Council's reputation, temporary redirection/addition of staff/resources required.	Moderate 5	Advised of major changes to legislation occurring in 2016 - 1. Review and realign plan with newly identified changes; 2. Review of service level arrangements / requirements (Dependent on 1.) 3. Budgeted staff allocation of 1 trainee to be recruited in January 2018-19 (25/8/17).	Existing.	Dependent future control awaiting adoption and budget resourcing.	8/12/17: 80% 16/6/17: 70%	31/12/2017	Manager Planning and Regulatory Services	26/2/18: Pest Management Plan now called Biosecurity Plan - amend Existing Controls. Owing to position redesign recruitment of an Assistant PMO position has been approved, currently in final stages of recruitment - amend Future Risk Control 3.
10. Legal, Regulatory & Compliance	427	4.2 Practical and values based compliance frameworks	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	High 4	1. Effective Infringement financial management process to be put in place. 2. Internal Audit Process Review. 3. Additional position currently granted through budget process - to be revisited in the 18/19 budget as has been put on hold until new animal management facility is completed.	(1) System update budget. (2) Existing staff and resources.	(1) IT systems are currently in development for infringement management	16/6/17: 40% 17/7/15: 30% (25%)	16/6/17: 31/12/2017 26/8/16: 30/06/2017 17/4/15: 30/06/2016 (30/06/2016)	Manager Planning and Regulatory Services	26/2/18: No Change
10. Legal, Regulatory & Compliance	429	4.2 Practical and values based compliance frameworks	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	High 4	1. Reviews to be completed - 1a) Internal Audit Process Review; 1b) Legal review of Local Laws. 2. Membership subscription to LGAQ's Legislation Compliance Service.	1a) Existing staff and resources. 1b - 3) Review of budget required.	19/2/16 : (1a) Review of Council's Animal Management function currently being undertaken - scheduled to be completed by May 2016. 19/2/16: (1b) Additional project officer employed to conduct legal review of Local Laws - to be completed June 2017. Constraint: Available budget	16/6/17: 65% 5%	16/6/17: 31/3/2018 27/5/16: 31/01/2017 (17/4/15: 30/12/2016) 31/12/2014	Manager Planning and Regulatory Services	
10. Legal, Regulatory & Compliance	431	1.2 Regional public places that meet the community's needs	Animal housing at the Zoo does not meet the required standard (inclusive of; animal husbandry, record keeping, staffing & asset renewal) resulting in: Loss of zoo licences / closure of facility; Injury or death to an animal; Negative public perception; Staff turnover; Injury or death to zookeepers.	Moderate 6	1. Documented procedures rolling review. 2. Develop, implement, and annually review development plan (linkage to budget required) to upgrade exhibitions and achieve implementation of the approved/ultimate zoo master plan. 3. Staff to monitor and contribute to review/formation of industry guidelines standards.	Annual Budget External contractors to be used. Staff time and management overview.	19/2/16 : (1a) Review of Council's Animal Management function currently being undertaken - scheduled to be completed by May 2016. 19/2/16: (1b) Additional project officer employed to conduct legal review of Local Laws - to be completed June 2017. Constraint: Available budget	8/12/17: 50% 16/6/17: 35% 19/2/16: 20% 40%	8/12/17: 30/03/2018 16/6/17: 31/12/2017 26/8/16: 30/11/2016 (30/06/2016)	Manager Parks	26/2/18:
09. Knowledge & Information Technology Management	433	1.2 Regional public places that meet the community's needs	Loss of information and critical cemetery records (paper/electronic) resulting in poor service delivery through: inability to provide information to families/funeral directors for future/past burial information and replace historical records - some information lost forever; and reliance on data with inefficient communication networks.	Moderate 7	Investigate use of NBN technologies to improve network connectivity			0%	31/12/2018	Manager Parks	26/2/18:
03. Community Programs	440	1.2 Regional public places that meet the community's needs	Tree fails resulting in: injury/death; damage to property; damage to Council's reputation; negative financial impact.	Low 7	1. Review and update Street Tree Policy and Procedure to align with adopted policy. 2. Programmed maintenance works to be implemented to full capacity. 3. Ergon Service Level Agreement is to be in place and implemented. 4. App being developed with Assets team for tree inventory (8/12/17)	Staff time and management overview, possible external review and update Nil.	3/3/17: Tree Management Policy adopted, work proceeding on Procedure to support.	(3/3/17: 70%) 60%	8/12/17: 31/03/2018 24/2/16: 28/02/2017 19/2/16: 30/04/2016 31/12/2015	Manager Parks	26/2/18:
06. Environmental	443	1.2 Regional public places that meet the community's needs	Loss of significant/ historic/ iconic botanical collections resulting in negative publicity and loss of: reputation; region's "green" status; iconic material; and research opportunities.	Moderate 6	1. Review, update and implement existing land & conservation management & succession plans. 2. Complete the identification of the current collection as part of the succession plan.	Staff time and management overview.		26/8/16: 80% (40%)	16/6/17: 31/12/2017 26/8/16: 30/06/2017 (30/06/2016)	Manager Parks	26/2/18:
13. Service Delivery	444	1.2 Regional public places that meet the community's needs	Inadequate/ inappropriate open space does not meet the community's requirements/ expectations resulting in lack of: standardised infrastructure charges; consistency and quality of the asset including land; lack of benchmark for Council/ developer Standards; unwanted contributed assets; leading to reputational damage; social problems and; financial impacts.	Moderate 5	1. Develop & implement a Parks Infrastructure Strategy for conditioning of new development. 2. Develop a local parks contribution policy. 3. Complete & implement Landscape Guidelines (as part of CMDG). 4. Open Space Strategy to be reviewed and implemented (inc service levels).		26/8/16: Sport, Parks, Active Recreation and Community (SPARC) Strategy currently in preparation	70%	16/6/17: 31/03/2018 26/8/16: 30/04/2017 (31/12/2016)	Manager Parks	26/2/18:
01. Asset & Capacity Management	446	1.2 Regional public places that meet the community's needs	Integrity of land-fill caps, where Council is now using the space for public use (eg: parks), is impacted through an event occurring causing exposure of toxins, hazards etc (eg: TC Marcia causing tree fall and erosion) resulting in: public health and safety; financial; and environmental repercussions.	Moderate 7	1. Continuous review and updating of Site Management Plan 2. Site remediation priorities to be determined, planned and implemented	Yet to be determined (Kershaw remediation is now estimated at \$8.4m. The amount for other sites is hard to assess generically.)	(Note: Remediation Plan for Kershaw Gardens in effect) Public perception Funding	25/8/17: 60% 16/6/17: 50% 02/10/2015: 15% 2%	16/6/17: 30/06/2018 19/2/16: 30/06/2017 04/12/2015	Manager Parks	26/2/18:
10. Legal, Regulatory & Compliance	332	5.2 Strong leadership that provides quality governance to support and service the community	Failure to collect revenue, as dictated by legislation, results in less funds available and lack of confidence in Council business practices.	High 5	1. Develop process and workflow to facilitate collection. 2. Review with Council re threshold for collection activity.	Can be done with existing resources.	Constraints - age of some overdue payments may make collection difficult.	(30/1/15: 90%)	26/8/16: 30/6/2017 19/2/16: 30/06/2016 31/12/2015	Manager Planning and Regulatory Services Manager Development and Building	26/2/18: reviewed no changes required

Risk Category	Risk Identification	Links To Planning (Objectives)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN COLUMNS B - Q, T and/or U - W
01. Asset & Capacity Management	P 447	1.1 Safe, accessible, reliable and sustainable infrastructure	New proposed Pound Animal Management Facility not being fit for purpose and able to fulfil expectations leading to: Council's reputation being tarnished; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed.	High 4	(1) Pound constructed and operated in line with Council's and community's expectations. (2) Appropriate budget provided.	In current budget.	(1) Appropriate site (2 & 3) Appropriate resourcing (1) Budget	25/08/17: 60% 16/6/17-10% 5%	16/6/17: 31/01/2018 2/12/16-31/12/2017 30/06/2017	Manager Planning & Regulatory Services	26/2/18: Civil and Plumbing works in progress.
12. Projects and Event Management	P 382	1.1 Safe, accessible, reliable and sustainable infrastructure	Rockhampton Flood Mitigation Project: - natural disaster event (flooding) during construction works. Negative publicity, damage to Council's reputation.	Moderate 5	Construction Flood Management Plan will be required as part of the subcontractors Terms of Contract.	Utilising existing resources	Construction Flood Management Plan monitored and reviewed regularly	0%	30/12/2021	General Manager Regional Services	26/02/2018: New Risk Added.
01. Asset & Capacity Management	P 501	1.1 Safe, accessible, reliable and sustainable infrastructure	Airport (runway) pavement resurfacing project not being fit for purpose and able to fulfil expectations leading to: damage to Council's reputation; additional funding required to rectify; and Corporate/Operational Plan objectives not effectively addressed; safety of users negatively impacted.	High 4	1. Preliminary Survey and Geotech required. 2. Airport runway constructed in line with Council's and communities expectation. 3. Ensure suitably qualified staff/contractors are engaged for specialised work. 4. Contract documentation to ensure inclusion and set out of significant risk factors. (i.e. damages for runway unavailability)		Budget of \$2, 622,337 has been allocated with a \$5M contribution from Building Better Regions Fund (BBRF) scheme.	10%	25/02/2019	Manager Airport	26/02/2018: New Risk Added.
12. Projects and Event Management	P 455	1.2 Regional public places that meet the community's needs	Kalka Shades Hockey Redevelopment (C09884305 - W4Q Rnd 2) Project not being fit for purpose to hold State and National Events, resulting in lost opportunities for tourism, financial gains to the local economy, and high level media events such as international level fixtures.	Low 7	Council and Rockhampton Hockey Association (RHA) workgroup meetings	Stage 1A - in budget Stage 2 - Over budget and to be absorbed by 1A Stage 3 - Scope to be determined from remaining budget	Siting of new facility (flood modelling) Budget End user (RHA)	10%	01/10/2018	Manager Parks	26/02/2018: New Risk Added.

11.11 COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

File No: 12660
Attachments: 1. [Land Title Act](#)
Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy
Author: Allysa Brennan - Coordinator Corporate Improvement and Strategy

SUMMARY

This report seeks Council's approval for delegations under State legislation to the position of Chief Executive Officer.

OFFICER'S RECOMMENDATION

THAT:

1. Council resolves as per section 257 of the *Local Government Act 2009* to delegate to the Chief Executive Officer, the exercise of powers contained in schedule 1 of the Instruments attached to this report (*Land Title Act 1994*); and
2. These powers must be exercised subject to any limitations contained in schedule 2 of the Instruments of Delegation attached to this report.

COMMENTARY

MacDonnells Law has identified new powers under the Act listed within the Officer's Recommendation. Subsequently, the Instrument of Delegation containing the new legislative updates for the Act has been prepared for Council's consideration and is attached to this report.

Listed below are the relevant sections that have been identified as additional delegable powers to be delegated from Council to the position of the Chief Executive Officer (CEO) in the Instrument of Delegation.

Changes to Existing Delegable Powers**Attachment 1 – *Land Title Act 1994* ('LATA')**

The LATA has been amended by the *Land and Other Legislation Amendment Act 2017*. The amendment has resulted in the provisions relating to priority notices coming into effect, replacing settlement notice sections 139(1), 140(1), 141(2)(b), 142 and 144(1) with priority notice sections 139(1), 139(2), 141(1), 141(2), 143(1), 143(2), 144(1), 145(1)(a) and 149(1). The General Manager Community Services and Deputy CEO have recommended the sections be delegated to the CEO.

BACKGROUND

Without powers being delegated to the CEO and subsequently sub-delegated to relevant positions, Council operations would be impeded significantly as separate resolutions would be required to allow decisions to be made for a vast number of operational activities that are undertaken on a daily basis.

In relation to the legislation listed, Council's legal advisor, MacDonnells Law, provides a regular service of updates/amendments for relevant state legislation to Council.

PREVIOUS DECISIONS

The previous Instrument of Delegation for the Act listed within this report was last considered and adopted by Council at the following meeting:

Legislation	Meeting Date
<i>Land Title Act 1994</i>	8 September 2015

LEGISLATIVE CONTEXT

Section 257 of the *Local Government Act 2009* allows Council to delegate its powers to one or more individuals or standing committees, including to the CEO. Pursuant to section 257(4) of the *Local Government Act 2009* a delegation to the CEO must be reviewed annually by Council.

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

LEGAL IMPLICATIONS

Important legal principles which apply to the delegation proposal set out in this report are:

- Council at all times retains power to revoke the delegation. Accordingly, Council retains ultimate control.
- Council, as delegator, has responsibility to ensure that the relevant power is properly exercised. Council will therefore continue to supervise and oversee the exercise of its powers.
- A delegation of power by Council may be subject to any lawful conditions which Council wishes to impose. The imposition of conditions enables Council to impose checks and balances on its delegations. However, the delegated power cannot be unduly fettered.
- The delegate must exercise a delegated power fairly and impartially, without being influenced by or being subject to the discretion of other individuals.

CONCLUSION

This report includes the Instrument of Delegation for the relevant legislative Act incorporating sections to be delegated from the Council to the CEO.

Once Council has resolved to delegate to the CEO, the exercise of powers contained in schedule 1 of the Instrument of Delegation attached to this report subject to any limitations contained in schedule 2 of the Instrument of Delegation, the sub-delegates will be given specific delegations according to their respective areas of responsibility subject to the same general conditions and, where appropriate, specific limitations.

COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Land Title Act

Meeting Date: 20 March 2018

Attachment No: 1



INSTRUMENT OF DELEGATION

Land Title Act 1994

Under section 257 of the *Local Government Act 2009*, **Rockhampton Regional Council** resolves to delegate the exercise of the powers contained in Schedule 1 to the Chief Executive Officer.

These powers must be exercised subject to the limitations contained in Schedule 2.

All prior resolutions delegating the same powers to the Chief Executive Officer are repealed.

Schedule 1

Land Title Act 1994 ("LATA")**Part 4 - Registration of land****Division 3 – Plans of subdivision**

Entity power given to	Section of LATA	Description
Registered owner	50(1)(b)(i)	Power to include a statement agreeing to the plan and dedicating the public use land.

Division 3A – Dedication of road by notice

Entity power given to	Section of LATA	Description
Registered owner	54(1)	Power to sign and lodge for registration a dedication notice.

Part 6 - Dealings directly affecting lots**Division 1 - Transfers**

Entity power given to	Section of LATA	Description
Local government	60(1)	Power to sign and lodge for registration an instrument of transfer for a lot or interest.

Division 2 - Leases

Entity power given to	Section of LATA	Description
Local government	64	Power to sign and lodge for registration an instrument of lease for a lot or part of a lot.
Local government	67(1)	Power to sign and lodge an instrument of amendment of the lease.
Lessor	68(1)	Power to sign and lodge a request for the registrar to register the re-entry.
Lessor or Lessee	69(1)	Power to execute and lodge for registration an instrument of surrender.

Division 4 - Easements

Entity power given to	Section of LATA	Description
Local government	82(1)	Power to sign and lodge for registration an instrument of easement.
Registered owner / Lessee / Person entitled to land / Public Utility Provider	83(1)(b)	Power to sign an instrument of easement.
Local government	83(2)(b)	In certain circumstances, power to approve a plan of survey.

Registered owner	87(a)	Power to ask the registrar to extinguish the easement.
Local government	90(1)	Power to sign and lodge for registration an instrument of surrender of an easement.
Local government	91(1)	Power to sign and lodge for registration an instrument of amendment of the easement.

Division 4AA – High-density development easements

Entity power given to	Section of LATA	Description
Owner of the benefitted lot	95(7)(c)	Power to give written consent to an owner of a burdened lot to remove, change or otherwise interfere with any support.
Owner of the benefitted lot	96A(5)	Power to provide written consent to an owner of a burdened lot to remove, change or otherwise interfere with any projection.
Owner of the benefitted lot	96C(6)	Power to provide written consent to an owner of a burdened lot to: <ul style="list-style-type: none"> (a) remove, change or otherwise interfere with the roof water drainage structure; or (b) obstruct or otherwise interfere with the flow of water through the structure.

Division 4A – Covenants

Entity power given to	Section of LATA	Description
Local government	97A(1)	Power to sign and lodge for registration an instrument of covenant.
Local government	97C(1)	Power to sign and lodge for registration an instrument of amendment of the covenant.
Local government	97D(1)	Power to sign and lodge for registration an instrument releasing a covenant.

Division 4B – Profits a prendre

Entity power given to	Section of LATA	Description
Local government	97E	Power to sign and lodge for registration an instrument of profit a prendre.
Local government	97K(1)	Power to sign and lodge for registration an instrument of amendment of the profit a prendre.

Division 4C – Carbon abatement interests

Subdivision 2 – Creation and registration

Entity power given to	Section of LATA	Description
Local government	97O(1)(a)	Power to sign and lodge for registration an instrument of carbon abatement interest.
Holders of the registered interests in the land	97P(c)	Power to consent to the proposed grant of a carbon abatement interest.

Subdivision 3 – Amendments and dealings

Entity power given to	Section of LATA	Description
Local government	97S(1)	Power to sign and lodge for registration an instrument of amendment of a carbon abatement interest.

Division 5 – Application by adverse possessor

Entity power given to	Section of LATA	Description
Person who claims an interest in the lot	104	Power to sign and lodge a caveat.
Caveator	405(2)(a)	Power to start a proceeding in the Supreme Court to recover the lot.
Caveator	105(2)(b)	Power to give written notice to the registrar, in the way the registrar requires, that the proceeding has started.
Caveator	106	Power to seek leave of the Supreme Court to lodge a further caveat.
Caveator	407(2)	Power to start a proceeding in the Supreme Court to recover a lot.
Applicant	108A(2)	Power to sign a plan of subdivision.

Part 7 - Other dealings**Division 1 – Writs of execution**

Entity power given to	Section of LATA	Description
Local government	116	Power to sign and lodge a request to register a writ of execution.

Division 2 – Caveats

Entity power given to	Section of LATA	Description
Caveator	121(1)	Power to sign a caveat.
A person mentioned in s. 122(1)	122(1)	Power to lodge for registration a caveat.
Caveator	124(2)(b)	Power to consent to the registration of an instrument.
Caveator	125	Power to sign and lodge for registration a request to withdraw a caveat.
Caveatee	126(2)	Power to serve a notice requiring the caveator to start a proceeding in a Court of competent jurisdiction to establish the interest claimed under the caveat.
Caveator	426(4)	Power to start a proceeding and notify the registrar in the way described in section 126(4).
Caveatee	127(1)	Power to apply to the Supreme Court for an order that a caveat be removed.
Caveator or caveatee	128(1)	Power to sign and lodge for registration a request to cancel a caveat.

Part 7A - Settlement notice

Entity power given to	Section of LATA	Description
Transferee	139(1)	Power to sign a settlement notice.
Transferee	140(1)	Power to deposit a settlement notice.
Transferee	141(2)(b)	Power to consent to the registration of an instrument.
Transferee	142	Power to sign and deposit a request to withdraw a settlement notice.
An affected person	144(1)	Power to apply to the

Part 7A - Priority notices

Entity power given to	Section of LATA	Description
Person	139(1)	Power to deposit a priority notice.
Person	139(2)	Power to sign a priority notice.
Person	141(1)	Power to deposit an extension request
Person	141(2)	Power to sign and extension request
Person	143(1)	Power to deposit a request to withdraw a priority notice.
Person	143(2)	Power to sign a request to withdraw a priority notice.
An affected person	144(1)	Power to apply to the Supreme Court for an order that a priority notice be removed.
Person	145(1)(a)	Power to deposit a request to cancel a priority notice.
Person	149(1)	Power to deposit a request to correct a priority notice.

Part 8 - Instruments**Division 2 – Standard terms documents forming part of instruments**

Entity power given to	Section of LATA	Description
Local government	169(1)	Power to lodge a standard terms document and lodge a further standard terms document amending the standard terms document.
Local government	172(1)	Power to ask the registrar to withdraw a registered standard terms document.

Schedule 2

Limitations to the Exercise of Power

1. Where Council in its budget or by resolution allocates an amount for the expenditure of Council funds in relation to a particular matter, in exercising delegated power in relation to that matter, the delegate will only commit Council to reasonably foreseeable expenditure up to the amount allocated.
2. The delegate will not exercise any delegated power in relation to a matter which, to the delegate's knowledge, adversely affects, or is likely to adversely affect, Council's relations with the public at large.
3. The delegate will not exercise any delegated power contrary to a resolution or other decision of Council (including a policy decision relating to the matter).
4. The delegate will not exercise any delegated power in a manner, or which has the foreseeable effect, of being contrary to an adopted Council policy or procedure.
5. The delegate will only exercise a delegated power under this resolution in a manner which complies with the requirements of Council's Planning Scheme, and any exercise of power which involves a departure from or variation of those requirements will only be undertaken by Council.
6. The delegate will not exercise any delegated power which cannot lawfully be the subject of delegation by Council.

11.12 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 28 FEBRUARY 2018

File No: 8148
Attachments: 1. [Income Statement February 2018](#)
2. [Key Indicator Graphs February 2018](#)
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Alicia Cutler - Chief Financial Officer

SUMMARY

The Chief Financial Officer presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 28 February 2018.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 28 February 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 28 February 2018), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial statement provides Council's position after eight months of the 2017/18 financial year where results should be 66% 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 85% of the September revised budget. Key components of this result are:

- Net Rates and Utility Charges are at 93% 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 were due on 28 February 2018.
- Private and recoverable works is at 54% 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 72%. 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 78% 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 68% of the September revised budget with committals, or 63% of budget without committals. Key components of this result are:

- Employee Costs are at 63% of revised budget which is partly due to transactions for employee benefits only being completed at end of financial year.
- Contractors & Consultants are ahead of revised budget at 76% due to committals as actual expenditure to date is 52% of revised budget when committals aren't included.

- Materials and Plant is at 79% of revised budget. Similar to Contractors and Consultants, this result is heavily influenced by committals as actual expenditure is at 60% of revised budget.
- Asset Operational is ahead of the revised budget at 76% including committals or 69% without committals as a number of annual insurance premiums have been paid.
- Administrative Expenses are at 70% of revised budget with committals or 57% 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 51% of the revised budget after receiving \$25.7M during the year. As projects are completed and reporting obligations finalised, final payments for grant should be received in the coming months.

Total Capital Expenditure is at 49% of the revised budget without committals. This represents an actual spend of \$71M as at 28 February 2018. During February \$7.9M was spent on the capital program. A large portion of capital projects are underway with \$43M of committals raised.

Total Investments are approximately \$112M as at 28 February 2018 which is an increase from January of \$30.2M due to rates being received during February.

Total Loans are \$134.9M as at 28 February 2018.

CONCLUSION

Total operational revenue is ahead of budget at 85% mostly due to the second levy of General Rates and Utility Charges for the year. Operational Expenditure is approximately in line with budget at 68% when committed expenditure is included.

Capital income is progressing well with 51% of the revised budget being received. The capital works program saw \$7.9M spent during February of the revised \$145.3M revised capital budget.

SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 28 FEBRUARY 2018

Income Statement February 2018

Meeting Date: 20 March 2018

Attachment No: 1



Income Statement
For Period July 2017 to February 2017
66.7% of Year Gone

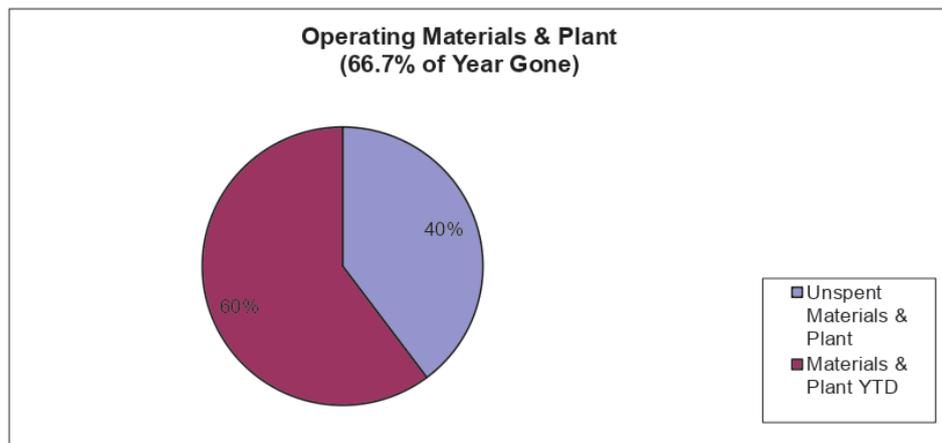
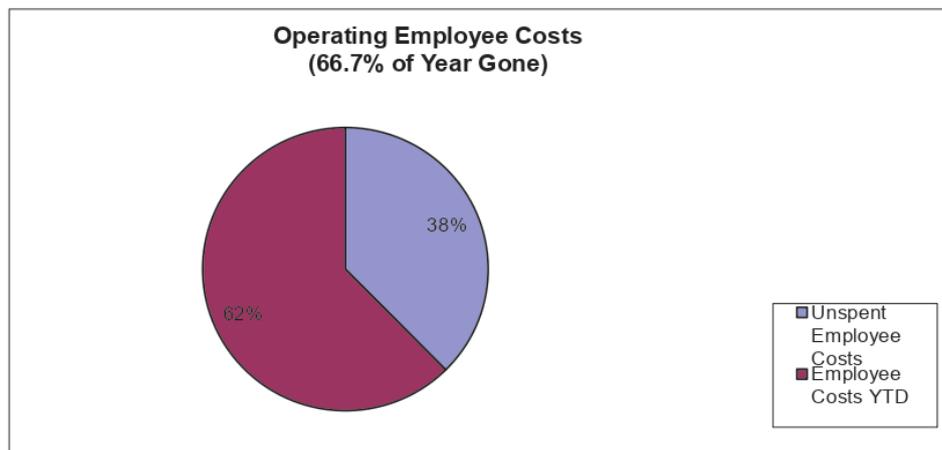
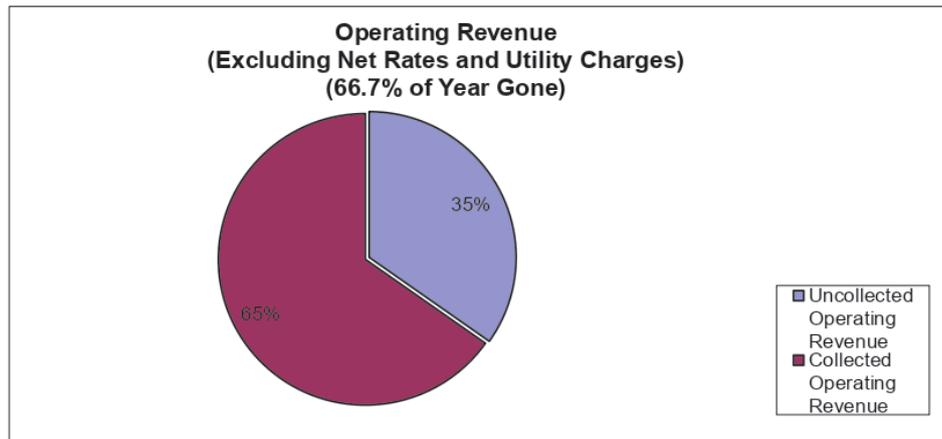
	Adopted Budget	Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
	\$	\$	\$	\$	\$	
OPERATING						
Revenues						
Net rates and utility charges	(138,867,139)	(138,867,139)	(128,865,227)	0	(128,865,227)	93%
Fees and Charges	(24,433,852)	(24,297,830)	(15,275,053)	0	(15,275,053)	63%
Private and recoverable works	(6,859,879)	(6,859,879)	(3,675,351)	0	(3,675,351)	54%
Rent/Lease Revenue	(3,029,780)	(3,049,517)	(1,976,887)	0	(1,976,887)	65%
Grants Subsidies & Contributions	(11,345,807)	(10,216,439)	(7,279,398)	0	(7,279,398)	71%
Interest revenue	(2,290,920)	(2,290,920)	(1,659,307)	0	(1,659,307)	72%
Other Income	(4,084,728)	(4,753,157)	(3,708,302)	914	(3,705,389)	78%
Total Revenues	(190,912,189)	(190,334,682)	(162,437,526)	914	(162,436,612)	85%
Expenses						
Employee costs	75,800,127	76,850,277	47,960,851	292,827	48,253,679	63%
Contractors & Consultants	17,286,762	17,351,420	8,975,211	4,298,347	13,273,558	76%
Materials & Plant	11,389,798	11,443,188	6,893,311	2,114,427	9,007,739	79%
Asset Operational	19,083,885	19,413,621	13,302,794	1,503,392	14,806,186	76%
Administrative expenses	12,932,949	13,440,551	7,607,513	1,790,476	9,397,989	70%
Depreciation	52,868,882	50,759,908	33,859,939	0	33,859,939	67%
Finance costs	7,942,283	7,942,283	5,255,623	0	5,255,623	66%
Other Expenses	1,138,777	1,184,517	814,193	(10,325)	803,868	68%
Total Expenses	198,403,461	198,415,763	124,669,435	9,989,143	134,658,578	68%
Transfer / Overhead Allocation						
Transfer / Overhead Allocation	(8,004,600)	(8,081,081)	(5,884,950)	0	(5,884,950)	73%
Total Transfer / Overhead Allocation	(8,004,600)	(8,081,081)	(5,884,950)	0	(5,884,950)	73%
TOTAL OPERATING POSITION (SURPLUS)DEFICIT	(513,324)	0	(43,633,040)	9,990,057	(33,642,983)	-21026864910%
CAPITAL						
Total Developers Contributions Received	(2,554,854)	(2,590,200)	(773,101)	0	(773,101)	30%
Total Capital Grants and Subsidies Received	(29,900,183)	(46,498,375)	(25,020,362)	0	(25,020,362)	54%
Total Proceeds from Sale of Assets	(1,000,000)	(1,000,000)	0	0	0	0%
Total Capital Income	(33,455,037)	(50,088,575)	(25,793,463)	0	(25,793,463)	51%
Total Capital Expenditure	118,039,150	145,336,300	71,008,141	43,082,693	114,090,834	79%
Net Capital Position	84,584,113	95,247,725	45,214,678	43,082,693	88,297,371	93%
TOTAL INVESTMENTS			112,177,327			
TOTAL BORROWINGS			134,948,752			

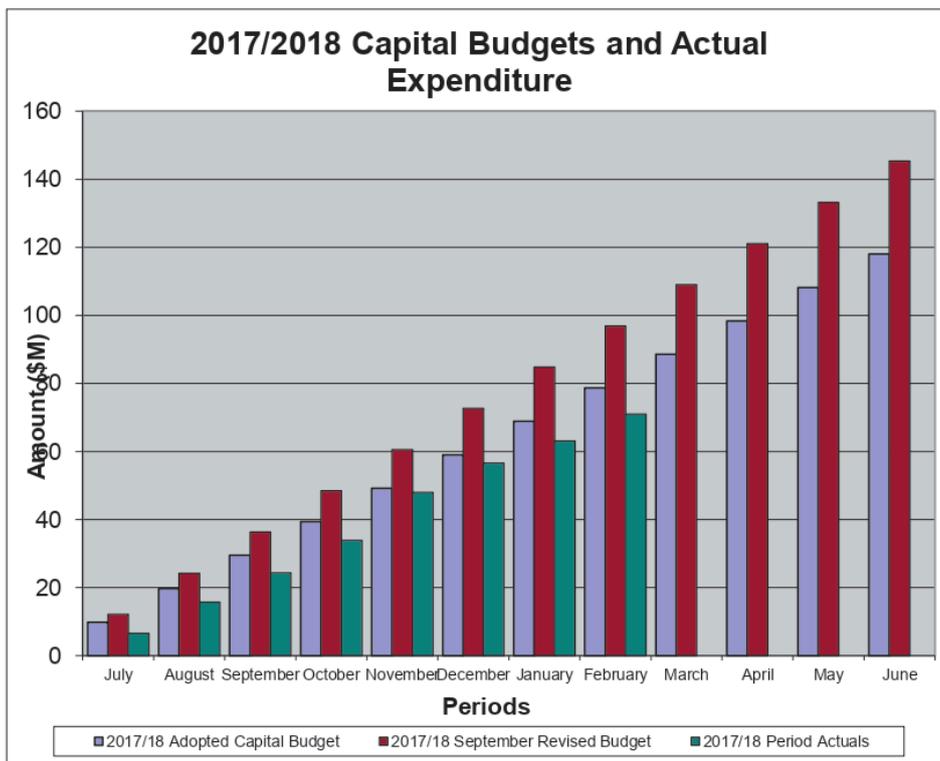
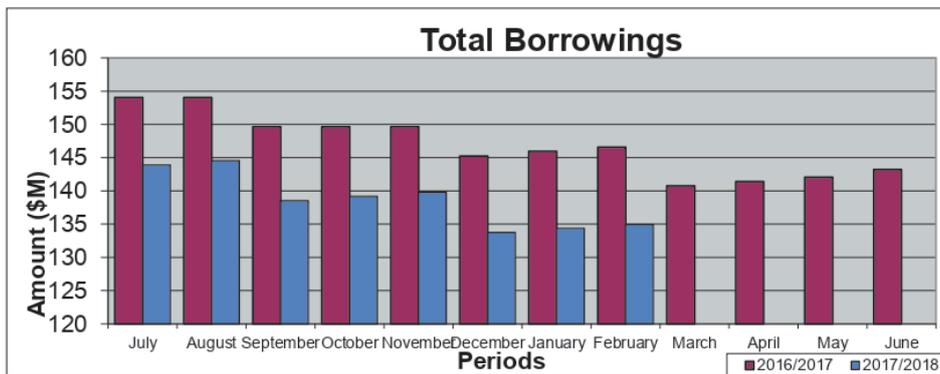
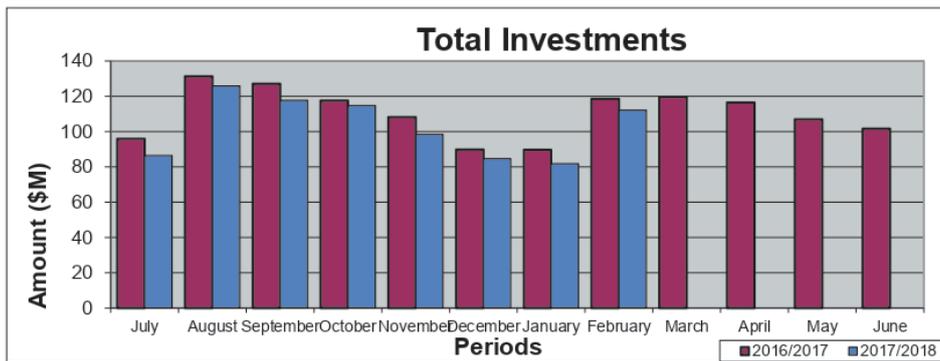
**SUMMARY BUDGET MANAGEMENT
REPORT FOR THE PERIOD ENDED
28 FEBRUARY 2018**

Key Indicator Graphs February 2018

Meeting Date: 20 March 2018

Attachment No: 2





**11.13 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
FEBRUARY 2018****File No:** 1392**Attachments:**

1. Workforce & Strategy Monthly Report - February 2018 [↓](#)
2. CTS Monthly Report - February 2018 [↓](#)
3. NRM Monthly Report - February 2018 [↓](#)
4. Finance Monthly Report - February 2018 [↓](#)
5. QTC 2017 Credit Review [↓](#)

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

SUMMARY

The monthly operations report for the Corporate Services Department as at 28 February 2018 is presented for Councillors information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 28 February 2018 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services Department as at 28 February 2018 be received.

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

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

Meeting Date: 20 March 2018

Attachment No: 1



Monthly Operations Report

Workforce and Strategy Section

Period Ended February 2018

1. Highlights

Workforce & Strategy have successfully achieved 2 years lost time injury free.

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
Workforce & Strategy Directorate	
Human Resources & Payroll	
YTD – Nil	
Safety & Training	
YTD – Nil	
Industrial Relations & Investigations	
YTD - Nil	
Corporate Improvement & Strategy	
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.
Improved Process	Action
Workforce & Strategy Directorate	
Workforce and Strategy Administration	Improvements made to recordkeeping processes, reducing paperwork and filing requirements for W&S and Records.
Human Resources & Payroll	
Payroll and HR	Improvement in HR/Payroll process flow for: <ul style="list-style-type: none"> • Acting duties • Change of Hours • Position Re- Evaluation Form • Confidential Recruitment Questions Interview

	<ul style="list-style-type: none"> bank • Trial of dedicated Recruitment Officer • Pre-Employment Testing Processes
Safety & Training	
YTD - Nil	
Industrial Relations & Investigations	
Complaint Management Framework	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.
Operational Management Group	A cross departmental management group has been established, comprising in a mixture of Managers, Coordinators and the Leadership Team to discuss new initiatives, streamline processes and ensure consistency and fairness in decision making and the application of corporate processes. Primarily focussed on the external workforce.
Corporate Improvement & Strategy	
Corporate Delegations	<ul style="list-style-type: none"> • Human Resource Delegations Policy replaced by Corporate Delegation Bands with delegation levels now included in relevant policy documents.
Corporate and Operational Plans	<ul style="list-style-type: none"> • 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.
Reporting	<ul style="list-style-type: none"> • The legal matters report is now presented to Council quarterly instead of monthly which has reduced the administrative tasks required to prepare the report. • 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.
Instruments of Delegation	<ul style="list-style-type: none"> • Expiry dates on instruments of delegation have been removed. Previously every instruments of delegation had to be reissued every five years on their expiry date.

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 February 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	0.00
W&S - Complaints Management Process (NOT CSO USE)	0	0	9	8	1	0	30	● 4.13	● 4.70	● 8.59	7.92

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)
Corporate Improvement and Strategy			
Policies reviewed within 10 working days	100%	100%	Operational
Industrial Relations and Investigations			
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
Human Resources and Payroll			
Employee pays processed and paid within 3 working days after the period end date	100%	100%	Operational
Payroll accuracy	100%	99.9%	Operational
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%	Operational
	Jan 2018	Feb 2018	YTD
Number of job applications processed for current reporting period	404	194	976
Number of positions advertised for current reporting period	28	20	48

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
Corporate Reporting			
2017/18 Operational Plan quarterly status report	October 2017	100%	The quarter 2 Operational Plan Progress Report (as at 31 December 2017) was presented to Council on 20 February 2018. Compiling of the 3 rd quarter report data will commence following the completion of the quarter.
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.

Legislative Compliance Matter	Due Date	% Completed	Comments
Safety			
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. Working on implementing suggested opportunities for improvement.
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	Nil

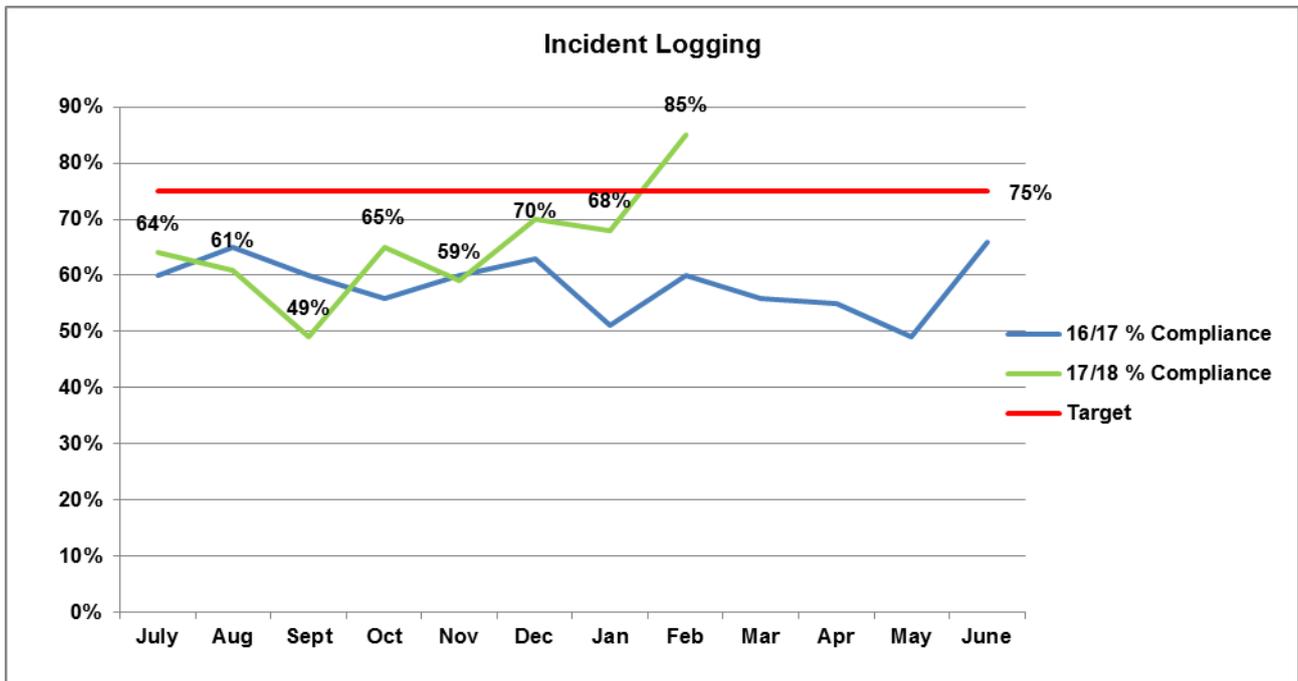
Risk Management Summary (excludes risks accepted/ALARP):

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
Corporate Risks					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	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. 36 are complete, 12 are in progress, 5 have not yet commenced.

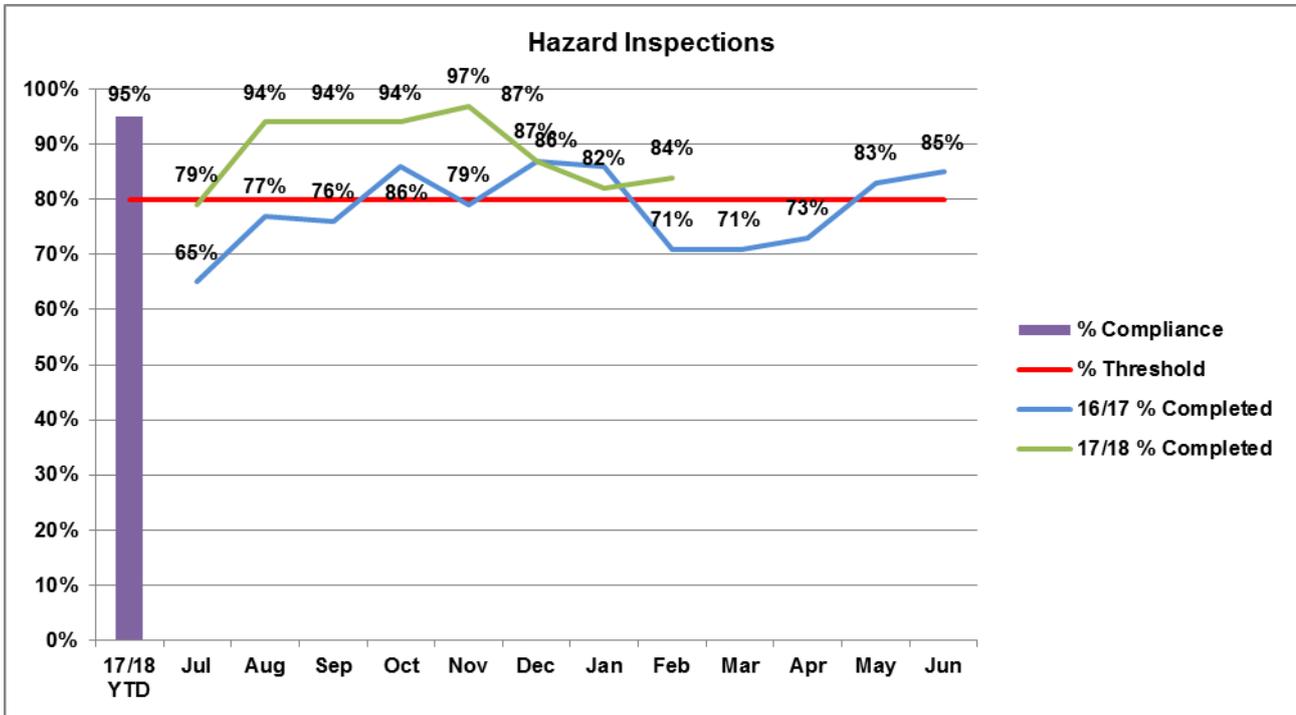
6. Operational Plan Targets by Section

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:

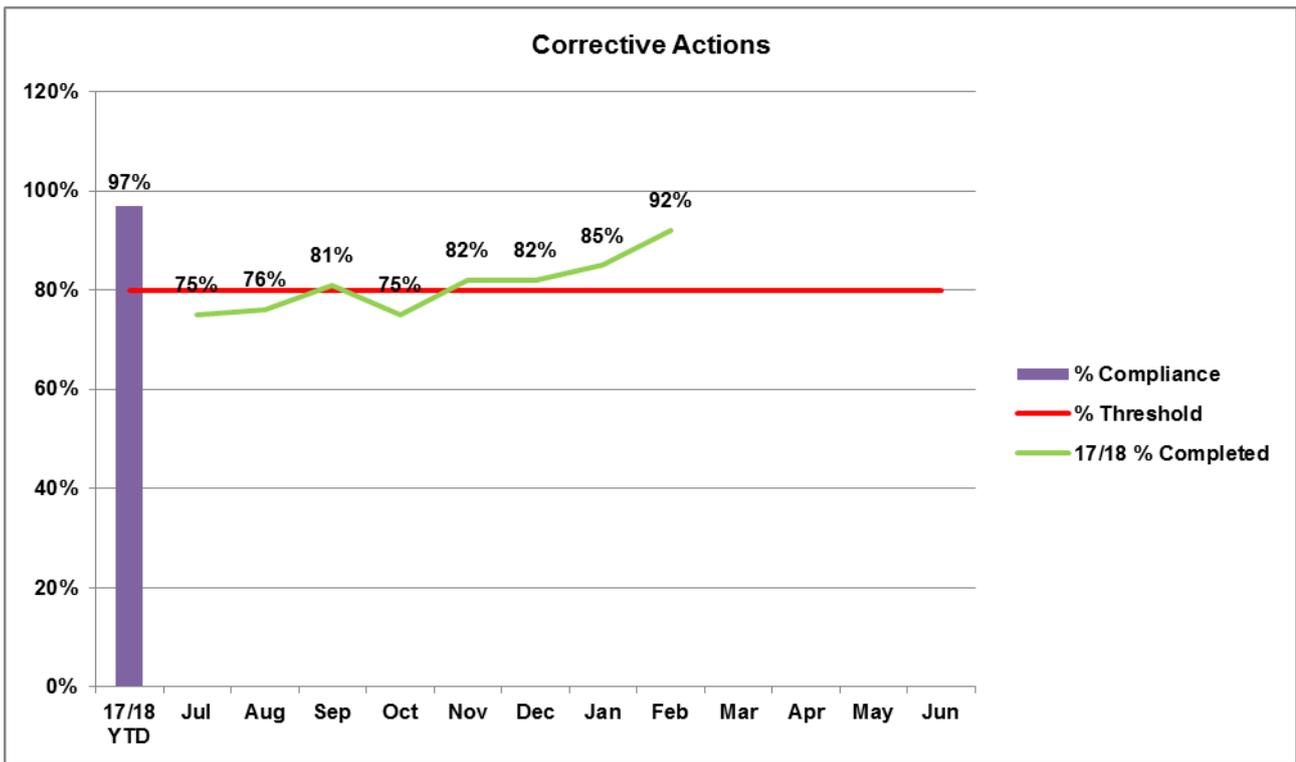
Operational Plan Ref	Action	Target	Status		
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Achievement of KPIs in accordance with the Workplace Health & Safety Management System Plan	Specific KPI targets and actual performance detailed below and shown in graphical form		
KPI	Incidents logged in Riskware by end of next business day	17/18 Target	75%	Actual	85%



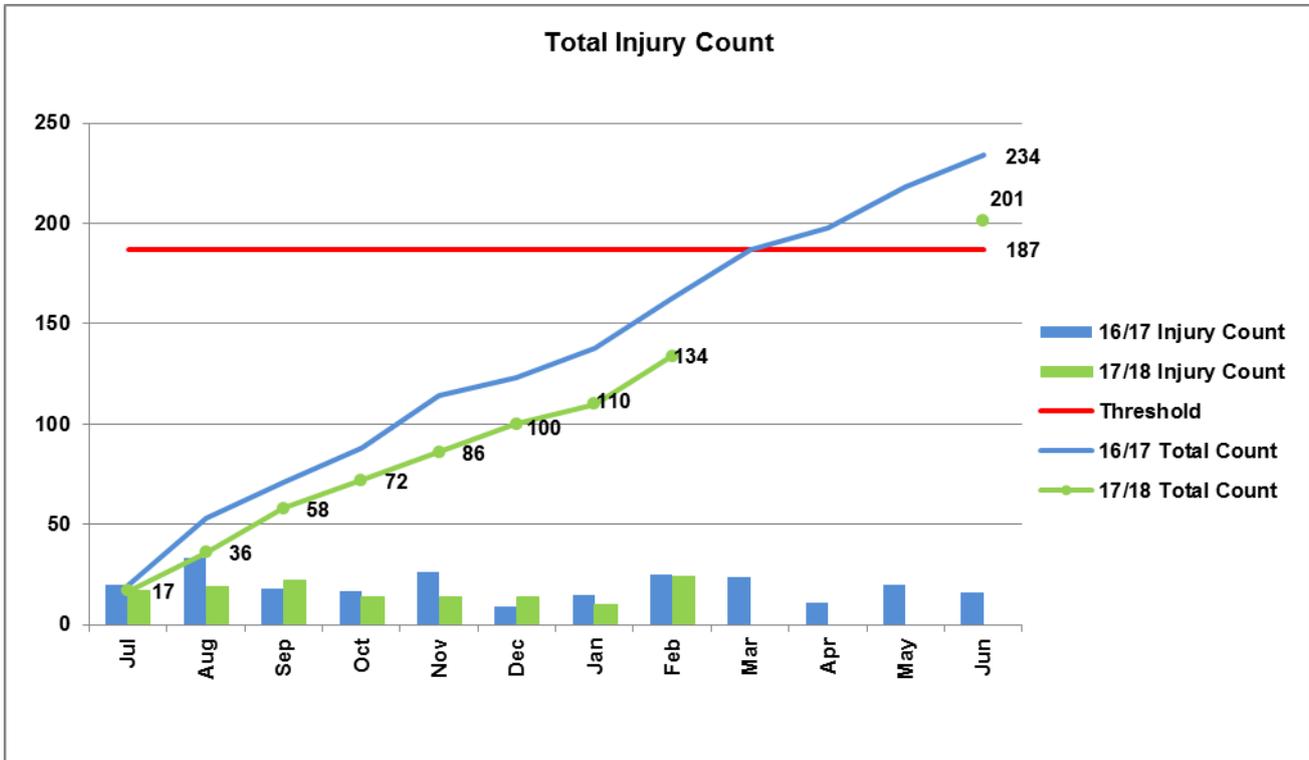
KPI	Completion of scheduled hazard inspections	17/18 Target	80%	Actual	84%
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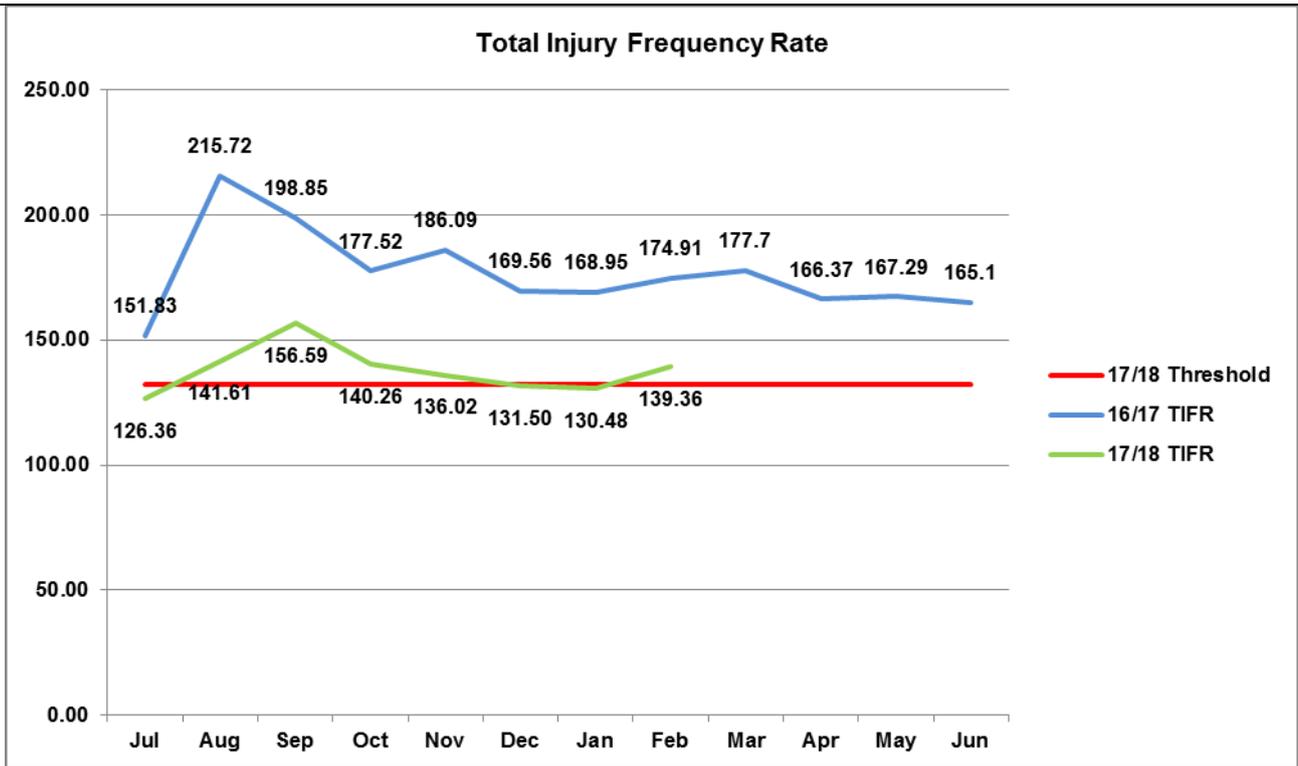
KPI	Completion of corrective actions by nominated due date	17/18 Target	80%	Actual	92%
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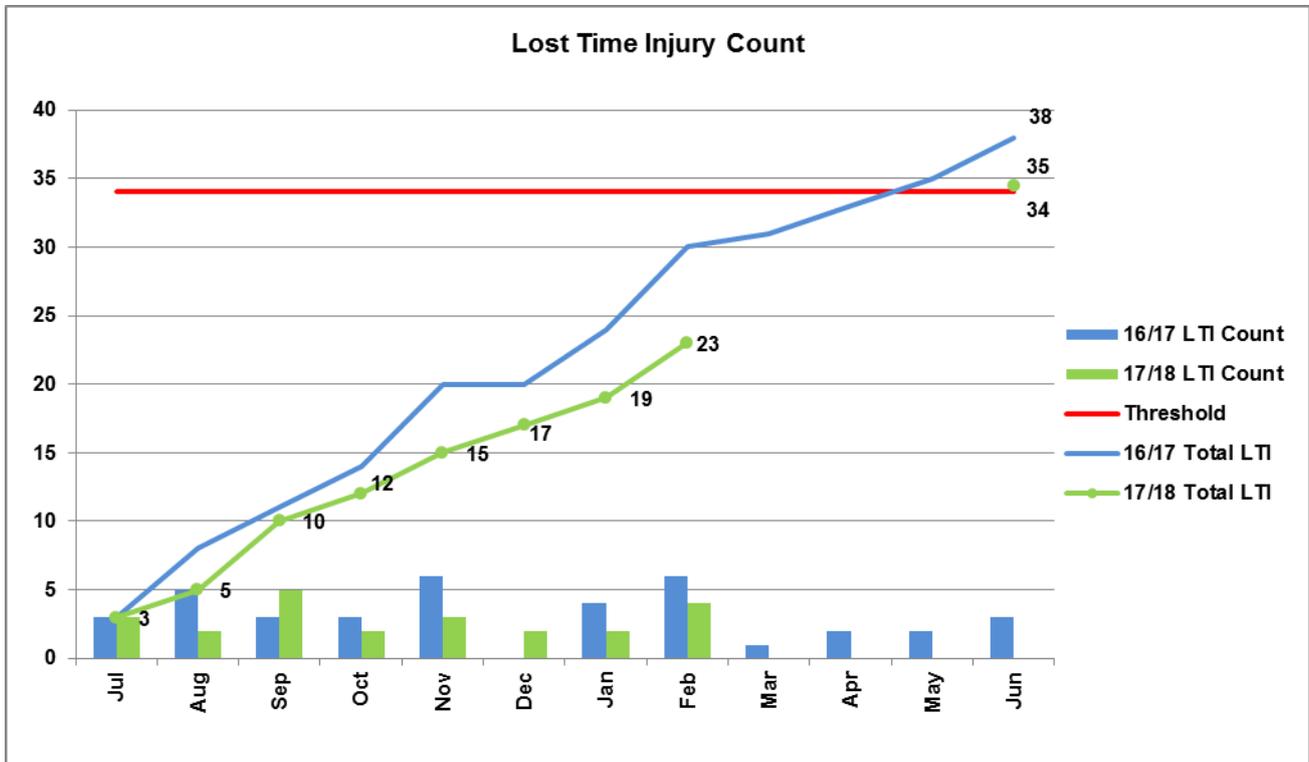
KPI	Total Injury Count	17/18 Target	187	Actual (YTD)	134
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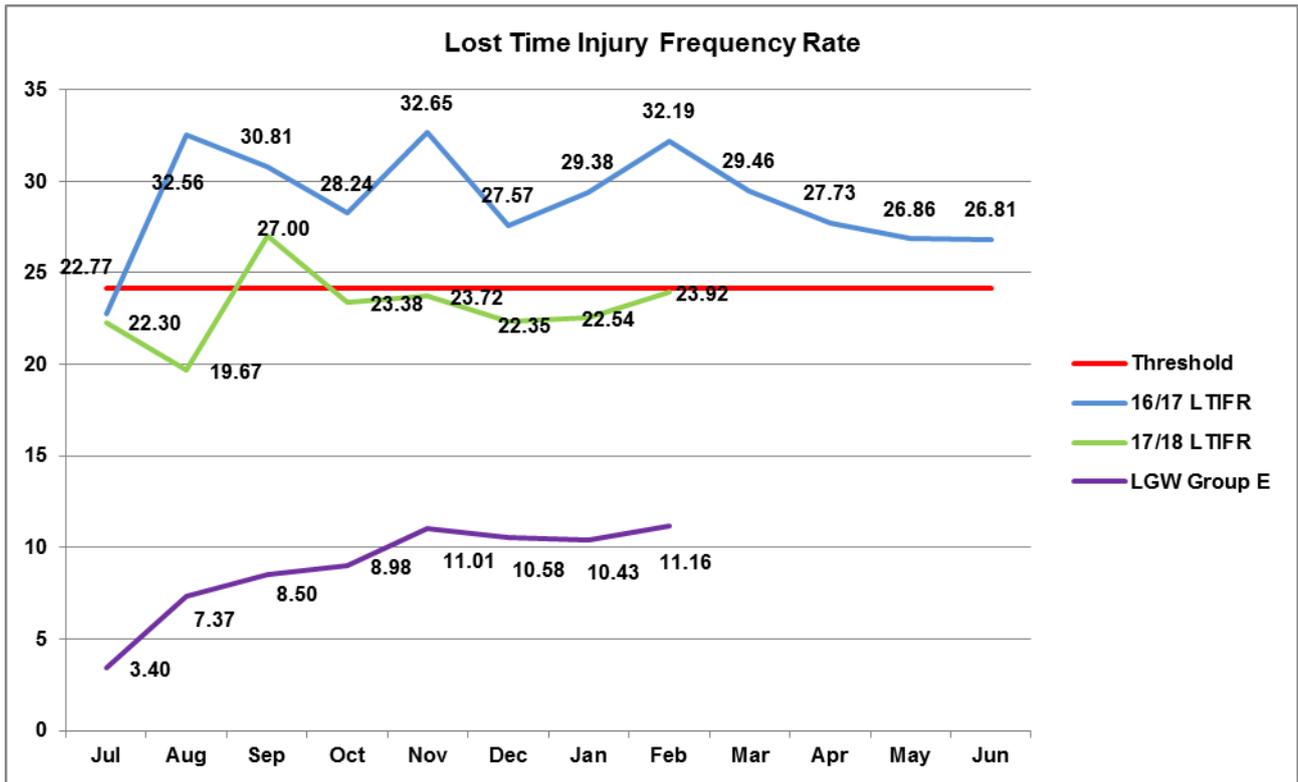
KPI	Total Injury Frequency Rate	17/18 Target	132.08	Actual	139.36
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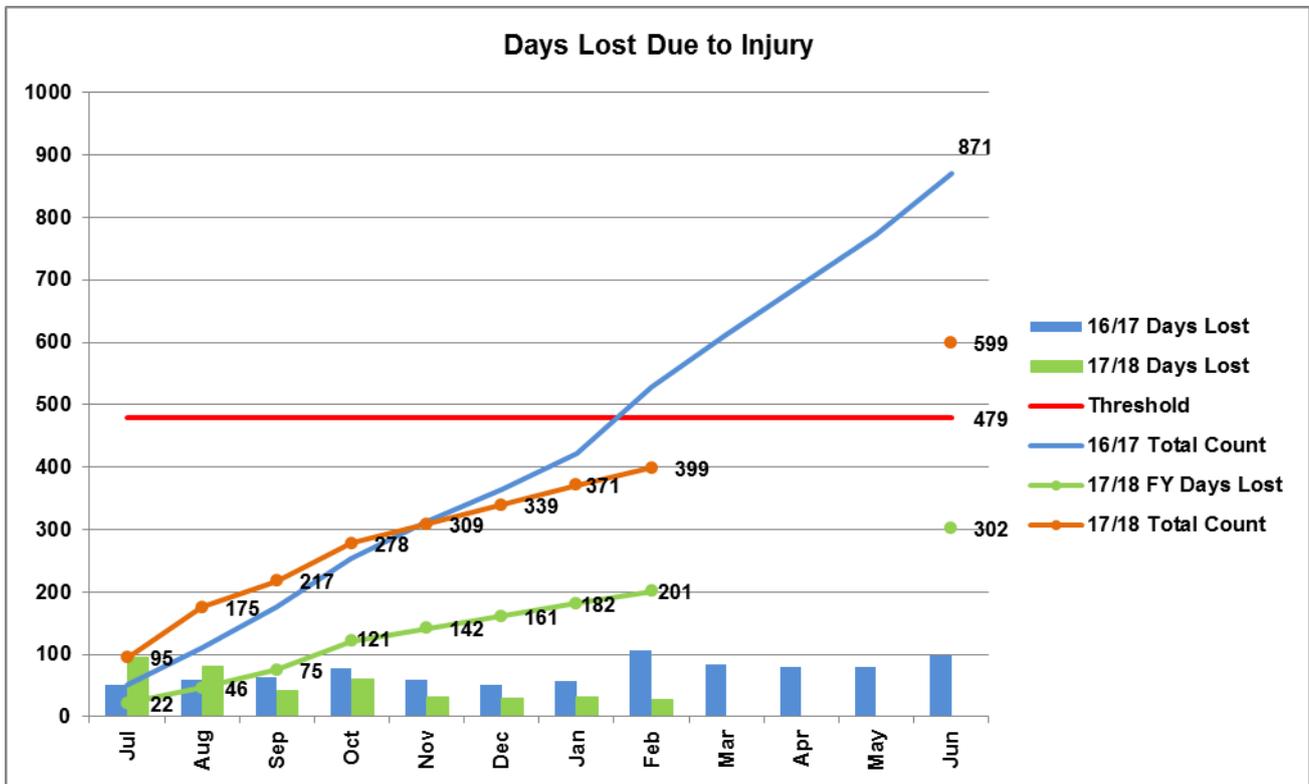
KPI	Lost Time Injury Count	17/18 Target	34	Actual (YTD)	23
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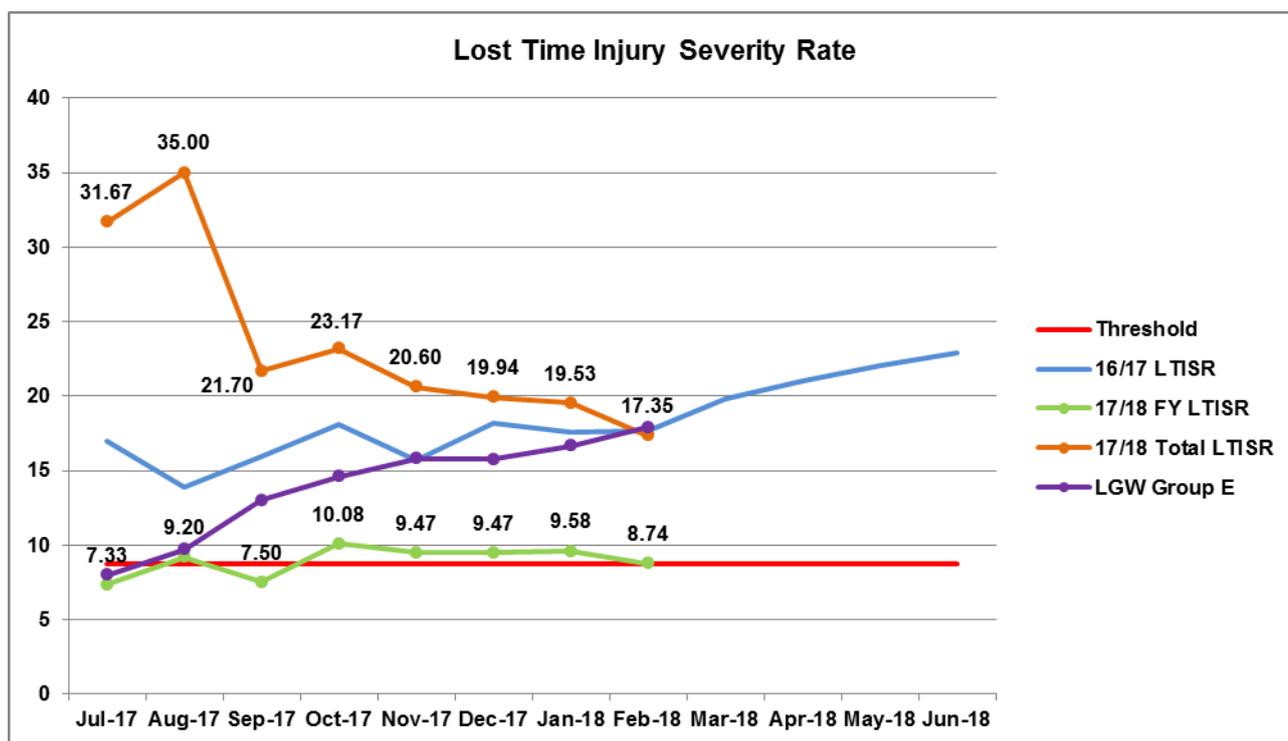
KPI	Lost Time Injury Frequency Rate	17/18 Target	24.13	Actual	23.92
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KPI	Days Lost due to Injury	17/18 Target	479	Actual (YTD)	399
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KPI	Lost Time Injury Severity Rate	17/18 Target	8.71	Actual	8.74
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The total Lost Time Injury Severity Rate (**17/18 Total LTISR**) data includes lost days incurred from injuries sustained in the previous financial year whereby the FY (**17/18 FY LTISR**) and LGW Group E data only includes lost days from injuries sustained in the current financial year.

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 **February** – 66.7% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Corporate Improvement and Strategy					
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
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	
Industrial Relations and Investigations					
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: Two unions have supplied a Notice of Intent to bargain. Management are finalising strategies and plans in preparation of commencing negotiations.	Labour Only	Labour Only for W&S
Human Resources and Payroll					
Aurion Project (5.4.3.1)		30 June 2018	Second round of testing will commence in March 2018.	Funded by IT	W&S Labour only when supporting testing processes & installation

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
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	Supervisors will be trained in the OURPlan process and then it will be implemented throughout Council once training has been completed.	Labour Only	Labour Only for W&S
Safety and Training					
WHS Data Management System (1.3.4.1)			Work continues on actioning 14 outstanding items and regular catch-up meetings conducted with vendor. Awaiting a version upgrade – cloud version released so anticipate onsite testing to commence in March18.	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. This program is currently on hold due to resource issues.	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 February

Report Run: 02-Mar-2018 11:58:39 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance	On target
	\$	\$	\$	\$	\$	%	66.7% of Year Gone
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<i>Human Resources and Payroll</i>							
Revenues	0	0	0	(4,595)	(4,595)	0%	✓
Expenses	1,431,756	1,411,756	34,159	903,727	937,886	66%	✓
Transfer / Overhead Allocation	11,126	11,126	0	6,457	6,457	58%	✓
Total Unit: Human Resources and Payroll	1,442,882	1,422,882	34,159	905,588	939,747	66%	✓
<i>Safety & Training</i>							
Revenues	(42,500)	(42,500)	0	(161,483)	(161,483)	380%	✓
Expenses	1,167,500	1,166,152	123,201	660,059	783,260	67%	✗
Transfer / Overhead Allocation	(20,410)	(20,410)	0	10,658	10,658	-52%	✗
Total Unit: Safety & Training	1,104,590	1,103,242	123,201	509,234	632,435	57%	✓
<i>Corporate Improvement & Strategy</i>							
Revenues	0	0	0	(231)	(231)	0%	✓
Expenses	376,640	376,640	5,000	202,947	207,947	55%	✓
Transfer / Overhead Allocation	0	0	0	8,257	8,257	0%	✗
Total Unit: Corporate Improvement & Strategy	376,640	376,640	5,000	210,973	215,973	57%	✓
<i>Workforce & Strategy Management</i>							
Expenses	785,243	805,243	21,297	482,675	503,971	63%	✓
Transfer / Overhead Allocation	0	0	0	333	333	0%	✗
Total Unit: Workforce & Strategy Management	785,243	805,243	21,297	483,007	504,304	63%	✓
<i>Investigations and Industrial Relations</i>							

10. Section Statistics

Establishment – Workforce and Strategy

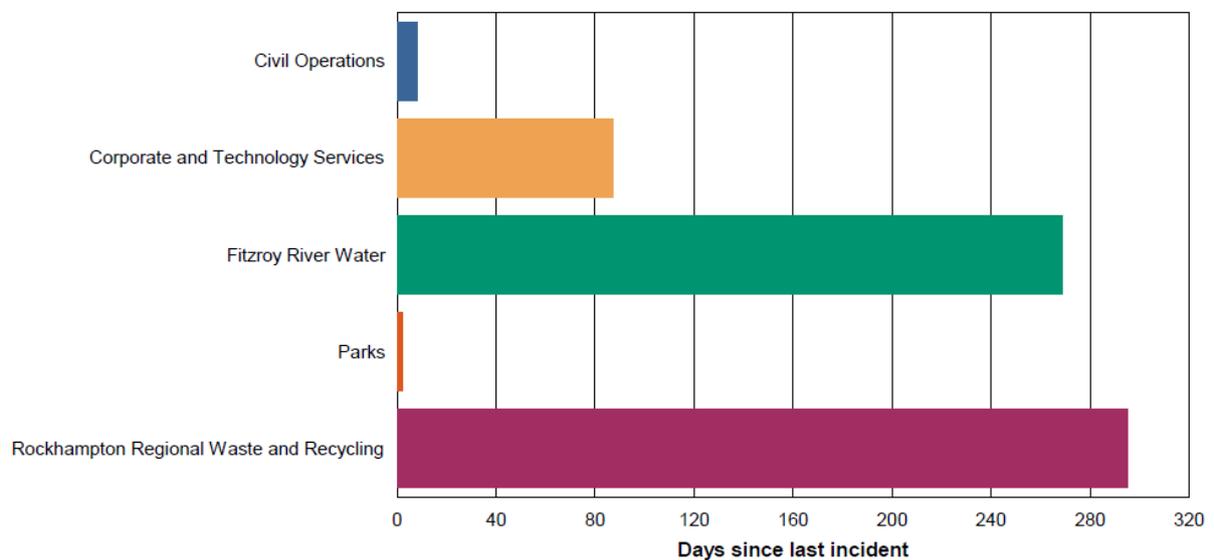
FTE Positions	Period	Workforce & Strategy
Starting Point	1 January 2014	30.05
Same Time Previous Year	28 February 2017	34
Previous Month	31 January 2018	34.39
Current Month	28 February 2018	35.39

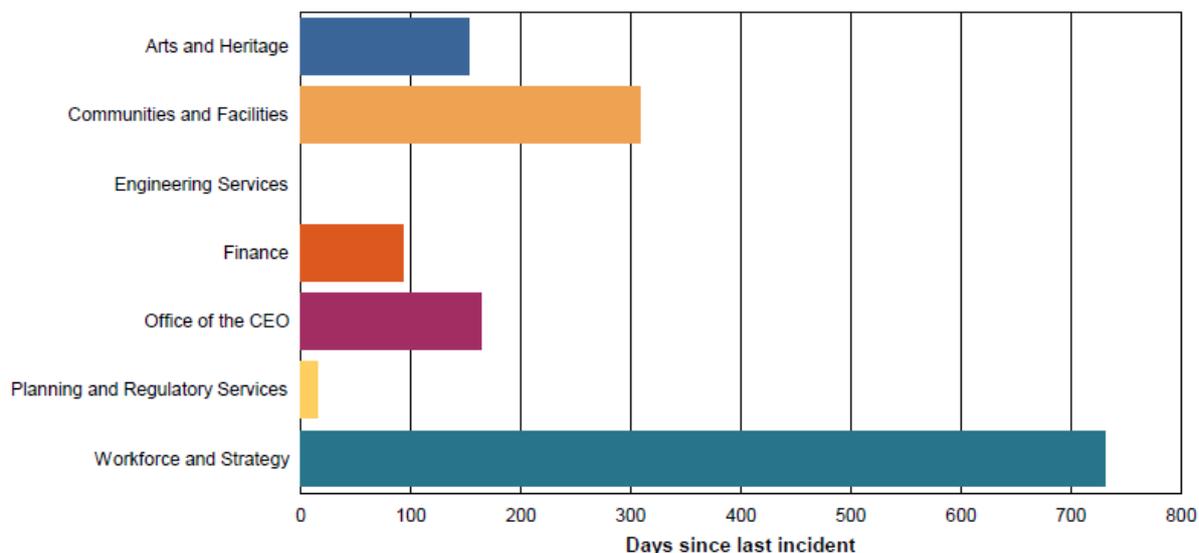
11. Whole of Council Statistics

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 28 February 2018 (sections identified as High Risk)



Lost time injury free days as at 28 February 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	28 February 2017	900.17
Previous Month	31 January 2018	904.42
Current Month	28 February 2018	909.42

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

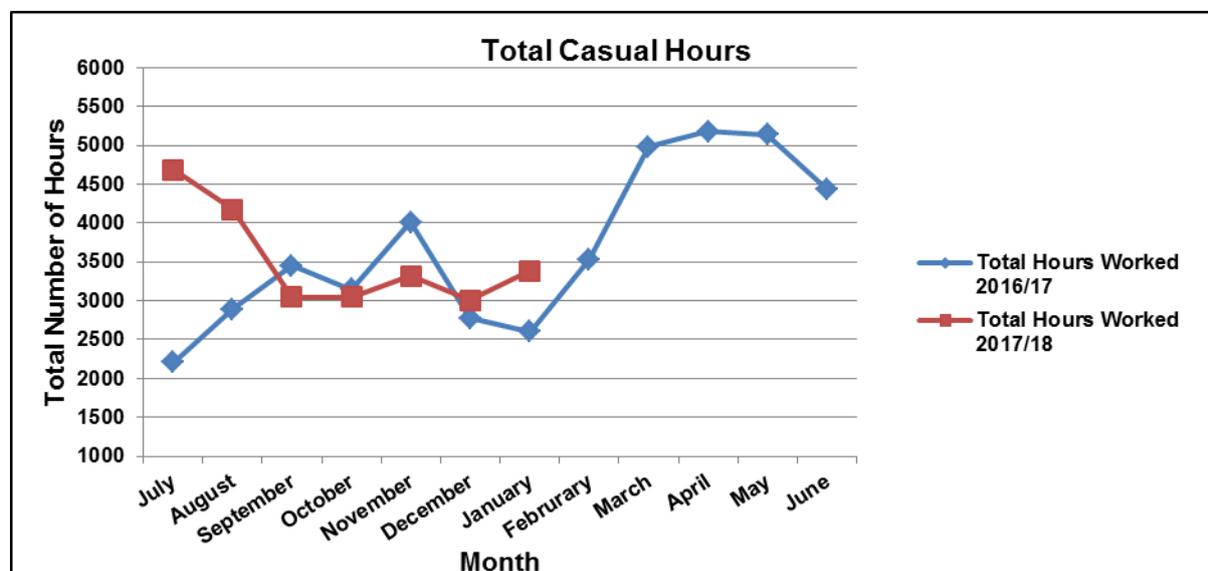
FTE positions include 25 supplementary positions (excluding trainees, apprentices and casuals) which have been created for a number of reasons including: short term projects, co-op students and funded positions. All of these positions have an end date and will reduce the FTE once the tenure has been completed.

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

Apprentices	Trainees
13	16

Casual Hours – January 2018 (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 66 casuals actively employed by Council of which 56 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 3381.32 hours during the month of January 2018.



Work Experience Placements – February 2018

Work Experience Applications Received During the Month of February 2018		1
Placement Type	Section	Placed
Curatorial	Arts and Heritage	Yes
Work Experience Placements Occurring During the Month of February 2018		2
Placement Type	Section	Dates
Engineering	Engineering	29 Jan – 23 Feb
Engineering	Engineering	29 Jan – 23 Feb

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

CTS Monthly Report - February 2018

Meeting Date: 20 March 2018

Attachment No: 2



Monthly Operations Report

Corporate and Technology Services

February 2018

1. Highlights

Smart Hub Summary

Customs House Smart Hub Opening Events

9 February 2018 - The Hon Cameron Dick, Minister for State Development, Manufacturing, Infrastructure and Planning and Mayor Strelow officially opened the Smart Hub.

15 February 2018 – Angel Investor Pitch Night – the first event staged in the Hub was an angel investor pitch night where three local startups and one international startup pitched their ideas to a panel of local investors in the presence of the QLD Chief Entrepreneur, Steve Baxter, and three of the Round 2 HotDesQ entrepreneurs. The excerpt from the latest QLD Chief Entrepreneur’s newsletter summarises the success and impact of this event:

"I've just returned from the first OQCE trip of 2018, sitting in on a pitch night at Rockhampton's brand new SmartHub, located within the historic Customs House.

The Rocky Regional Council has done a brilliant job transforming the heritage-listed building into a purpose-built innovation hub that is already bustling with local entrepreneurs and events focussed on growing startups. The pitch event was co-ordinated by the SmartHub together with the local angel investor group. It's great to see how the collaboration between the local investment community and businesses is increasing and it's a positive sign of how areas outside Brisbane are maturing. Injecting more capital investment into Queensland is a crucial part of making our startup sector sustainable and as I get around the State, speaking with high net-worth individuals and investor groups is a key priority."

16 February 2018 – Smart Hub opening showcase event. The Smart Hub showcase was a day-long event including:

- A Lunch & Learn Q&A Panel discussion in the Customs House auditorium with the Chief Entrepreneur, Steve Baxter, and four entrepreneurs providing their insights and experiences on the road to developing their start-ups. This was another very successful event, thanks to the Mayor, Councillors and combined efforts of Advance Rockhampton and the Smart Hub teams.
- Formal mentoring sessions – the Lunch & Learn was followed by a full schedule of mentor sessions with two of the HotDesQ entrepreneurs.
- Smart Hub tours and startup’s showcase – the Hub was opened for Lunch & Learn participants to tour the Hub, with several Startups taking the opportunity to showcase their business/services.
- Startup Stars Wrap-up – This was the final gathering of the Startup Stars group with the program facilitator, Mark Phillips from Business in Barefeet – providing end of program feedback, sharing their experiences and watching the Startup Stars episodes produced by Marketing Mafia.
- Evening Hub opening celebration for Smart Hub members and supporters with guest Speaker David Ryan from Corilla who is one of the Round 2 HotDesQ participants.

Customs House Smart Hub Annex Fitout

The Customs House Smart Hub Annex fitout commenced on 26 February and is scheduled for completion by the end of March 2018. The scope of the fitout includes the removal of some temporary furnishings, patching and painting (in accordance with heritage approved paint scheme) the open floor space and back room and replacement of floor coverings. This area, referred to as the Smart Hub Annex, will be used for small to medium size forum events and breakout collaboration meetings for the hub residents.

2. Innovations, Improvements and Variations

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 was advertised on 3 Feb 18 and closes on 2 Mar 18.

Electric Vehicle (EV) Charging Bays Expansion

At the 27 June 2017 meeting, Council approved the use of four parking bays in the library carpark to be set aside as EV charging bays and that during the initial take-up only two of the bays would be coloured as EV bays.

Since the installation of the two charging stations along with the initial two parking bays, we have had a number of enquiries and noted increased use of the charging stations. Particularly the DC charger, the larger unit on the right hand side with the integrated charging cables. Given the increased use and community requests to add a charging bay, we have made contact with Ergon (Yurika) to paint-in a third charging bay.

3. Issues

Confirmed Fraudulent Attempt to Change Supplier Details

Over two days in late February (21 and 22 February 2018), an elaborate attempt was made to change a Council supplier's (Polytan) banking details with the objective to redirect an invoice payment to another bank account. Polytan won the contract for the supply and installation of synthetic turf at the Kalka Shades hockey fields to the value of \$822,270 (ex GST).

In reviewing the call centre recording the Polytan imposter was female, had a foreign accent and had an intimate knowledge of the Polytan accounts, invoice number and exact amount. Council's Accounts Payable operating instructions and adopted *Validation of Changes in the Accounts Payable Chart Procedure* ensured the attempted fraudulent attack did not get past the first conversation with an AP Officer. That is, the attempt to defraud Council of funds was unsuccessful.

As a result of this incident, both Council's AP team and Polytan accounts team have implemented improved procedures.

A full report of this incident will be presented at the 4 May 2018 Audit and Business Improvement Committee meeting.

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4. Customer Service Requests

Response times for completing customer requests in this reporting period for *February*

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Accounts Payable Enquiry	0	0	0	0	0	0	2	● 0.00	● 1.33	● 2.67	0.50
Bookings Enquiry	0	0	0	0	0	0	5	● 0.00	● 1.57	● 2.82	0.85
Insurance: Mower / Slasher / Whipper / Snipper	1	1	4	0	0	4	90	● 0.00	● 6.43	● 10.94	21.07
Insurance: Personal Accident / Injury	0	0	1	1	0	0	120	● 0.00	● 1.50	● 13.00	32.46
Insurance: Public Liability / Property Damage Public Property	2	2	4	1	0	3	90	● 3.00	● 7.70	● 13.16	17.39
Leased Premises - General Enquiry	0	0	1	1	0	0	5	● 0.00	● 1.00	● 1.00	1.17
Rates Searches	19	19	125	111	14	0	4	● 2.87	● 2.99	● 3.00	2.81

5. 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%	91%	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%	89%	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%	89%	Operational
Process insurance claims within procedural timeframes.	100%	100%	Operational

6. 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	0	
Number of Days Lost Due to Injury	19	18	
Total Number of Incidents Reported	0	5	
Number of Incomplete Hazard Inspections	0	0	

Risk Management Summary

Section Risk Register (excludes risks accepted/ALARP)

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Operational degradation or failure of Council's Two-way radio communications system resulting in failed regional communications for daily operations and emergency disaster management.	High	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan- 1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	(1) Jun 16 (2) Jun 18	100% 65%	Contract awarded to a local company – Beaney's Communications Stage 1 completed. Stage 2 - Mt Pinnacle communications tower. Tender for the design and construction of the tower advertised 3 Feb 18, closes 2 Mar 18.

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:

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 November 2017 Review period 1 Nov 16 to 31 Oct 17 - 76% local spend on goods & services.
2.4.1.1	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 – scheduled completion Mar 18. Stage 3a – East St (Fitzroy to William) completed. Stage 3b – William St (Quay to East St) - work commenced Feb 18. Stage 3c & d – detailed design in progress.
2.5.5.1	Design and fitout the Customs House Smart Hub	Construction completed and Smart Hub opened by late Dec 17.	Practical completion and officially opened 9 Feb 18. Stage 2 Hub Annex – painting and carpet commenced Feb 18.
2.5.5.2	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	2017 Startup programs now complete. Startup Club # 1 – final pitch Completed mid-Aug 17. Startup Club # 2 – commenced Oct. Final pitch completed in Dec 17. Startup Stars – commenced Jul, completed – wrap-up session 16 Feb 18.
4.3.1.1	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. Aurion Web Recruitment – user training Mar to Jun 18.

8. Capital Projects

As at period ended **February** – 67% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Adopted Budget	YTD actual (incl committals)
CORPORATE & TECHNOLOGY CAPITAL WORKS PROGRAM					
Fleet Asset Renewal Program (CP440)	1 Jul 17	30 Jun 18	Asset renewal program progressing on schedule	\$7,272,632	\$6,014,385
IT Asset Renewal & Upgrade Program (CP230)	1 Jul 17	30 Jun 18	IT Asset capital program progressing as directed by ISSG	\$2,763,758	\$782,550
Smart Hub – Customs House – Fitout (CP235)	Jan 17	Dec 17	Work scheduled to commence mid-Sep 17.	\$690,205	\$662,022
Project completed, officially opened 09 Feb 2018. BOR funding grant = \$250K					
CBD & Riverfront Smart Technology (CP235)	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) – completed. Stage 3 B (William St – Quay to East St) – work commencing Feb 18. Stages 3C & D – detailed design in progress	\$4,040,000	\$2,812,297
BOR funding grant = \$2.02M					

9. Operational Projects

As at period ended **February** – 67% 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	Jan 18	Program commenced in July, with Seven startup teams (\$17,237 Advance QLD grant funding).	\$34,474	\$33,987

10. Budget

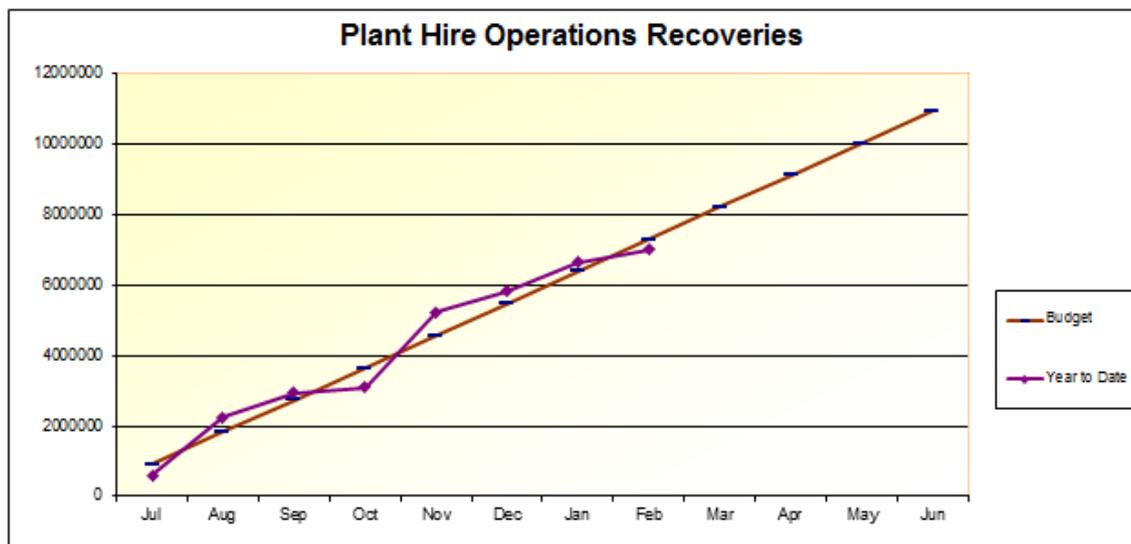
Financial performance as expected for the reporting period

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance	On target 66.7% of Year Gone
CORPORATE & TECHNOLOGY	\$	\$	\$	\$	\$	%	
<i>Fleet</i>							
Revenues	(263,000)	(263,000)	0	(220,515)	(220,515)	84%	✓
Expenses	11,703,938	11,900,638	512,617	7,654,461	8,167,077	69%	✗
Transfer / Overhead Allocation	(17,419,500)	(17,419,500)	0	(11,704,429)	(11,704,429)	67%	✓
Total Unit: Fleet	(5,978,562)	(5,781,863)	512,617	(4,270,483)	(3,757,867)	65%	✗
<i>Property & Insurance</i>							
Revenues	(421,782)	(424,899)	0	(273,716)	(273,716)	64%	✗
Expenses	3,129,686	3,423,072	19,078	2,925,686	2,944,765	86%	✗
Transfer / Overhead Allocation	9,000	9,000	0	5,022	5,022	56%	✓
Total Unit: Property & Insurance	2,716,904	3,007,173	19,078	2,656,991	2,676,070	89%	✗
<i>Corporate & Technology Management</i>							
Expenses	913,341	663,341	21,517	389,214	410,731	62%	✓
Transfer / Overhead Allocation	0	555	0	3,395	3,395	612%	✗
Total Unit: Corporate & Technology Management	913,341	663,895	21,517	392,609	414,126	62%	✓
<i>Information Systems</i>							
Revenues	(25,000)	(22,500)	0	(25,528)	(25,528)	113%	✓
Expenses	6,831,822	6,925,120	194,618	4,835,672	5,030,291	73%	✗
Transfer / Overhead Allocation	19,399	19,399	0	9,153	9,153	47%	✓
Total Unit: Information Systems	6,826,221	6,922,019	194,618	4,819,298	5,013,916	72%	✗
<i>Procurement & Logistics</i>							
Revenues	0	(186)	0	(285)	(285)	153%	✓
Expenses	1,781,875	1,781,841	(55,536)	1,098,064	1,042,527	59%	✓
Transfer / Overhead Allocation	(14,244)	(14,244)	0	10,175	10,175	-71%	✗
Total Unit: Procurement & Logistics	1,767,631	1,767,411	(55,536)	1,107,954	1,052,418	60%	✓
<i>Customer Service</i>							
Revenues	(201,000)	(201,000)	0	(112,050)	(112,050)	56%	✗
Expenses	1,680,435	1,680,414	9,378	1,053,846	1,063,224	63%	✓
Transfer / Overhead Allocation	0	0	0	270	270	0%	✗
Total Unit: Customer Service	1,479,435	1,479,414	9,378	942,065	951,444	64%	✓
<i>Smart Regional Centre</i>							
Revenues	(18,000)	(18,000)	0	(3,244)	(3,244)	18%	✗
Expenses	315,856	344,971	9,405	228,649	238,055	69%	✗
Transfer / Overhead Allocation	0	228	0	5,816	5,816	2555%	✗
Total Unit: Smart Regional Centre	297,856	327,199	9,405	231,221	240,627	74%	✗
Total Section: CORPORATE AND TECHNOLOGY	8,022,826	8,385,249	711,078	5,879,656	6,590,734	79%	✗

11. Whole of Council Statistics

Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



Plant Hire Operations Budget (Surplus)	\$ 10,947,538
Year to Date (Surplus)	\$ 7,010,091

Procurement & Logistics

Contracts Awarded for February – 14

TEN12783 - Signage Fabrication - Church Communities Australia T/A Danthonia Designs - SOR
TEN12850 - RPQS Trade Services - Various - SOR
QUO12894 - Upgrade Waste Water System Bouldercombe - Mar-Lin Plumbing Pty Ltd - \$25,500
QUO12907 - City Hall Reception Room - Bauhinia Architects Pty Ltd - \$78,150
QUO12915 - Demolition of 222 Elphinstone Street - Taboh Pty Ltd T/A BT Builders - \$15,950
QUO12922 - Purchase or Hire of equipment to perform assisted evaporation - Wet Earth Pty Ltd - \$111,000
QUO12893 - LCRL Wetland Treatment Feasibility - Australian Wetlands Consulting Pty Ltd - \$55,064
QUO12939 - Pilbeam Theatre FOH PA System - Event Solutions Group Pty Ltd T/A Stage & Audio Pty Ltd - \$148,954
QUO12940 - Japanese Gardens Tea House Renovations - Milner Constructions Pty Ltd - \$21,450
CON12944 - Maintenance & Support of Security Detection Equipment - Smiths Detection (Australia) Pty Ltd - \$180,520
CON12954 - Assets Lifecycle Management Project Assurance Role - Galapagos Pty Ltd T/A iPlatinum - SOR
QUO12963 - Asset Lifecycle Management System Implementation Project - Ecksactions Pty Ltd - SOR
QUO12938 - Flood Mitigation Project - Early Works Packages - AECOM Australia Pty Ltd - \$293,340
QUO12950 - Senior Traffic Engineer - McMurtrie & Associates Pty Ltd - \$85,000

Tenders / quotes in progress: 26

Customer Requests Completed Monthly & Top 5 Customer Requests												
	March	April	May	June	July	August	September	October	November	December	January	February
Requests Logged	3912	2884	2742	3521	3429	3907	3221	3074	3407	2367	3603	3541
Same month Completed	2929	2180	2914	2870	2671	3112	2570	2275	2606	1868	2911	2866
% completed same month	75%	75%	77%	81%	77%	79%	79%	74%	76%	79%	85%	80%
Completed Total for Month	3379	2194	3742	3656	3417	3848	3337	3016	3594	2563	3396	3387
Total Pending	2331	2107	2158	1992		1778	1850	1864	1683	1419	1665	1769
Top 5 Requests for Month	T/Trim W/Leak S/Blockage Bin RRC Misc Road	W/Leak P/Gen Misc Road O/Grown An/Dog	P/Gen Food Eng W/Leak An/Dogr W/Animal	Food Eng W/Leak An/Dogr Wan Ani Pk Gen	An/Dog Food Eng W/Animal W/Leak P/Gen	AN/Dog W/Animal P/Gen W/Leak M/Maint	AN/Dog W/Animal P/Gen W/Leak M/Maint	AN/Dog 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	M/Maint P/Gen W/Leak T/Trim Wan Ani
Total uncompleted customer requests up to 3 months old:				1431		Conquest Work Order & Investigation Long Term up to 3 months old:				706		
Total uncompleted customer requests between 3 to 6 months old:				186		Conquest Work Order & Investigation Long Term between 3 to 6 months old:				144		
Total uncompleted customer requests greater than 6 months old:				152		Conquest Work Order & Investigation Long Term greater than 6 months old:				104		
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
FEBRUARY 2018**

NRM Monthly Report - February 2018

Meeting Date: 20 March 2018

Attachment No: 3



Monthly Operations Report

Natural Resource Management (NRM)

February 2018

1. Highlights

Environmental Sustainability Strategy

- Stage 2 of Strategy development is on track with completion of Councillor and key stakeholder one-on-ones, Sustainability Strategy Executive Group initial strategy workshop and Internal Sustainability Working Group initial mission briefing.

Internal sustainability engagement

- Internal Sustainability Seed Fund launched to encourage Council units to identify and trial new sustainability initiatives.

External sustainability engagement

- Planning in progress for soft sustainability introductions via a nature photography competition for World Environment Day and a reusable bags initiative in partnership with Boomerang Bags.

2. Innovations, Improvements and Variations

Electric vehicle – The NRM Team has been allocated the Mitsubishi i-MiEV, Council's very first electric vehicle (EV). Unlike conventional vehicles that use a fuel-powered engine, EVs use energy stored in batteries which are recharged by common household electricity. To improve the awareness and profile of EVs within the community and ensure better use of our resources, the EV has been made available as a pool car for use by internal staff.

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 *February* 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	On track: Sustainability-related data opportunities have been outlined for consideration in Council's Dashboard project. Data monitoring requirements have been identified for consideration 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"> Achieve guiding principles within the Environmental Policy Develop an Environmental Sustainability Framework by 30 June 2018 Implement actions in accordance with the Environmental Sustainability Framework 	On track: Environmental Policy scheduled for review in April 2018. Proposed framework for Council's Environmental Sustainability Strategy was endorsed by Council on 31 Jan 2018. Stage 2 of the Environmental Sustainability Strategy is underway (visioning and workshops). Actions progressing as scheduled.

7. Capital Projects

As at period ended February – 67% 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 February – 67% of year elapsed.

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (committals)
Sustainability strategies					
Environmental Sustainability Strategy (ESS): Stage 1 – Initial review (completed Jan 2018) Stage 2 – Visioning (Feb/Mar 2018) Stage 3 – Strategy development (Apr 2018) Stage 4 – Strategy validation (May/Jun 2018) Stage 5 – Consultation and adoption (Jul-Oct 2018)	01 Nov 17	30 Oct 18	On track for delivery: <ul style="list-style-type: none"> Stage 2 (visioning) in progress Councillor one-on-ones completed Sustainability Strategy Executive Group workshop completed 12 Feb 18 Branding for strategy and educational materials under development 	\$0	\$0
Sustainability partnerships					
National Landcare Program – small grants funding: The National Landcare Program provides small grants for community-based environmental works (upto \$50,000). If successful, Capricornia Catchments will undertake weed control and revegetation works at Mount Archer during FY2018-19.	16 Feb 18	19 Mar 18	Proposed: Capricornia Catchments is preparing the project proposal, due 19 Mar 18. NRM Team has provided introductions and environmental context, Parks is providing input on the scope	\$0	\$0
Reef Guardian Stewardship Grants: The Great Barrier Reef Marine Park Authority provides Reef Guardian Grants to increase awareness of the Great Barrier Reef and encourage environmental initiatives in local communities (upto \$4,000). If successful in this grant application, the NRM Team will develop an education resource kit during	16 Feb 18	1 May 18	Proposed: Grant application in progress, due by 01 May 18.	\$0	\$0

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (committals)
FY2018-19. The kit will provide action learning opportunities focussed on waterway awareness and will be available for loan to schools across the Rockhampton Region.					
Sustainability programs (external) - empowering our community					
Boomerang Bags, scaling up the use of reusable bags in the Region: Approximately 900 million single-use lightweight plastic bags are used in Queensland each year. Around 2 per cent of the bags are littered—which means up to 16 million bags enter the environment in Queensland each year. Although they represent only a small proportion of the litter stream, plastic bags are a highly conspicuous source of plastic pollution that can be avoided. The State of Queensland will introduce a plastic bag ban on 01 July 2018. This local pilot project is designed to build community capacity and partnerships that empower our community to live more sustainably through the local creation and distribution of reusable bags. Project partners include Boomerang Bags Rockhampton (not for profit), Endeavour Foundation (disability services), local schools and community groups. It is intended that this program will raise awareness of this issue within the wider community, whilst also initiating local behaviour change via distribution of this sustainable and reusable product.	05 Mar 18	03 Sep 18	On track for delivery: <ul style="list-style-type: none"> Project plan developed and endorsed by Deputy CEO Material drive to commence on 05 Mar 18, utilising internal Council communications and collection points Endeavour Foundation has submitted an application for Councillor discretionary funding to supply material cutting and packaging services Initial contact with schools and community groups to commence 12 Mar 18 	\$1,500	\$0
Nature Photography Competition for World Environment Day: This project enables Council to actively participate in the global campaign, cross promote both the environment and our Region, gather a suite of local photographs to use in sustainability communications and foster a sense of community ownership of the Environmental Sustainability Strategy by featuring local images and recognising the contributions of local community members.	01 Feb 18	15 Jun 18	On track for delivery: <ul style="list-style-type: none"> Engagement plan developed and endorsed by Deputy CEO Media team to support, with competition running 02 Apr to 11 May 18 Winning photos to be displayed with Environmental Resource Unit (ERU) trailer at Rockhampton Show 	\$1,500	\$0
Sustainability awareness and communications: A series of short video clips are proposed to increase environment and sustainability awareness within the community, build the local appreciation of our natural assets and support actions on Council's Environmental Sustainability Strategy.	03 Apr 18	30 Jun 18	Scoping stage: <ul style="list-style-type: none"> Video script developed Project pending outsourcing 	\$20,000	\$0
Sustainability programs (internal) - advancing corporate sustainability					
Making Sustainability Second Nature: Internal sustainability engagement program designed to advance sustainability awareness and action within Council's operations. Internal Sustainability Working Group has been designed to champion sustainability. initiatives across departments, act as a conduit for information and support sustainability action across the organisation. Internal Sustainability Seed Fund has been established to encourage Council units to identify and trial new sustainability initiatives.	01 Feb 18	ongoing	On track: <ul style="list-style-type: none"> Internal Sustainability Working Group first mission briefing held 21 Feb 18 Sustainability Seed Fund fact sheet and application form developed and available on the Hub Seed Fund Round 1 apps close 19 	\$10,000	\$0

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (committals)
			Mar 18 <ul style="list-style-type: none"> Hub updated with fact sheets on the Electric Vehicle (EV) and Environmental Resource Unit (ERU) trailer Hub updated with information on the Internal Sustainability Working Group and Sustainability Strategy Working Group 		
Queensland Climate Resilient Councils (QCRC): The QCRC is a free three year Program, which Council subscribed to in mid-2017. Led by LGAQ, in partnership with the Queensland Government, the Program is designed to strengthen internal council decision-making processes to respond to climate change: Stage 1 – face to face briefing Stage 2 - detailed governance assessment and detailed report Stage 3 and 4 - leading practice resources / community of practice	01 Feb 18	30 Jun 18	On track: <ul style="list-style-type: none"> Stage 1 - completed at Councillor workshop 20 Feb 18 Stage 2 - scheduled to commence 21/22 Mar 18 	\$0	\$0

9. Budget

Financial performance as expected for the reporting period.



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

As At End Of February

Report Run: 06-Mar-2018 14:13:56 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance	On target
	\$	\$	\$	\$	\$	%	66.7% of Year Gone
CORPORATE SERVICES							
NATURAL RESOURCE MANAGEMENT							
<i>Natural Resource Management</i>							
Expenses	0	272,579	1,364	83,051	84,414	31%	✓
Total Unit: Natural Resource Management	0	272,579	1,364	83,051	84,414	31%	✓
Total Section: NATURAL RESOURCE MANAGEMENT	0	272,579	1,364	83,051	84,414	31%	✓
Total Department: CORPORATE SERVICES	0	272,579	1,364	83,051	84,414	31%	✓
Grand Total:	0	272,579	1,364	83,051	84,414	31%	✓

10. Section Statistics

Events / Program / Activity	Date	Participation numbers	Comments
Completed activities			
Environmental Sustainability Strategy development: Initial workshop for the Sustainability Strategy Executive Group	12 Feb 18	17	
Environmental Sustainability Strategy awareness: Awareness session for the Wider Corporate Services Leadership Team	16 Feb 18	15	
Queensland Climate Resilient Councils: Councillor face-to-face briefing	20 Feb 18	20	Presented by LGAQ
Making Sustainability Second Nature: Initial briefing for the Internal Sustainability Working Group	21 Feb 18	15	
Planned activities			
Clean Up Australia Day: NRM Team to support clean up and waste audit at Rigalsford Park	04 Mar 18		
World Environment Day: Presentation to winners of the nature photo competition	05 Jun 18		
Rockhampton Show: Sustainability awareness and community consultation on the draft Environmental Sustainability Strategy *	13-15 Jun 18		*Pending Council endorsement of the draft Strategy
River Festival: Sustainability awareness and community consultation on the draft Environmental Sustainability Strategy *	13-15 Jul 18		*Pending Council endorsement of the draft Strategy

11. Whole of Council Statistics

No whole of Council statistics at this time.

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

**Finance Monthly Report –
February 2018**

Meeting Date: 20 March 2018

Attachment No: 4



Monthly Operations Report

Finance Section

February 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 due on the 28th February 2018.

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

Council has received notification that the Credit Review is now complete with a Moderate Rating being issued with Neutral Outlook. The letter received is attached for Council information. No further report in this regard will be received from QTC.

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)*

- Currently examining opportunities to improve interface and understanding for uploading of data into pathway to allow for more efficient processing of information.
- Looking to improve the Customer education process around Rates; what they are used for, how and when they can be paid.
- Monthly asset management meetings have now been scheduled with key operational staff from Parks. These meetings will facilitate more effective engagement and collaboration between Assets and Parks on asset management related matters.

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 February 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	3	3	98	92	6	0	3	● 1.43	● 1.30	● 1.27	0.76

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%	4.08% achieved in February	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%	Complete
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 18-19 budget deliberations.
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. With loss of co-ordinator working through available resources.
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.	66%
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.	66%

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

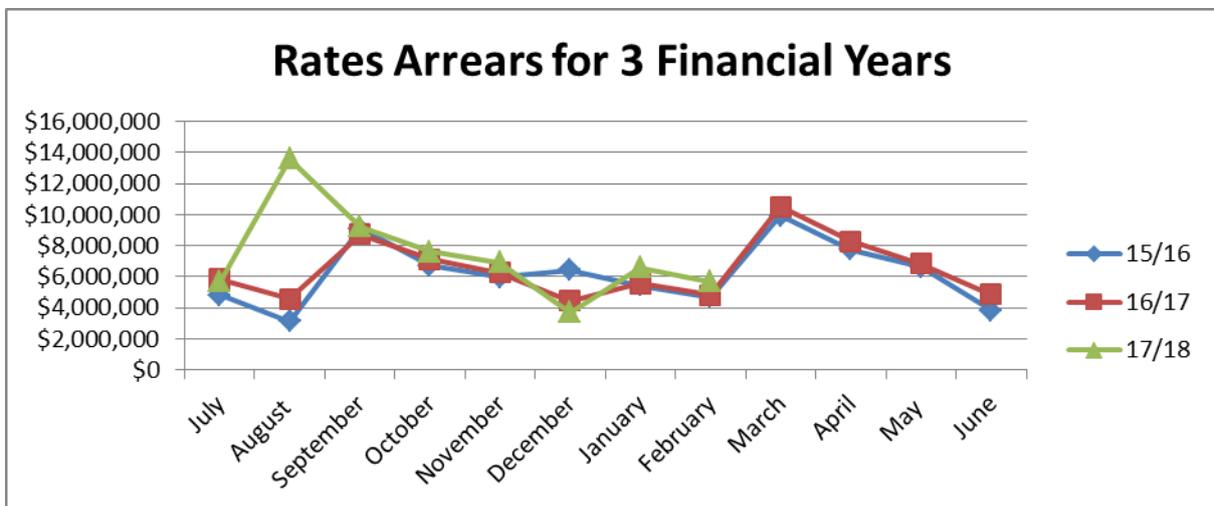
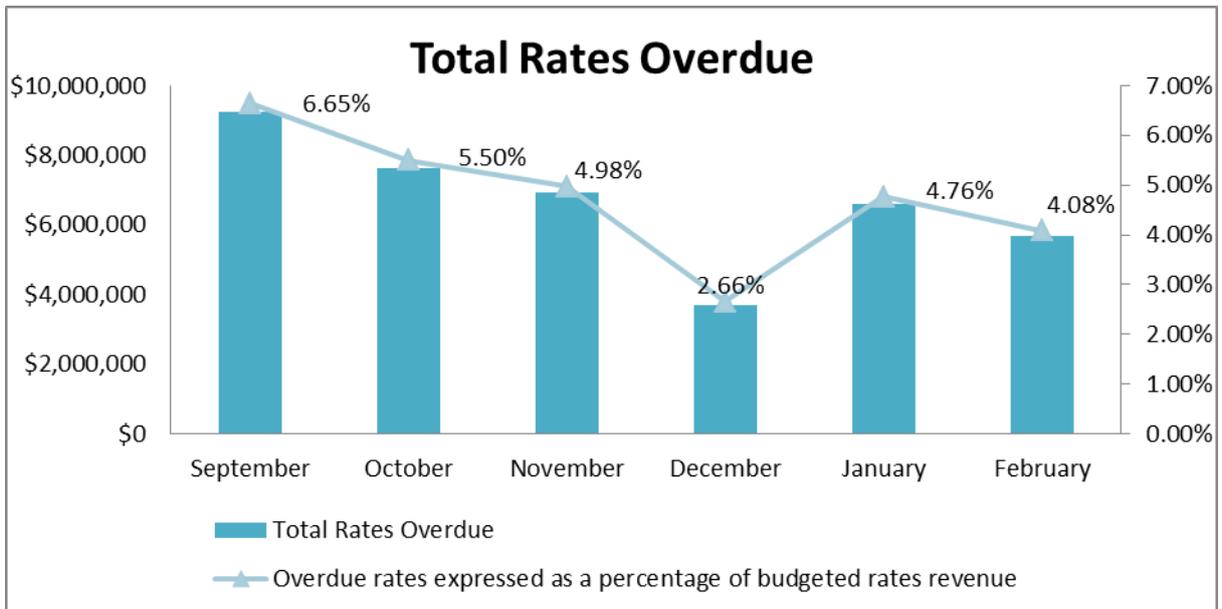
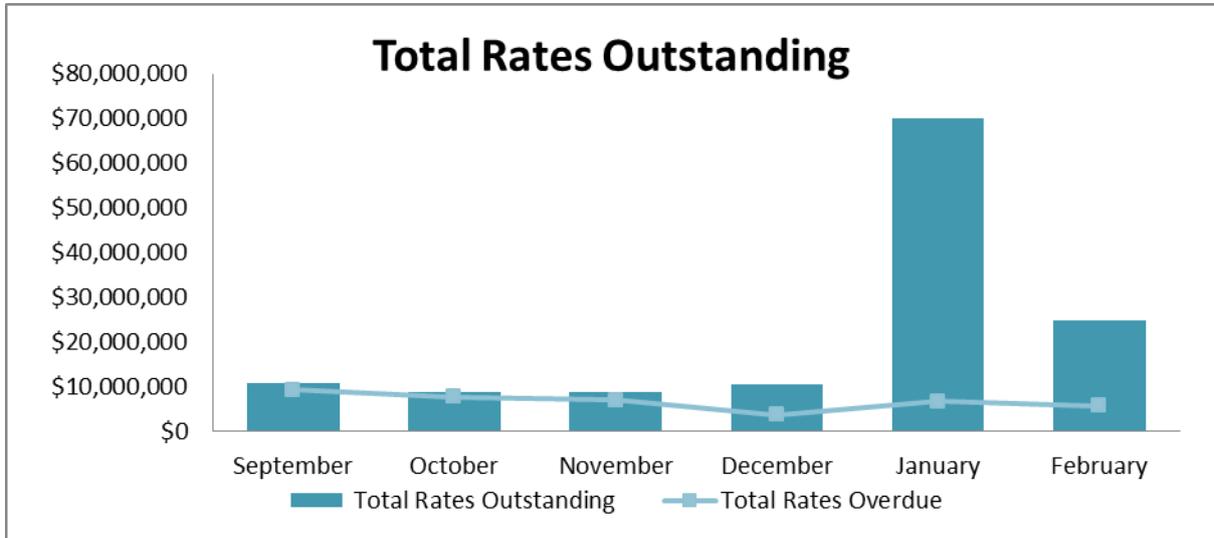


As At End Of February

Report Run: 12-Mar-2018 14:54:44 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit - Actual	Variance %	On target 66.7% of Year Gone
	\$	\$	\$	\$	\$	%	
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Revenues	0	0	0	(80)	(80)	0%	✓
Expenses	562,938	562,600	180,034	381,614	561,647	100%	*
Transfer / Overhead Allocation	0	0	0	307	307	0%	*
Total Unit: Finance Management	562,938	562,600	180,034	381,641	561,675	100%	*
<u>Accounting Services</u>							
Expenses	1,255,726	1,311,628	1,364	788,903	790,267	60%	✓
Transfer / Overhead Allocation	0	0	0	15	15	0%	*
Total Unit: Accounting Services	1,255,726	1,311,628	1,364	788,918	790,282	60%	✓
<u>Financial Systems</u>							
Revenues	0	(1,126)	0	0	0	0%	*
Expenses	380,630	381,702	5,880	236,569	242,449	64%	✓
Transfer / Overhead Allocation	600	600	0	570	570	95%	*
Total Unit: Financial Systems	381,230	381,176	5,880	237,139	243,019	64%	✓
<u>Assets & GIS</u>							
Revenues	0	0	0	(4,416)	(4,416)	0%	✓
Expenses	1,867,851	1,909,210	142,224	1,123,075	1,265,299	66%	✓
Transfer / Overhead Allocation	37,251	37,251	0	21,991	21,991	59%	✓
Total Unit: Assets & GIS	2,065,102	1,946,461	142,224	1,140,650	1,282,673	66%	✓
<u>Rates & Revenue</u>							
Revenues	(446,132)	(446,132)	0	(550,955)	(550,955)	123%	✓
Expenses	1,809,043	1,809,043	267,982	1,095,183	1,363,165	75%	*
Transfer / Overhead Allocation	750	750	0	0	0	0%	✓
Total Unit: Rates & Revenue	1,363,661	1,363,661	267,982	544,228	812,211	60%	✓
Total Section: FINANCE	5,568,717	5,565,526	597,482	3,092,777	3,690,260	66%	✓
Total Department: CORPORATE SERVICES	5,568,717	5,565,526	597,482	3,092,777	3,690,260	66%	✓
Grand Total:	5,568,717	5,565,526	597,482	3,092,777	3,690,260	66%	✓

10. Section Statistics



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

The safety statistics for the reporting period are:

	Injury Summary		
	December	January	February
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
FEBRUARY 2018**

QTC 2017 Credit Review

Meeting Date: 20 March 2018

Attachment No: 5

8619907 - 08/03/2018

2 March 2018

Mr Evan Pardon
 Chief Executive Officer
 Rockhampton Regional Council
 PO Box 1860
 Rockhampton QLD 4700

ROCKHAMPTON REGIONAL COUNCIL	
File: <u>4932</u>	Doc: _____
Links: _____	
Action Officer: _____	
08 MAR 2018	
Task to: <u>Cheesman R.</u>	
<u>Alicia Cutler, M. Marc FYI</u>	
OBAN <u>LOEDS</u> v: _____	Ref: <u>1001</u>
Box No: _____	Years: <u>7</u>



Dear Evan,

2017 Rockhampton Regional Council Credit Review

We confirm that Queensland Treasury Corporation (QTC) has performed the Credit Review process for Rockhampton Regional Council (RRC). This process is based on information provided by RRC and known to QTC up to 23 January 2018. It does not necessarily reflect information provided or events occurring subsequent to that date.

RRC has been rated **Moderate** with a **Neutral** outlook.

The Moderate rating reflects RRC's historic and forecast financial performance that indicate operating surpluses. In addition, Council has a high degree of financial flexibility demonstrated by the high level of council controlled revenue. RRC is expected to maintain adequate debt serviceability and appropriate liquidity throughout the forecast period.

It is noted that RRC has a substantial capital expenditure budget for the five year period which is to be primarily funded through internal cash and borrowings. In line with Council's increased borrowings, forecasts show a corresponding deterioration in RRC's serviceability and liquidity metrics. We note that this deterioration in metrics is still reflective of the Moderate rating, albeit with decreased headroom, highlighting the importance of Council achieving its forecast financial performance.

The Neutral outlook reflects that there are no known foreseeable events that would have a direct impact on RRC's current capacity to meet its financial obligations.

We would like to thank you and your staff for their assistance and cooperation in responding to our information requests as part of the Credit Review process.

QTC no longer provides a Credit Review report to stakeholders and clients, however we would be pleased to present to RRC the outcomes of our Credit Review. If you wish to arrange for a presentation and/or have any questions in relation to the Credit Review, please contact Robyn Usher on 3017 6341.

Sincerely

Michelle McMullan
 Executive Director
 Middle Office and Financial Operations

cc: *Alicia Cutler, Chief Financial Officer, Rockhampton Regional Council*

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Document Set ID: 8619907
 Version: 1, Version Date: 08/03/2018

8619907 - 08/03/2018

QTC's Local Government Credit Rating and Outlook Definitions

RATINGS	
● Very Strong	The local government's capacity to meet its financial commitments in the short, medium and long-term is very strong. This capacity is very unlikely to be affected by adverse changes in general business and economic conditions including unforeseen financial shocks. It is also very unlikely to be affected by adverse changes to its business and operating environment. The capacity to manage core business risks is very strong.
● Strong	The local government's capacity to meet its financial commitments in the short, medium and long-term is strong. This capacity is not likely to be affected by adverse changes in general business and economic conditions including unforeseen financial shocks. It is also not likely to be affected by adverse changes to its business and operating environment. The capacity to manage core business risks is strong.
● Sound	The local government's capacity to meet its financial commitments in the short, medium and long-term is sound. This capacity may be more vulnerable to adverse changes in general business and economic conditions including unforeseen financial shocks. It may also be more vulnerable to adverse changes to its business and operational environment. The capacity to manage core business risks is sound.
● Moderate	The local government's capacity to meet its financial commitments is moderate in the short to medium-term but is at an acceptable level in the long-term. This capacity may be weakened by adverse changes in general business and economic conditions including unforeseen financial shocks. It may also be weakened by adverse changes to its business and operational environment. The capacity to manage core business risks is moderate.
● Weak	The local government's capacity to meet its financial commitments is weak in the short to medium-term and remains limited in the long-term. This capacity is likely to be weakened by adverse changes in general business and economic conditions including unforeseen financial shocks. It is also likely to be weakened by adverse changes to its business and operational environment. The capacity to manage core business risks is weak.
● Very Weak	The local government's capacity to meet its financial commitments is very weak in the short to medium-term, and is very limited in the long-term. This capacity is very likely to be impaired by adverse changes in general business and economic conditions including unforeseen financial shocks. It is also very likely to be impaired by adverse changes to its business and operational environment. The rating also indicates that the local government may experience difficulties in managing its core business risks and may need assistance from higher levels of government.
● Distressed	The local government has no capacity to meet its financial commitments in the short, medium and long-term. It has no capacity to withstand adverse changes in general business and economic conditions including unforeseen financial shocks. It also has no capacity to withstand adverse changes to its business and operating environment. The local government is unlikely to have the capacity to manage core business risks and may need structural reforms and assistance from higher levels of government.

A ratings outlook generally focuses on the potential movement in an entity's rating in the short term (ie, less than 24 months). Outlooks may be neutral, positive, negative or developing.

OUTLOOKS	
Neutral	Existing financial performance is consistent with the assigned rating. There are no known foreseeable events that would have a direct impact on the local government's capacity to meet its financial commitments. There is a low likelihood of a rating change over a one to two year period.
Positive	As a result of a foreseeable event or circumstance occurring, there is the potential for enhancement in the local government's capacity to meet its financial commitments (short and/or long-term). Such enhancement may result in a change in its rating over a one to two year period. However, it does not necessarily indicate that a rating change may be forthcoming.
Negative	As a result of a foreseeable event or circumstance occurring, there is the potential for deterioration in the local government's capacity to meet its financial commitments (short and/or long-term). Such deterioration may result in a change in its rating over a one to two year period. However, it does not necessarily indicate that a rating change may be forthcoming.
Developing	A single or a series of potential events or circumstances have been identified which indicate heightened probability of a significant direct impact on the financial sustainability of the local government, the final financial impact of which is uncertain. This means the rating may be raised, lowered or affirmed over the following one to two years.

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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 Kershaw Gardens

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

16.2 CBD Car Parking

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 (Commercial Considerations).

16.3 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 KERSHAW GARDENS

File No: 7028

Attachments:

1. Note
2. Locality Map

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

Author: Tarnya Fitzgibbon - Coordinator Development Assessment

This report is considered confidential in accordance with section 275(1)(f), of the *Local Government Regulation 2012*, as it contains information relating to starting or defending legal proceedings involving the local government.

SUMMARY

A summary of the proceedings to date is provided.

16.2 CBD CAR PARKING

File No: 5252
Attachments: 1. Proposed Strategy Schematic
Authorising Officer: Peter Kofod - General Manager Regional Services
Author: Angus Russell - Senior Executive Strategic Projects

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 (Commercial Considerations).

SUMMARY

The report recommends a number of actions in relation to CBD car parking.

16.3 CHIEF EXECUTIVE OFFICER MONTHLY REPORT**File No:** 1830**Attachments:** Nil**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Evan Pardon - Chief Executive Officer

This report is considered confidential in accordance with section 275(1)(h), of the *Local Government Regulation 2012*, as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Chief Executive Officer presenting monthly report for the period ending 12 March 2018.

17 CLOSURE OF MEETING