



PERFORMANCE & SERVICE COMMITTEE MEETING

AGENDA

24 NOVEMBER 2015

Your attendance is required at a meeting of the Performance & Service Committee to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 24 November 2015 commencing at 9.00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
18 November 2015

Next Meeting Date: 23.02.16

Please note:

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	OPENING.....	1
2	PRESENT	1
3	APOLOGIES AND LEAVE OF ABSENCE	1
4	CONFIRMATION OF MINUTES.....	1
5	DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA	1
6	BUSINESS OUTSTANDING	2
	NIL	2
7	PUBLIC FORUMS/DEPUTATIONS	3
7.1	PRESENTATION OF WORKPLACE HEALTH AND SAFETY AWARD OF EXCELLENCE - SAFEPLAN	3
8	OFFICERS' REPORTS	4
8.1	ANNUAL GOODS AND SERVICES SPEND ANALYSIS AND LOCAL PREFERENCE POLICY REVIEW	4
8.2	PROPOSED TRUSTEE LEASE TO NBN (TELECOMMUNICATIONS TOWER) - L203 CREEK STREET, MT MORGAN	11
8.3	FLOOD BARRIERS ROCKHAMPTON AIRPORT	22
8.4	PROPOSED SUBMISSION ON THE DRAFT STATE INFRASTRUCTURE PLAN.....	31
8.5	ECONOMIC GARDENING CAPRICORN PROPOSAL	46
8.6	RIVERFRONT REDEVELOPMENT MINISTERIAL APPROVAL.....	58
9	STRATEGIC REPORTS	59
9.1	SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2015.....	59
9.2	CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT	67
9.3	2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT	97
10	NOTICES OF MOTION	109
	REFER TO CONFIDENTIAL REPORT - ITEM 13.2	109
11	URGENT BUSINESS/QUESTIONS	110
12	CLOSED SESSION	111
13.1	LEGAL MATTERS AS AT 31 OCTOBER 2015.....	111
13.2	NOTICE OF MOTION - COUNCILLOR NEIL FISHER - INSURANCE CLAIM	111

13.3	ADJOINING OWNER REQUEST TO PURCHASE LOTS 1 AND 2 ON RP603426 (PART OF 2-6 ELPHINSTONE STREET, BERSERKER)	111
13.4	CONVERSION OF 60-62 WHARF STREET TO ROAD RESERVE	111
13.5	DARUMBAL PEOPLE NATIVE TITLE CLAIM QUD6131/1998	111
13	CONFIDENTIAL REPORTS.....	112
13.1	LEGAL MATTERS AS AT 31 OCTOBER 2015.....	112
13.2	NOTICE OF MOTION - COUNCILLOR NEIL FISHER - INSURANCE CLAIM	113
13.3	ADJOINING OWNER REQUEST TO PURCHASE LOTS 1 AND 2 ON RP603426 (PART OF 2-6 ELPHINSTONE STREET, BERSERKER)	114
13.4	CONVERSION OF 60-62 WHARF STREET TO ROAD RESERVE	115
13.5	DARUMBAL PEOPLE NATIVE TITLE CLAIM QUD6131/1998	116
14	CLOSURE OF MEETING.....	117

1 OPENING

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

4 CONFIRMATION OF MINUTES

Minutes of the Performance & Service Committee held 27 October 2015

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

7.1 PRESENTATION OF WORKPLACE HEALTH AND SAFETY AWARD OF EXCELLENCE - SAFEPLAN

File No: 5207
Attachments: Nil
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Tracy Sweeney - Acting General Manager Corporate Services

SUMMARY

Representatives from Local Government Workcare will be presenting Rockhampton Regional Council with an award in recognition of the outstanding result in the 2014 SafePlan audit.

OFFICER'S RECOMMENDATION

THAT the award from Local Government Workcare be received.

BACKGROUND

LGW Scheme Members are eligible to enter the LGW SafePlan Award Program. To achieve an award under this program, an external audit is needed to be conducted by Local Government Workcare Occupational Health and Safety Risk Management Services, using the SafePlan Audit Tool.

Council had the external Workplace Health and Safety system audit conducted in November 2014 and achieved an outstanding score of 76.1%. This score identifies that Rockhampton Regional Council has exceeded the self-insurance licensing benchmark of 70%. To recognise this excellent workplace health and safety achievement, Local Government Workcare will be presenting an Award of Excellence to Council.

Dean Campbell, Local Government Workcare Claims Manager and Mr Shane Gray, Local Government Workcare Regional Risk Coordinator will be attending the meeting to present the award.

8 OFFICERS' REPORTS

8.1 ANNUAL GOODS AND SERVICES SPEND ANALYSIS AND LOCAL PREFERENCE POLICY REVIEW

File No: 5883

Attachments: 1. Draft Revised Local Preference Policy

Authorising Officer: Tracy Sweeney - Acting General Manager Corporate Services

Author: Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

Presenting details of the annual goods and services spend analysis for the 12 month period - 31 October 2014 to 1 November 2015. This report also includes the annual review of the Local Preference Policy for the Committee's consideration and adoption.

OFFICER'S RECOMMENDATION

THAT the Committee:

- Receives the annual goods and services spend analysis report; and
- Adopts the revised Local Preference Policy as attached to this report.

COMMENTARY

At the 11 November 2014 Ordinary Council Meeting, Council resolved to *"adopt the revised Local Preference Policy:*

- a) *including the increased minimum local preference weighting from 5% to 12%, and*
- b) *Criteria 2 to 6%, Criteria 3 to 5%, Criteria 4 to 4%; and*
- c) *THAT 5.3 – Locality Preference, be added to the Policy: When determining the engagement of suppliers, preference should be given to suitably qualified suppliers available within the locality of the works or operations; and*
- d) *THAT the Policy be reviewed in 12 months."*

BACKGROUND

The spend analysis detailed in this report is based on Council's expenditure on goods and services for the 12 month period – 31 October 2014 to 1 November 2015.

Goods and Services Spend Analysis

During this current reporting period, Council spent \$95.1M on goods and services. Of that amount, \$63.8M has been spent within the RRC boundaries. That is, **67%** of Council's good and services have been acquired from local suppliers. An additional \$5.4M was spent within the CQROC (Central Queensland Region of Councils) boundaries:

- Banana Shire Council;
- Central Highlands Regional Council;
- Gladstone Regional Council;
- Livingstone Shire Council; and
- Woorabinda Aboriginal Shire Council.

Plant Hire, Trade Services and Roadmaking Materials

Further analysis of Council's goods and services expenditure in the areas of Hire of Construction Plant and Equipment, Trade Services and Roadmaking Materials shows that we have spent a total of \$23.7M with \$21.8M (**92%**) spent on local businesses and locally supplied materials. These are the majority of our contracted small business operators.

Comparison to Last Period

Analysis Period	Total Goods / Services	Total Local Spend	% Local	CQ Spend	Plant Hire, etc Total	Plant Hire, etc Local	Plant Hire, etc CQ
Jan – Oct 14 (10 mths)	\$50.4M	\$34.7M	69%	\$153K	\$17.9M	\$17.8M (99%)	\$100K
Nov 14 – Oct 15	\$95.1M	\$63.8M	67%	\$5.4M	\$23.7M	\$21.8M (92%)	\$1.9M

Impact of T.C. Marcia

In reviewing the spend data for this period, the unavoidable engagement of contractors from outside of the region to assist with the clean-up has impacted the local spend result. These include:

- Kerbside clean-up - SITA Australia Pty Ltd:- \$1.04M
- Treefall clean-up - Land Clearing Aus:- \$507K
- Various new clean-up contractors:- \$440K

Some of the higher value expenditure outside of the region include specialised aviation projects, water / sewage treatment chemicals and major specialised infrastructure projects. Some examples of these for this reporting period include:

- Airport lighting and control systems project:- \$3.2M
- GWTP lowlift pump station upgrade project:- \$1.3M
- Slurry reseat program:- \$3.2M
- Sewer rehabilitation program:- \$1.9M
- Water/Sewage treatment chemicals:- \$1.9M

It should be noted that some contracts do include the use of local sub-contractors and resources which haven't been captured in this financial analysis.

While the impact of the new 12% local preference weighting over this period is not immediately obvious due the T.C. Marcia influence, it is still the author's opinion that it has made a difference and sent the message that Council takes its obligation to support the local economy seriously.

Local Preference Policy Review

The proposed amendments to the Local Preference Policy are shown using track changes as attached. The only proposed changes are to the table at Paragraph 5.2:

- The category definitions have been amended to provide further clarity;
- It is proposed the rating for the second category be increased from 6 to 8 to provide a greater separation between businesses operating within RRC boundaries and those in the third category; and
- It is proposed the rating in the fourth category be decreased from 4 to 3. This is a rarely used category from a local employment point of view. However with the inclusion of local resources in the definition, this may provide clearer reference for use.

CONCLUSION

Notwithstanding the impact of T.C.Marcia, the goods and services spend analysis for the twelve month period, November 2014 to October 2015, has demonstrated Council's continued commitment to supporting the local economy with \$63.8M (67%) spent locally. A further breakdown shows that \$21.8M (92%) was spent locally on Hire of Construction Plant and Equipment, Trade Services, and Roadmaking Materials.

It is recommended that Council approve the revised Local Preference Policy as amended.

ANNUAL GOODS AND SERVICES SPEND ANALYSIS AND LOCAL PREFERENCE POLICY REVIEW

Draft Revised Local Preference Policy

Meeting Date: 24 November 2015

Attachment No: 1



LOCAL PREFERENCE POLICY (ADMINISTRATIVE POLICY)

1 Scope:

This policy applies to Rockhampton Regional Council employees involved in the procurement of goods and/or services on behalf of Rockhampton Regional Council.

2 Purpose:

To provide a standard process that encourages local businesses to tender or quote in competition with businesses operating outside of the Rockhampton Regional Council boundaries.

3 Related Documents:

Primary

Nil

Secondary

Local Government Act 2009

Local Government Regulation 2012

Purchasing Policy – Acquisition of Goods and Services

4 Definitions:

To assist in interpretation, the following definitions apply:

CEO	<i>Chief Executive Officer</i> A person who holds an appointment under section 194 of the <i>Local Government Act 2009</i> . This includes a person acting in this position.
Council	Rockhampton Regional Council
Employee	<i>Local government employee—</i> (a) the chief executive officer; or (b) a person holding an appointment under section 196 of the <i>Local Government Act 2009</i> .
Local Preference	In the context of this policy, refers directly to Council's commitment to the development of competitive local business and industry.
Rockhampton Region	Area defined by the electoral boundaries of Rockhampton Regional Council.

Corporate Improvement and Strategy use only

Adopted/Approved: Draft

Version:

Reviewed Date:

Department: Corporate Services

Section: Corporates and Technology Services

Page No.: Page 1 of 3

5 Policy Statement:

Council is committed to the sound contracting principles of:

- Value for money;
- Open and effective competition;
- The development of competitive local business and industry;
- Environmental protection; and
- Ethical behaviour and fair dealing.

5.1 Development of Competitive Local Business and Industry

In order to enhance the capabilities of local business and industry, employees issuing invitations to suppliers must:

- Advertise in the local newspaper for tenders and on Council's Website for tenders and quotes;
- Actively seek out potential local suppliers and encourage such suppliers to submit a bid where they are qualified and able to meet the requirements of the scope of work;
- Ensure local suppliers are given equal opportunities to respond and are treated without prejudice; and
- Encourage local suppliers to do business with Council.

5.2 Local Preference Evaluation and Weighting Criteria

Council's preference is, all things being equal, to purchase locally. The below ratings are to be applied when evaluating invitations:

Definition	Rating	Supporting Business
Business head office completely set up and run locally within the Rockhampton Region.	12	With the commitment to local businesses and economy.
Business branch operating locally, but with head office setup outside of the Rockhampton Region.	68	With commitment to local economy.
Business completely head office set up and run outside of the Rockhampton Region but within the Central Queensland Region. <u>The Central Queensland Region includes the local government areas of:</u> ▪ <u>Banana Shire Council;</u> ▪ <u>Central Highlands Regional Council;</u> ▪ <u>Gladstone Regional Council;</u> ▪ <u>Livingstone Shire Council; and</u> ▪ <u>Woorabinda Aboriginal Shire Council</u>	5	Within Central Queensland.
<u>Business based outside of the Central Queensland Region employing local staff and/or using local resources from within the Rockhampton Region but without a permanent local business branch. An outside provider employing less than 20% of staff within RRC boundaries.</u>	43	Minimal impact on local economy.

Corporate Improvement and Strategy use only

Adopted/Approved: Draft
Version:
Reviewed Date:

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

Suppliers operating outside of the Central Queensland Region.	0	
---	---	--

Following determination of the correct rating as defined above, a minimum weighting of **12%** for local preference will be applied to the rating to calculate the final score.

5.3 Locality Preference

When determining the engagement of suppliers, preference should be given to suitably qualified suppliers available within the locality of the works or operations.

6 Review Timelines:

This policy will be reviewed when any of the following occur:

- 6.1 12 months from the date of the adoption of this policy; or
- 6.2 The related information is amended or replaced; or
- 6.3 Other circumstances as determined from time to time by the Council.

7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER

Corporate Improvement and Strategy use only

Adopted/Approved: Draft
Version:
Reviewed Date:

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

8.2 PROPOSED TRUSTEE LEASE TO NBN (TELECOMMUNICATIONS TOWER) - L203 CREEK STREET, MT MORGAN

File No: 374

Attachments: 1. Aerial Map
2. NBN Telecommunications Tower Plans

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Tracy Sweeney - Acting General Manager Corporate Services

Author: Kellie Anderson - Coordinator Property and Insurance

SUMMARY

Coordinator Property & Insurance reporting on a request received from NBNCo to enter into a Trustee Lease over part of L203 Creek Street, Mt Morgan for the purpose of constructing a telecommunication tower.

OFFICER'S RECOMMENDATION

THAT pursuant to section 236 (1)(f) of the *Local Government Regulation 2012*, the Chief Executive Officer (Operations Manager Property & Insurance) be authorised to negotiate a Trustee Lease with NBNCo over part of L203 Creek Street, Mt Morgan, subject to the following conditions:

1. The rental amount is to be determined by an independent valuation carried out by a licensed valuer operating in the Rockhampton Region at no cost to Council;
2. The rental amount is to be increased annually by CPI;
3. The total term of the Trustee Lease is to be no more than 20 years;
4. The Trustee Lease is subject to the applicant obtaining all necessary approvals from Council and other Government agencies (if applicable);
5. The applicant is responsible for all survey and registration costs, and Council's reasonable legal costs with regards to the Trustee Lease; and
6. The proposed Trustee Lease is subject to consent from the Department of Natural Resources & Mines.

COMMENTARY

NBNCo plans to upgrade the existing telecommunications network (fixed wireless broadband) in the most cost-efficient way using best-fit technology and taking into consideration existing infrastructure.

To enable the provision of these services to the local community, NBNCo has advised that they have undertaken a thorough analysis of potential site alternatives and during this process has attempted to select the most appropriate site. Factors such as the ability to meet the required coverage and technical objectives, opportunities for co-location, the surrounding landscape and community needs have all been carefully considered as part of this selection process.

Based on this assessment, NBNCo determined that this site would be the most appropriate location to establish a facility so as to provide high speed wireless broadband coverage to Mount Morgan.

BACKGROUND

The proposal for this site is for NBNCo to construct a 30m Monopole with associated infrastructure. The lease area is required to house the Monopole and equipment shelter for the facility and the proposed term is 20 years.

This development is considered to be Code Assessable under the Rockhampton Regional Planning Scheme and NBNCo have prepared their Development Application for lodgment, pending Council's approval of a Trustee Lease.

This proposed Trustee Lease is subject to consent from the Department of Natural Resources & Mines (NRM).

BUDGET IMPLICATIONS

The granting of these leases will provide Council with additional commercial leasing revenue. As per the Telecommunication Facilities on Council Land Policy, the rental amount will be determined by a market valuation to be provided at the applicant's cost.

LEGISLATIVE CONTEXT

Under the *Local Government Regulation 2012*, section 236 (1) (c) (vi) states that Council may dispose of a valuable non-current asset other than by tender or auction if the disposal is for the purpose of a lease for a telecommunication tower, and that Council has decided, by resolution, that the exception may apply to the disposal.

CONCLUSION

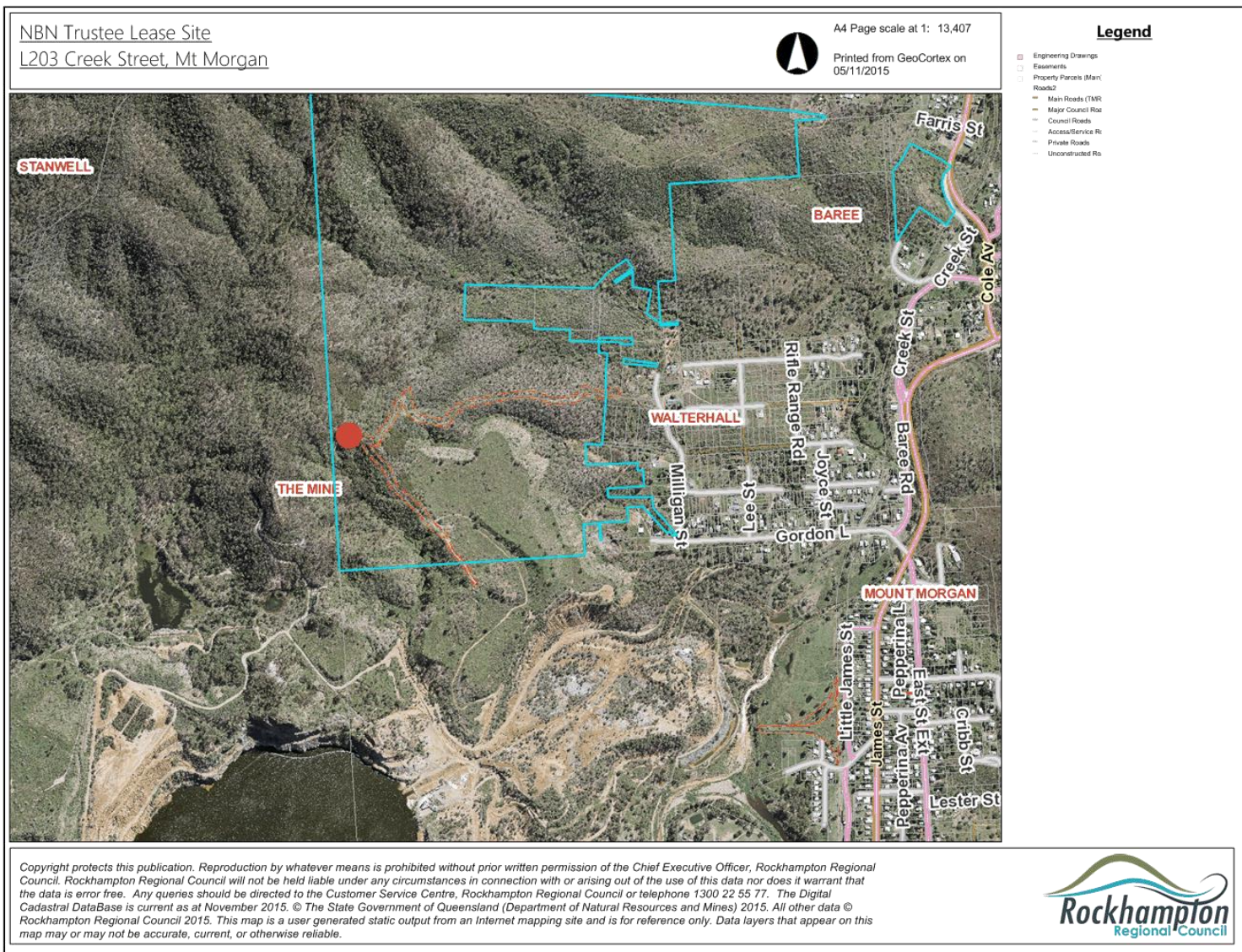
It is recommended that Council enter into a Trustee Lease agreement with NBNCo for L203 Creek Street, Mt Morgan for the construction and operation of a fixed wireless telecommunications facility.

PROPOSED TRUSTEE LEASE TO NBN (TELECOMMUNICATIONS TOWER) - L203 CREEK STREET, MT MORGAN

Aerial Map

Meeting Date: 24 November 2015

Attachment No: 1



PROPOSED TRUSTEE LEASE TO NBN (TELECOMMUNICATIONS TOWER) - L203 CREEK STREET, MT MORGAN

NBN Telecommunications Tower Plans

Meeting Date: 24 November 2015

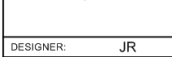
Attachment No: 2

QLD 4714
RFNSA No.: 4714004



PROJECT SUMMARY

PROPOSED NBN GREENFIELD 30m MONOPOLE
PROPOSED NBN OUTDOOR CABINETS ON CONCRETE SLAB ON GROUND

Client:	
Client:	
Client:	
Project:	NATIONAL BROADBAND NETWORK SITE No: 4MTM-51-03-MMG MOUNT MORGAN LOT 203 ON RN1556 CREEK STREET BAREE PRELIMINARY
06 19 08 15: RFENCA NUMBER ADDED	
05 19 08 15: LAYOUT REVISED	
04 04 12 12: ANTENNA AMENDED, CABLE LADDER ADDED	
03 04 11 12: NOTES REVISED	
02 27 08 12: ANTENNA AMENDMENTS	
01 03 08 12: PRELIMINARY	
Rev Date Revision Details	
 Aurecon Australia Pty Ltd ABN 94 005 139 873	
DESIGNER:	JR
CHECKED:	MR
APPROVED:	LS
Drawing Title:	COVER SHEET
Drawing No.	4MTM-51-03-MMG-N-T1
Revised	06



SITE INFORMATION:

1. SITE ADDRESS
- LOT 203 ON RN1556, CREEK STREET, BAREE, QLD 4714.
2. GENERAL
- THE CONTRACTOR SHALL COMPLY WITH ALL RELEVANT NBN CONSTRUCTION STANDARDS, CURRENT AUSTRALIAN STANDARDS AND SPECIFICATIONS.
3. SITE ACCESS
- ACCESS VIA EXISTING 4WD ONLY ACCESS TRACK (OVER EASEMENTS A/SP164788), APPROX. 1km LONG, OFF MILLIGAN STREET. CONDITIONS OF ACCESS TBC.
4. EQUIPMENT
- PROPOSED NBN OUTDOOR CABINET TO BE INSTALLED ON CONCRETE SLAB (~7.5m² GFA) WITHIN NBN LEASE AREA.
5. STRUCTURE
- PROPOSED NBN 30m MONOPOLE.
6. ANTENNA ACCESS
- ANTENNA ACCESS USING ACCESS LADDER WITH LAD-SAF OR EWP, BY RIGGER QUALIFIED PERSONNEL ONLY.
7. EXISTING SERVICES
- THE CONTRACTOR SHALL IDENTIFY AND CONFIRM THE LOCATION OF ALL RELEVANT EXISTING SERVICES AS REQUIRED PRIOR TO THE COMMENCEMENT OF WORKS.
8. EXISTING SITE HAZARDS
- THE FOLLOWING HAZARDS ARE PRESENT ON THIS SITE:
- WORK WITHIN MINING LEASE

- STEEP ACCESS

- VICINITY OF EXISTING COMMUNICATION FACILITIES
9. ELECTRICAL SUPPLY
- REFER TO DRAWINGS 4MTM-51-03-MMGN-C2 AND C3 FOR DETAILS.
10. TRANSMISSION LINK & RF CONFIGURATION
- REFER TABLE ON DRAWING 4MTM-51-03-MMGN-A1 FOR DETAILS. THIS IS A FIBRE HUB SITE.
11. SITE SPECIFIC INFORMATION
- RETAINING WALLS MAY BE PROPOSED, SUBJECT TO DETAILED SURVEY

- NO LANDSCAPING IS PROPOSED

- NO STORMWATER DETENTION IS REQUIRED

- EASEMENTS ARE EXISTING EASEMENT A SP164788 FOR ACCESS PURPOSES, EASEMENT C SP181231 FOR TELSTRA ACCESS

- VEGETATION CLEARING IS REQUIRED, APPROX. 50m²

- PAINTING/WARNING LIGHTS TO COMPLY WITH STATUTORY AUTHORITY REQUIREMENTS



NATIONAL BROADBAND NETWORK
SITE No: 4MTM-51-03-MMGN
MOUNT MORGAN
LOT 203 ON RN1556
CREEK STREET
BAREE

PRELIMINARY

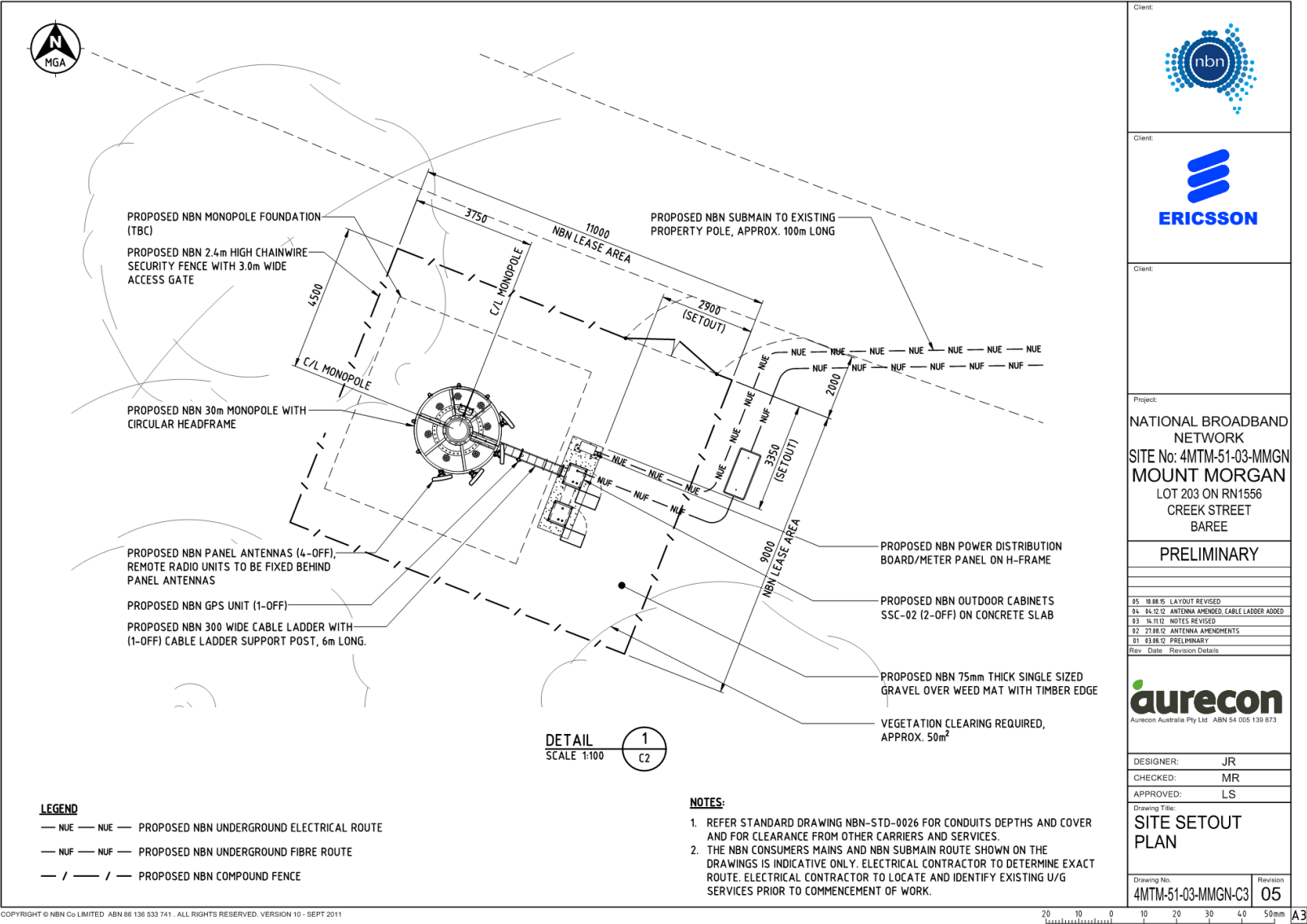
04	10.08.15	LAYOUT REVISED
03	04.12.12	ANTENNA AMENDMENTS
02	27.08.12	ANTENNA AMENDMENTS
01	03.08.12	PRELIMINARY

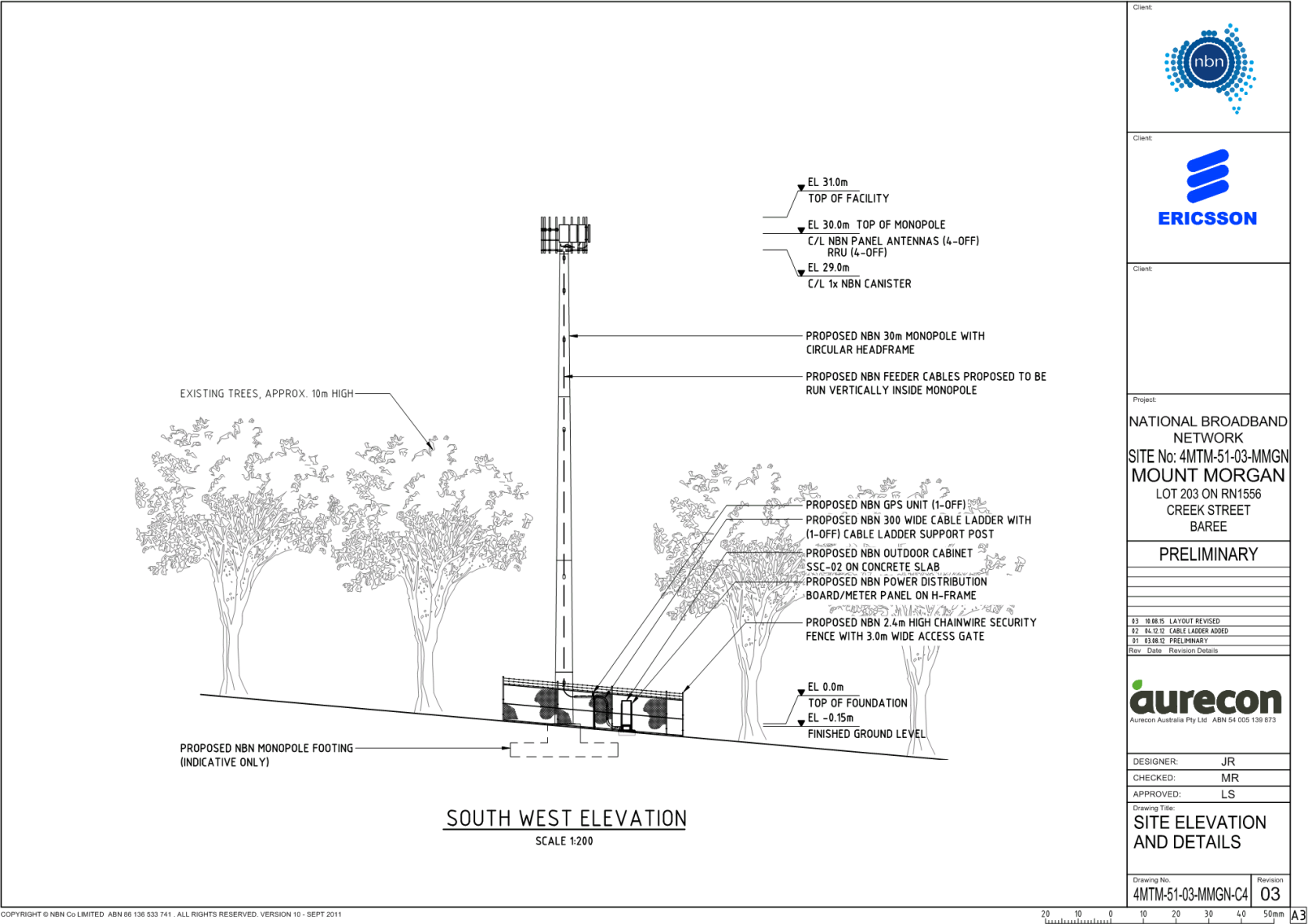


DESIGNER: JR
CHECKED: MR
APPROVED: LS

Drawing Title:
SITE SPECIFIC NOTES

Drawing No: 4MTM-51-03-MMGN-C1
Revision: 04





8.3 FLOOD BARRIERS ROCKHAMPTON AIRPORT

File No: 1743

Attachments: 1. Model Simulation - 1% AEP
2. Model Simulation - 2% AEP
3. Model Simulation - 5% AEP

Authorising Officer: Evan Pardon - Chief Executive Officer

Author: Robert Holmes - General Manager Regional Services

SUMMARY

Council received an unsolicited proposal for flood barriers at the Rockhampton Airport from a company that supplies such equipment. Arrangements were made to run the proposals through the Fitzroy flood model to ascertain the effectiveness of the proposals to guide whether Council should consider pursuing that proposal further. The matter is submitted for the Committee's consideration and endorsement of a way forward on this matter.

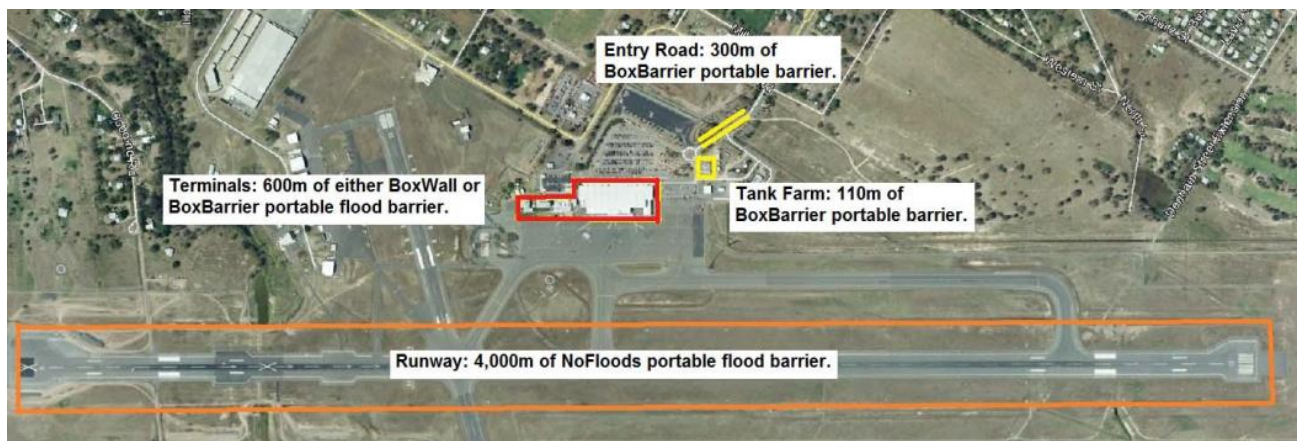
OFFICER'S RECOMMENDATION

THAT consideration be given in the 2016/17 budget to progressing the assessment and implementation of temporary flood barrier solutions for the Rockhampton Airport.

COMMENTARY

Council received an unsolicited proposal for flood barriers at the Rockhampton Airport from a company that supplies such equipment. Arrangements were made to run the proposals through the Fitzroy flood model to ascertain the effectiveness of the proposals to guide whether Council should consider pursuing that proposal or similar proposals further. The proposals were as follows:

An overview of the proposal for temporary flood barriers at the Airport:



The following aerial photo provides a better perspective of the proposed flood barriers to be installed.



To assess the proposal, model simulations for the 1%, 2% and 5% AEPs were undertaken assuming all proposed barriers were installed together. See attachments:

- 1% AEP Attachment 1;
- 2% AEP Attachment 2; and
- 5% AEP Attachment 3.

Barrier systems for smaller magnitude flood events (i.e. 5% AEP) are unlikely to provide significant benefits for airport operations as the majority of the airport precinct is not expected to be flood affected (with the exception of the southern end of the runway). If barrier systems are proposed, they should be targeted towards larger magnitude events where possible (individual site constraints would still need to be considered).

The barrier system proposed for the terminal and adjacent CASA building is expected to have minimal change in flood behaviour as we have already modelled these buildings as raised areas in the model on the assumption that some form of barrier system would be used by Council (as was the case for the 2011 flood event). It is agreed that demountable flood barriers around these buildings will provide a significant benefit, particularly for larger magnitude events.

The modelling suggests that the tank farm barrier system will have minimal hydraulic impact as it is located adjacent to an existing raised area. The Connor Drive and runway barriers are expected to result in hydraulic impacts, particularly in the 1% AEP event (as shown on Attachment 1).

The benefits of a barrier system around the runway is questioned and it is suggested that this be looked at in more detail if it is being considered. It is unlikely that aircraft operations would continue whilst the barrier system was in use, so in effect, the system would provide protection to the pavement asset only and would not extend aircraft operations. It is expected that the pavement would still become saturated, even with the barrier system in place, due to the extended period of inundation. In reality, the barrier probably saves some time in having to remove flood borne debris and sediment which remains on the runway surface post-flood.

Also questioned are the benefits of a barrier system along Connor Drive. Access to the airport precinct is gained via Hunter Street and Connor Drive which are inundated for events exceeding the 5% AEP magnitude. Barriers along Connor Drive will not provide access to the airport for events exceeding the 5% AEP magnitude as Hunter Street will still be inundated. A barrier system along Connor Drive is outflanked in the larger events (as shown in Attachments 1 and 2) and would not provide any accessibility benefits.

Extending the Connor Drive barrier system along Hunter Street is expected to result in significant hydraulic impacts as it will cut a key flow path to the eastern side of the airport. We note that a barrier system along Connor Drive / Hunter Street may also pose a significant constraint for concurrent local catchment flooding which would also need to be considered.

Overall, there may be value in the terminal and tank farm barrier systems based on the high level review undertaken to date. Further assessment of the barrier type is recommended, including an assessment of site constraints, upfront cost, storage/erection and long term maintenance requirements. There are a number of potential issues with the runway and Connor Drive barriers which would need to be addressed before considering either one of these.

GOING FORWARD

As can be seen from the foregoing, there will need to be more work done on this matter before Council could consider proceeding with a layout of flood barriers as suggested in this proposal or of any other configuration. Also, Council would need to go through a tendering process should it wish to proceed as there is a large range of flood barriers at varying costs available in the marketplace through a myriad of suppliers. Also each barrier will have its own peculiarities in respect of site constraints, upfront cost, storage/erection and long term maintenance requirements.

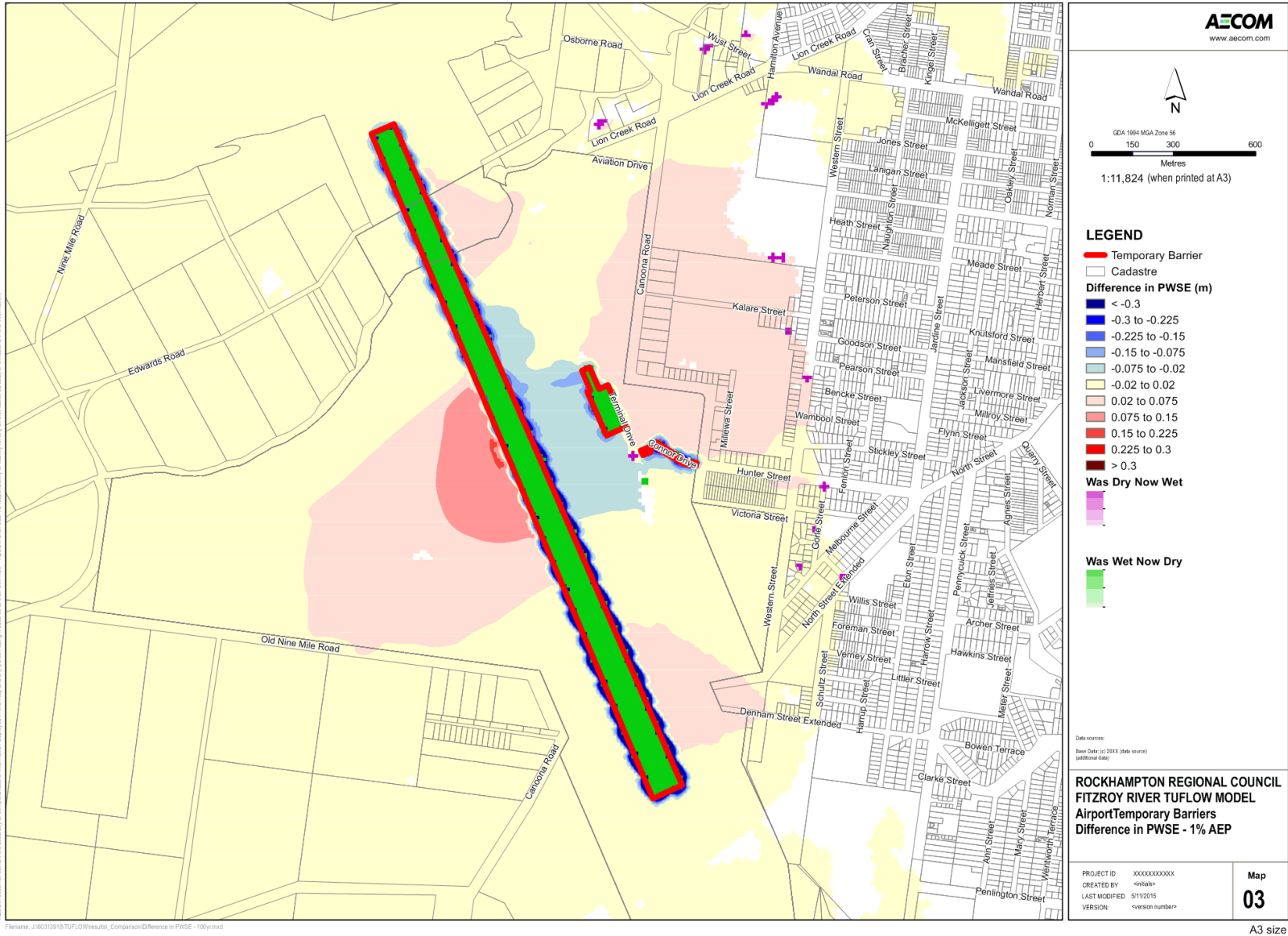
It is considered that the Council should provide funding to further investigate this matter and to develop a package for tender based on the findings of those investigations.

FLOOD BARRIERS ROCKHAMPTON AIRPORT

Model Simulation - 1% AEP

Meeting Date: 24 November 2015

Attachment No: 1

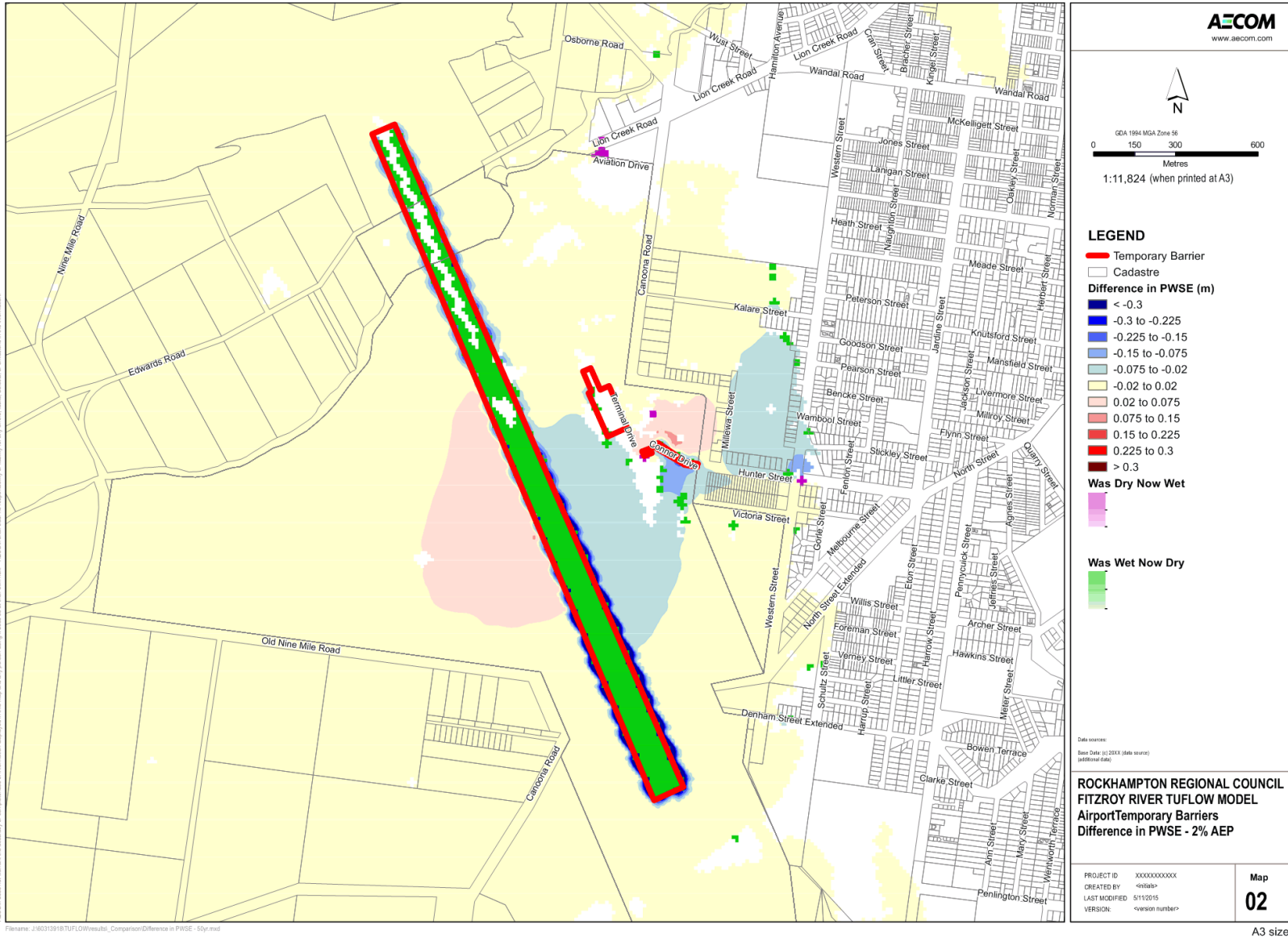


FLOOD BARRIERS ROCKHAMPTON AIRPORT

Model Simulation - 2% AEP

Meeting Date: 24 November 2015

Attachment No: 2

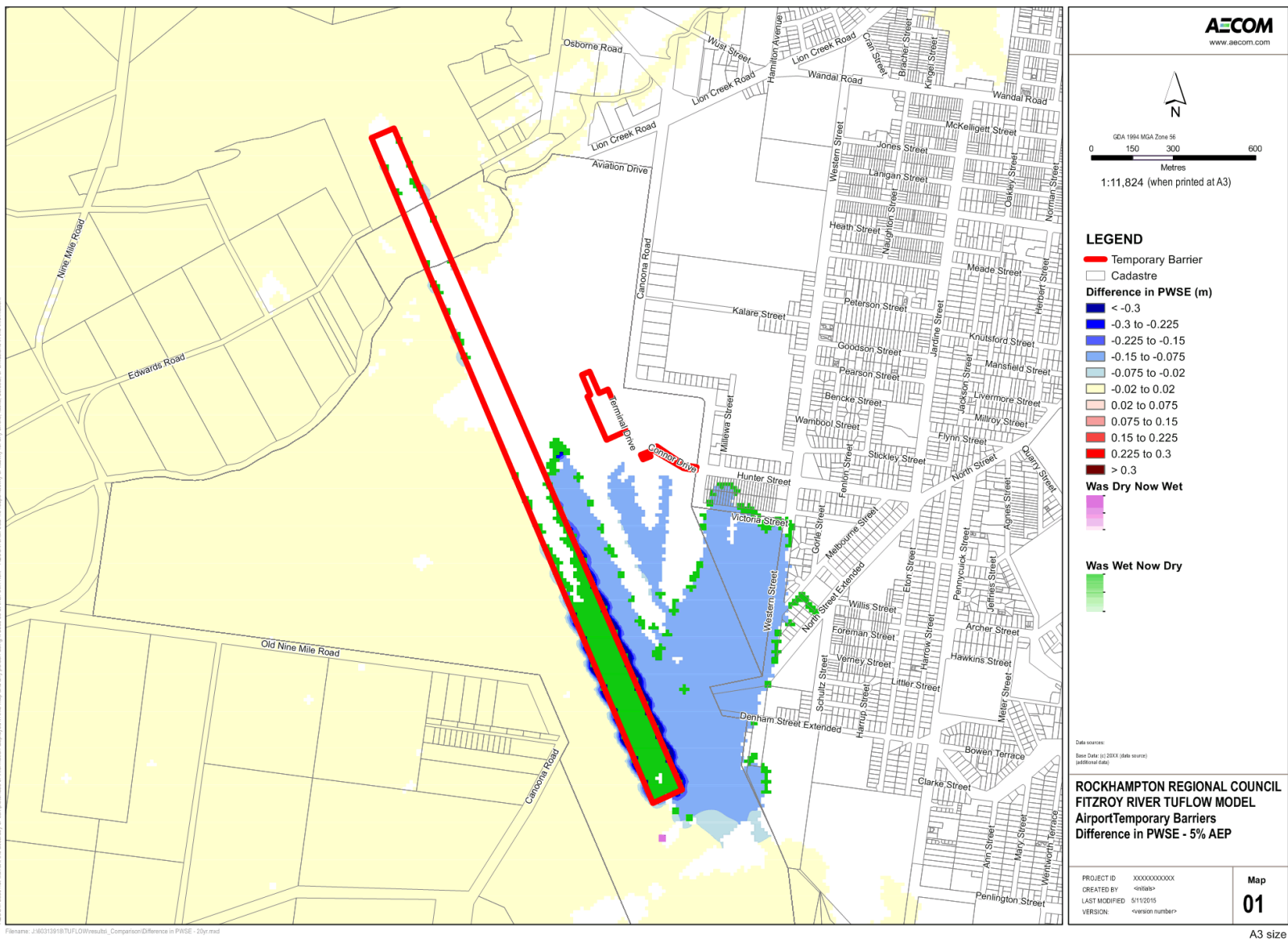


FLOOD BARRIERS ROCKHAMPTON AIRPORT

Model Simulation - 5% AEP

Meeting Date: 24 November 2015

Attachment No: 3



8.4 PROPOSED SUBMISSION ON THE DRAFT STATE INFRASTRUCTURE PLAN

File No: 4894
Attachments: 1. Proposed Submission
Authorising Officer: Martin Crow - Manager Engineering Services
Robert Holmes - General Manager Regional Services
Author: Angus Russell - Coordinator Strategic Infrastructure

SUMMARY

The report provides commentary on the draft State Infrastructure Plan and recommends a submission to be made to the Queensland Government. The Committee's endorsement of the submission is sought.

OFFICER'S RECOMMENDATION

THAT Council's submission on the draft State Infrastructure Plan, as presented, be endorsed for submission to the State Government.

COMMENTARY

The Queensland Government released its draft State Infrastructure Plan (SIP) on 26 October 2015 for public consultation. A full copy of this document can be found on the Department of Infrastructure, Local Government and Planning website:

<http://www.dilgp.qld.gov.au/infrastructure/state-infrastructure-plan.html>

The draft SIP outlines the State's strategic direction for the planning, investment and delivery of infrastructure in Queensland. The State government is seeking specific feedback on the 5–15 year opportunities, implementation initiatives and responses contained in the draft plan by 4 December 2015. The finalised plan is anticipated to be released in early 2016.

Council Officers attended a stakeholder workshop on 13 November 2015, have reviewed the draft SIP and prepared a draft Submission for Council's consideration and endorsement. That draft Submission is provided in Attachment 1.

The draft SIP consists of two parts. The *Part A: Strategy* sets a vision for the State's approach to infrastructure planning and prioritisation, including how it will respond to key opportunities and challenges facing Queensland. The *Part B: Program* provides a program of investment over the next four years, with future opportunities over the next 15 years without specifying solutions. Council's interest is in the potential interaction between the draft SIP, associated processes, policies and programs and Council's own infrastructure planning and wider infrastructure priorities that support development of the region. The draft SIP also appears to provide a potential pathway to promote local infrastructure priorities to the Federal Government. As such, providing considered feedback on the draft SIP and identifying current infrastructure priorities would be prudent and potentially beneficial to Council and the region.

The financial relationship between local and state government in Queensland is far less structured than the relationship between the state and federal government, particularly in relation to identifying and funding infrastructure priorities. The draft SIP may also provide a mechanism by which the local-state relationship might be improved.

Key issues identified in the proposed Submission include:

- Promoting a more direct and meaningful engagement and collaboration with Local Government and specifically with individual Councils rather than using regional mechanisms such as regional planning committees.
- Encouraging assessment and mitigation of the impacts of State infrastructure and facilities including the traffic and parking impacts at schools and hospitals.

- Expressing concern about the potential impacts of yet to be defined State Infrastructure Charges on local government, future development and ultimately economic development.
- Highlighting the need for more comprehensive inclusion of disaster mitigation into the draft SIP and the need for more substantial funding from both the State and Federal Governments.
- Highlighting the need for a comprehensive regional development policy and expressing the desire to have long-term, reliable and predictable infrastructure funding support from both the State and Federal Governments.

The proposed submission also presents an extensive list of Council's strategic infrastructure priorities. It also specifically lists the top six priorities that are either directly the responsibility of the State Government or require significant State Government support.

BACKGROUND

Over time, numerous state governments in Queensland have sought to develop state infrastructure plans. These plans have sometimes been broad-based and sometimes been focused on individual portfolio areas such as water infrastructure and roads infrastructure. In most instances they have been either abandoned or rebadged following a change of government.

While the longevity of a state infrastructure plan may be questionable, there are some underlying dimensions that remain somewhat constant, including processes such as the Project Assurance Framework understood to have been originally developed by Queensland Treasury for larger infrastructure projects.

PREVIOUS DECISIONS

At various times Council has considered the infrastructure priorities listed in the proposed Submission.

BUDGET IMPLICATIONS

There are no immediate budget implications for Council in making the proposed Submission however, in some instances the prioritisation and delivery or non-delivery of State infrastructure does have consequential impacts on Council infrastructure planning and provision.

RISK ASSESSMENT

The potential for the State to introduce and levy State Infrastructure Charges is likely to represent the highest risk for Council and the region more broadly. The delay or absence of priority projects identified by Council also represent a risk in terms of maintaining Rockhampton as a competitive location for investment and development relative to other regions.

CORPORATE/OPERATIONAL PLAN

Consult on, advocate, plan, deliver and maintain the range of urban and rural public infrastructure appropriate to the region's needs, both present and future.

CONCLUSION

Officers have reviewed the draft State Infrastructure Plan and have prepared the attached draft submission for Council's consideration. It is recommended the draft submission be endorsed and lodged with the Queensland Government.

PROPOSED SUBMISSION ON THE DRAFT STATE INFRASTRUCTURE PLAN

Proposed Submission

Meeting Date: 24 November 2015

Attachment No: 1

Draft State Infrastructure Plan

Submission by Rockhampton Regional Council

24 November 2015

The following submission is made by Rockhampton Regional Council in response to the release of the Queensland Government's draft State Infrastructure Plan (SIP) on 26 October 2015. Council's submission is made in two parts that generally reflect the two parts of the SIP, being the Part A Strategy and Part B Program.

Council acknowledges the intent of the SIP to plan, prioritise and deliver infrastructure that is critical for the future prosperity, liveability and sustainability of the State and welcomes the opportunity to provide constructive feedback on the draft SIP.

About Rockhampton Regional Council

Rockhampton Regional Council (RRC) has an annual budget of \$225 million, including \$88.8 million of capital works, and employs 850 equivalent full time staff. The total value of Council's assets was \$1,956 million at 30 June 2014. Roads and drainage (46%) and water and sewerage (28%) are Council's largest asset classes followed by land and buildings (14%). These three asset classes account for some 88% of Council's assets by value.

Council owns and operates the Rockhampton Airport and the Fitzroy River Barrage and maintains some 840 kilometres of sealed roads and 1,138 kilometres of unsealed roads. It also operates and maintains significant water and sewage treatment facilities and reticulation networks with a gross value of almost \$850 million. In addition to this RRC provides facilities and services such as Landfills, Botanic Gardens, Rockhampton Zoo, Theatres, Libraries, year round swimming pool facilities and so on. The provision of these regional community facilities are at RRC's cost and are expected and enjoyed by its residents as well as those from neighbouring local authorities.

RRC has been impacted by several natural disasters over the past five years including floods, severe rain events and most recently Tropical Cyclone Marcia. Whilst the cyclone recovery is not yet complete it is expected that the net financial impact to Council for these events will exceed \$25m.

In addition to this, the de-amalgamation of Livingstone Shire Council on 1 January 2013 placed a further financial strain on the organisation. It has taken strict discipline to manage the financial position as a result.

To maintain long-term financial sustainability no additional debt is anticipated to be added over the course of Council's 10 year financial strategy.

PART A: STRATEGY

Introduction

The overall structure of the draft SIP Strategy is reasonably straight forward. Simply put, it articulates at a high level the challenges we face, the objectives we want to achieve and a pathway to identify and prioritise infrastructure projects that meet these challenges, support the objectives and recognise future opportunities. This structure is however at a very high level and as such, may not provide sufficient detail to really differentiate or prioritise projects competing for scarce financial resources. In some ways, all infrastructure projects currently contemplated by all tiers of government will meet some or many of the stated challenges and objectives - otherwise they would not be contemplated at all.

Council's specific interest is in the potential interaction between the draft SIP, associated processes, policies and programs, Council's own infrastructure planning and wider State infrastructure priorities that support development of the Rockhampton region. It appears that the draft SIP is intended to provide an important vehicle to promote regional and local infrastructure priorities to the Federal Government, via mechanisms such as Federal-State Partnership Agreements, the Infrastructure Australia Infrastructure Priority List and targeted initiatives such as the White Paper on Developing Northern Australia. As such Council is both providing considered feedback on the draft SIP and identifying its current infrastructure priorities.

The financial relationship between local and state government in Queensland is far less structured than the relationship between the State and Federal governments, particularly in relation to identifying and funding infrastructure priorities. Properly structured and linked to State Budget planning and State funding programs, a State Infrastructure Plan has the potential to provide a mechanism by which the local-state infrastructure planning and financial relationship could be improved. However, the draft SIP as it currently stands will not achieve this end.

Engagement with Local Government

While "collaboration" with other levels of government, including local government, is espoused in the draft SIP there does not appear to be significant substance or mechanisms for collaboration with local government which leaves the sense it is largely a top-down approach. This is demonstrated in part in the Introduction (p6) that states *"The SIP recognises the significant investment local government makes in infrastructure, and the program provides local authorities with a thorough understanding of key state government projects and regional priorities."*

The Implementation Initiatives (p47) do suggest that links between regional planning and infrastructure planning are enhanced with all regional plans to have an "infrastructure narrative" (which they already contain) and to *"Enhance the role of regional planning committees to oversee the alignment of state and local government infrastructure priorities."* Given the mixed history and questionable outcomes of regional planning for local governments, this mechanism might be seen as a convenient means for the State to obviate the need for it to consult meaningfully with individual local governments (particularly the larger ones including Cairns, Townsville, Mackay, Rockhampton and Toowoomba). A more substantial mechanism with clear accountability to determine and deliver necessary regional outcomes should be considered.

The structure and format of the draft SIP stakeholder workshops run across the State in November 2015 further reinforce the lack of prominence of local government in development of the draft SIP. While separate workshops were held with State agencies at a regional level, local governments (with assets totalling billions of dollars and annual budgets amounting to hundreds of millions of dollars) were relegated to a wider group of "other stakeholders" including industry groups and regional development organisations.

The Implementation Initiatives (p47) suggests the State *"Increase the infrastructure planning and coordination capacity and capability within the Queensland Government to ensure that infrastructure is properly planned and sequenced to meet development demands (including bringing together existing infrastructure planning and coordination functions under one accountable area)."* This has potential value for a whole-of-government perspective and, if also implemented at a regional level, a possible channel for local government to express its views and promote projects. However, in its current form, this initiative also risks being SEQ centric in its focus, priorities and its delivery. A degree of separation between SEQ and regional oversight, but with equal voice would ensure a proper focus at a governance level.

Closer engagement and collaboration with local government may also serve to get better use and productivity out of existing infrastructure assets - a key objective of the draft SIP. As one example,

tactical investment by the State in selected local road projects may in fact substantially defer upgrades to the State controlled road network.

Overall, there needs to be more direct and meaningful engagement and collaboration with Local Government. There should in fact be a specific mechanism and capability for working directly with individual local governments, and particularly with larger regional local governments.

The Part A: Strategy Forward (p3) suggests the State will “*engage with the community around service levels and infrastructure so that we can maximise the value of our investments.*” This is the first and last reference to levels of service in the Strategy.

The State expects local government to have defined and transparent levels of service through its Local Government Infrastructure Plans (LGIP) Desired Standards of Service and its Asset Management Plans, but does not appear to apply the same level of rigor to its own infrastructure planning. It also has the power to dictate local governments adopted levels of service (eg TMR LOS D could not be adopted by RRC in its LGIP).

The State expects local government to have defined and transparent LOS via the LGIPs and should have the same rigor and transparency in its own infrastructure planning.

Further to this, the State's approach to infrastructure planning in the draft SIP for the 5 to 15 year planning horizon is presented as opportunities and gaps with little or no definition of prospective real project responses. While this non-prescriptive approach lends itself to some flexibility and innovation, it provides little or no confidence that necessary projects, some with substantial lead times, will be either considered or delivered by the State. It also fails to account for the long lead time for major infrastructure project planning, design, regulatory approvals, funding and delivery. In some instances this may exceed 10 years.

This non-prescriptive and largely narrative approach is also in stark contrast to the State's expectation and requirement for local governments to prepare LGIPs to plan for 10-15 years of growth. Because of the many variables and limited council resources, these LGIP projects can only be planned at a concept level. The resultant high-level indicative cost estimates are not highly reliable – but are required to be used to guide Councils' Long Term Financial forecasts and infrastructure charges. Councils are also required to prepare a 10 year long-term financial plan to demonstrate their financial sustainability where the State's forward estimates cover a mere three years with any confidence.

Why should local governments be required to prepare detailed and costed long term LGIP and Financial plans when the State does not? Conversely, why would the State not provide more detailed infrastructure plans when local government does?

The cost of advancing projects from an identified need and agreed Level of Service to being funded and shovel ready in a local government context is extremely resource intensive. A properly skilled State support (and regional coordination) unit may be of great assistance for projects well below the proposed threshold of \$50 million when Building Queensland would get involved.

State Infrastructure Impacts

While the substantial benefits of State infrastructure and services are acknowledged, the assessment and mitigation of their impacts on local infrastructure and communities is a real issue for Council. In particular, the impacts of facilities such as schools and hospitals on local roads and traffic operations is significant and represents a reasonable proportion of complaints that Council receives from both communities and schools themselves.

Private developers are required to assess and mitigate their impacts through the local government development assessment process. It is unlikely that State Government would agree to its infrastructure becoming assessable under a local government planning scheme, but similar standards should be applied by the State to its own projects.

Specific examples in the Rockhampton region include the need for increased on-site car parking at the Rockhampton Base Hospital to address the shortage of parking and impacts of on-street parking on local residents and hospital staff, patients and visitors. Schools in the region, including Frenchville, Glenmore, North Rockhampton and Parkhurst also generate significant traffic impacts and issues that the schools and communities expect Council to address. These issues extend beyond simple traffic congestion and represent a potential safety risk to students and their families, in spite of speed limited School Zones.

Assessing and mitigating the impacts of State infrastructure should be integral to planning and delivery of these facilities rather than being seen, at best, as an afterthought. Existing deficiencies also need to be addressed.

State Infrastructure Charges

There are several broad references to State Infrastructure Charges in the Part A Strategy. The Implementation Initiatives (p47) suggests the State *“Establish a working group to secure local and state government agreement on apportionment of infrastructure works and charges for all state infrastructure”* and (p48) that the State *“determine appropriate infrastructure charges”*. This is interpreted as the State seeking to impose infrastructure charges (eg previously contemplated "local function charges" for State controlled roads) on local government and on development.

Passing these costs/charges directly on to developers might be palatable for Local government in SEQ but will be less palatable in regional Queensland where local governments largely compete for development (and associated economic growth) and many already provide some form of infrastructure incentives. With knowledge of the scale of some infrastructure projects proposed by the State, regional councils must be extremely concerned about the introduction of a further layer of infrastructure charges on prospective developers, particularly in the current depressed economic climate.

Would some local rates and charges revenue be redirected to the State and would some State revenue (such as vehicle registrations, fuel excise and land tax) be redirected to local government? The financial arrangements between the Federal and State Governments, including funding of health, education and the national highway network further complicates the concept of State Infrastructure Charges.

With State and Local Government having fundamentally different revenue mechanisms and funding sources, any agreement on State Infrastructure Charges would be complex and unlikely. The outcome may also seriously impede private sector investment and regional development.

Value Capture Concepts

There are several references in the Strategy to “value capture opportunities” in Challenges and Objectives (p32) and Implementation Initiatives (p 47 and 48) sections. The Strategy suggests *“value capture methodologies can provide new ways to help fund infrastructure”* and that the State *“mandate analysis within business cases that estimates the distribution among stakeholders of benefits realised and costs absorbed for proposed infrastructure projects. This information can be used across the pipeline to assist in prioritisation, investigate value capture opportunities, and manage the state’s fiscal exposure.”*

The success of the previous ULDA's approach to "value capture" where capital value uplift resulting from the ULDA's intervention and infrastructure investment was sought to be captured appears to be questionable. Further attempts to capture this type of uplift and value are also likely to be problematic.

Further, the Strategy proposes to *"Bring together a dedicated value capture unit which would determine and implement frameworks to secure innovative project funding and financing. Key functions could include: tax increment financing; commercial revenue sources (e.g. retailing); infrastructure enhancing property development; development of air rights and commercial activity at key interchanges and sites; commercially focused transit oriented developments. Determine and implement value capture options for key infrastructure projects."*

In this context, value capture might be better described as commercial optimisation of infrastructure projects. This would also remove any confusion with the previous ULDA concept of value capture.

The concept of exploiting secondary commercial opportunities associated with infrastructure is also not new and has been applied to airports and transit centres locally, nationally and internationally. Rather than establishing a dedicated unit, enhancing the commercial capability of infrastructure planning within agencies may be an alternative. If a dedicated unit were to be established, it might not only "determine and implement frameworks" but might act as commercial and financial advisors to infrastructure planners and proponents. This advisory role might also be extended to service local government as well as State agencies and State infrastructure projects.

Disaster Resilience and Mitigation Infrastructure

The Strategy has several references to disaster resilience including noting that *"Queensland's infrastructure must be sustainable, resilient and work with the environment to reduce impacts and improve our ability to recover from natural disasters"* in the Overview section (p13) and noting the significant impact of disasters in the Challenges and Objectives section (p26). The Strategy also uses the QRA and NDRRA Betterment Fund as case studies (p30 & P51) but excludes disaster and flood mitigation projects from its planning and prioritisation discussion.

Given the substantial cost of natural disasters across Queensland, this is a significant oversight or exclusion. The level of State and Federal Government resourcing of mitigation infrastructure needs to be increased substantially.

Australian and Northern Australia Infrastructure Audits

In many instances it is critical that the State endorse and promote priority infrastructure projects to the Federal Government for funding. As a result, local government is reliant upon the State to advance key projects in our regions (eg Infrastructure Australia's Infrastructure Priority List and the various National Partnership Agreements including road funding).

Unfortunately local governments, in spite of their local knowledge and close connection with communities, are at the bottom of the government food chain and rarely get to influence these discussions or priorities unless through direct advocacy to the Federal Government.

The Australian Infrastructure Audit section of the draft SIP (p10) and associated State nominations for the Infrastructure Australia (IA) Infrastructure Priority List are largely SEQ centric. The Bruce Highway is listed but there is not detail on what/where works on the Bruce Highway are planned.

Council notes that the Queensland Government's 2015 submission to Infrastructure Australia (Attachment 1, Page 4) also suggests "the Lower Fitzroy Weirs would meet future urban and

industrial demand in the Gladstone/Rockhampton area. While planning and environmental assessments are well advanced there is no immediate water supply demand for this project." Council contends that this does not accurately reflect the current situation, nor does it recognise the real opportunity for this project to be brought forward and funded under the \$500M National Water Infrastructure Development Fund.

The North Queensland Infrastructure section (p 11) does identify the Fitzroy Weirs and Capricorn Highway as possible future priorities to be submitted to the IA Infrastructure Priority List but still misses some significant projects such as the Rockhampton Ring Road and Northern Access projects that will require substantial Federal funding (via the Road and Transport Partnership Agreement).

Council is not convinced that the State is engaging enough with local government to identify and advance priorities through the various Federal Government channels (White Papers, NAIF, IA etc) – noting that the “early indicative priorities” are Townsville and Cairns centric (p11).

Challenges and Objectives

The challenges identified in the draft SIP appear to be SEQ centric in both nature and scale. While regional liveability is specifically recognised as a challenge, the SIP Strategy as a whole does not really recognise the fundamental differences in dynamics of both development and infrastructure in regional Queensland.

The regional liveability challenge (p28) identifies “*securing private and public sector investment in regional infrastructure is a key priority to achieve future prosperity and to attract investment in high-value industries to rejuvenate regional economies*” and “*supporting economic growth by delivering the right infrastructure in regional areas will create sustainable job opportunities and ensure our regions remain strong and liveable*”. While these generic objectives are supported and actively promoted by Council (and regional local governments more broadly) the draft SIP responses, through its directions, priorities, programs and projects, lacks definition and substance.

The current challenges for many parts of regional Queensland include high unemployment, very high youth unemployment, stagnating growth and areas of decline resulting from the slowdown in the resources sector and areas of high socioeconomic disadvantage. These challenges are compounded by distance and different economies of scale to SEQ and metropolitan Australia.

The State needs a proactive and positive regional development policy to drive growth in regional centres and to mitigate, in-part, growth pressures in SEQ by providing viable alternatives to accommodate population and urban growth. Such a policy might target building regional cities in central and north Queensland to a critical mass of more than 250,000 people. If this does not occur, any planning and prioritisation of infrastructure will remain SEQ centric – simply based on scale of population and anticipated growth.

In addition to and supporting a proactive regional development policy, regional local government infrastructure planning and delivery would benefit from a long term, reliable and predictable policy of providing funding support from both the State and Federal governments, rather than sporadic, competitive and somewhat subjective infrastructure funding initiatives. This should include support (including funding) for planning and developing a pipeline of local/regional infrastructure projects and priorities. The UK City Deals referenced in the Draft SIP might provide some insight into how this might be achieved.

PART B: PROGRAM

RRC Strategic Infrastructure Priorities and State Infrastructure Priorities

In relation to the presentation of the draft SIP Part B Program, projects are currently grouped into SEQ and the Rest of Queensland. It is suggested that the Rest of Queensland should be broken down into SA4 or SA3 statistical areas, possibly similar to the Regional Budget Statements, to provide improved detail and transparency across the State. It is also noted that some projects listed are relatively small scale and routine capital and asset renewal projects.

The following pages list RRC's infrastructure priorities and include both State infrastructure and significant local infrastructure (including numerous projects for which funding assistance from State and Federal Governments has been or may be sought). This list also demonstrates the diversity and magnitude of infrastructure challenges for Council.

The priority list includes desired timing and level of maturity of each of the priority projects. RRC's objective in presenting these priorities is to see important projects:

- brought forward;
- introduced into the State budget and forward estimates;
- promoted onto national policies and priority lists; and,
- integrated into a longer term pipeline of projects for further development and to inform future budget processes.

The following items are extracts from Council's priority listing and represents Council's highest priorities at this point in time. (TBC by Council)

- **Fitzroy Weirs** – bring forward construction (0-3 years) to capitalise on Federal funding opportunities (NWIDF and NAIF) and to support economic and regional development objectives.
- **Rockhampton Northern Access Stage 1** – bring forward construction (0-3 years) to address capacity constraints and freight movements into and out of the Parkhurst Industrial Area
- **Rockhampton Ring Road** – bring forward corridor designation and acquisition and start funding negotiations for commencement of Stage 4 in 5-10 years to address existing bridges congestion
- **Rockhampton Base Hospital Car Park** – bring forward design and construction (0-3 years) to address parking and access issues that have been raised by the community
- **Rockhampton Inner City Revitalisation** – State planning and catalyst project development to address inner city decline and promote economic and regional development
- **Rockhampton Regional Industrial Estate (GIA)** – plan and commence development (0-4 years) to address future demand and historical under investment in suitable industrial land product

Rockhampton Regional Council Priority Infrastructure Projects

Project	Description	Asset Class	Estimated Cost	Project Status	SIP Challenges	SIP Objectives Met	SIP Program Reference	Desired Timing	Other Comments
Rockhampton Northern Access Stage 1	Four laning of Yaamba Road (Bruce Highway) from Yeppoon Road to either Rachel drive or Sterling Drive	Transport	\$121M	Preliminary Design	Population and demand growth (existing LOS deficiency). Declining freight productivity. Impacts on liveability and local economy.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets (part of Bruce Highway)	P21 \$121M Beyond 2018-19	Commenced by 2017	Also identified in the National Partnership Agreement – Qld Project Lists 80% Federal Funded
Rockhampton Ring Road (Corridor Preservation and FRF&RPS Stage 4 Design & Construction)	New 9 km link from Yeppoon Road to Ridgeland Road including new Fitzroy River bridge to address congestion on existing bridges and traffic growth. Preservation of the corridor for subsequent stages.	Transport	\$700M (Stage 4)	Corridor Gazettal	Population and demand growth (LOS deficiency and congestion on existing bridges). Declining freight productivity. Impacts on liveability and local economy.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets (part of Bruce Highway)	P21 \$65M Beyond 2018-19	Funded within 5 years & completed by 2025	Also identified in the National Partnership Agreement – Qld Project Lists 80% Federal Funded for corridor planning and preservation
CQU PDA Intersection	Construction of a new intersection on Yaamba Road (Bruce Highway) to access the CQ University PDA	Transport	\$8.5M	Detail Design	Population and demand growth.	Supports growth and productivity, enhances liveability and the local economy (part of Bruce Highway). Catalytic project for the CQU PDA.	P22 \$8.5M over 2015/16 and 2016/17	As detailed in the SIP	Development of the PDA may have a significant effect on Rockhampton and the local property market
Rockhampton Type 1 Road Train Route	Road network upgrades through Rockhampton to provide viable Type 1 route to abattoirs at Lakes Creek and Nerimbera	Transport	\$25M	Concept	Freight productivity.	Supports productivity and supports the local economy and agricultural sector.	P24 Cattle Supply Chain Improvements \$62M over 2016/17 and 2017/18?	Within 3 years	Possible project for the \$100M Federal Northern Australia Beef Roads Programme (80% federal Funding)
Capricorn Highway Upgrades	Four laning of Capricorn Highway from Yeppen Roundabout to Gracemere, additional passing lanes and flood immunity improvements to the west (key east-west link in Queensland).	Transport	\$100M	Concept and Preliminary Design	Population and demand growth (existing LOS deficiency). Declining freight productivity. Impacts on liveability and local economy.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets (part of Bruce Highway)	None	Both 1-4 years and 5-15 Years Opportunity	Identified in the Northern Australia Infrastructure Audit and possible project for the \$600M Federal Northern Australia Roads Programme (80% federal Funding)
Upgrade Gavial-Gracemere Road	Upgrading of Gavial-Gracemere Road (Lawrie Street) through Gracemere including intersection upgrades and pedestrian facilities	Transport	\$50M	Concept	Population and demand growth (existing LOS deficiency). Impacts on liveability and local economy.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets (State road)	None	Within 5 years	Responds to existing congestion issues and pedestrian safety issues and projected growth in Gracemere
Enhanced TIDS	Enhance and increase the value of the Transport Infrastructure Development Program (TIDS) specifically to fund local road upgrades that reduce pressure on and/or defer works on the State controlled road network	Transport	\$500M pa	Policy and Program	Population and demand growth. Declining freight productivity. Impacts on liveability and local economy.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets. Directly supports getting the most out of existing assets.	P24 Existing TIDS commitments of approx. \$69M pa	Both 1-4 years and 5-15 Years Opportunity	Targets more efficient use of both State and local road networks. Example projects include upgrades or Alexandra Street and Norman Road in Rockhampton (parallel networks to the Bruce Highway)
Norman Road Upgrade and Extension	Staged upgrade Norman Road to 4 lanes from River Rose Drive to Yeppoon Road and extend Norman Road north of Yeppoon Road to Boundary Road	Transport	\$15M	Concept	Population and demand growth.	Supports growth and productivity, enhances liveability and the local economy and connects communities. Supports getting the most out of existing State assets.	None	Both 1-4 years and 5-15 Years Opportunity	Major arterial road that runs parallel to the Bruce Highway. Its continuing upgrade would benefit the Bruce Highway.
Alexandra Street Upgrade and Extension	Staged upgrade Alexandra Street to 4 lanes from Farm Street to Wade Street and extend Alexandra Street north of Birkbeck Drive to Edenbrook Drive	Transport	\$15M	Concept	Population and demand growth.	Supports growth and productivity, enhances liveability and the local economy and connects communities. Supports getting the most out of existing State assets.	None	Both 1-4 years and 5-15 Years Opportunity	Major arterial road that runs parallel to the Bruce Highway. Its continuing upgrade would benefit the Bruce Highway.
Fitzroy River Boat Ramps	Enhancing access for recreational fishing including boat ramp upgrades, associated parking and fishing platforms on the Fitzroy River in Rockhampton	Transport	\$20M	Concept – Strategy being developed by RRC	Regional liveability. Natural Environment. Domestic Economy. Population Change and Growth.	Improves prosperity and liveability and contributes to sustainability.	P24 Marine Boating and Safety Programs	Within 3 years	Partial response to closure of commercial fisheries in the Fitzroy River at Rockhampton. Some links to Riverfront Redevelopment Project and Inner City Revitalisation.
North Coast Rail Line –	Address shortcomings of existing	Transport	\$500M	Concept	Declining rail freight	Supports growth and	P25 Case Study –	5-15 Year	RRC would seek involvement in planning

Project	Description	Asset Class	Estimated Cost	Project Status	SIP Challenges	SIP Objectives Met	SIP Program Reference	Desired Timing	Other Comments
Rockhampton Intermodal Hub	intermodal facilities at Rockhampton through a potential new logistics hub at Gracemere				productivity. Impacts on liveability and local economy.	productivity, enhances liveability and the local economy and connects communities and markets.	Modal shift on the NCL to address deficiencies, increase efficiency and rail mode share	Opportunity - SIP flags NCL 10 Year Action Plan	and notes that funding may be available from the Federal Government via the National Partnership Agreement. See also CQ Intermodal Logistics Hub: Pre-feasibility Study report (2012)
North Coast Rail Line – Level Crossings	Upgrading and grade separation of rail level crossings in Rockhampton that represent both physical and cost barriers to development and safety issues	Transport	\$100M	Concept	Population and demand growth.	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets.	None	Both 1-4 years and 5-15 Years Opportunity	These issues would be addressed over a long timeframe with Parkhurst (William Palfrey Road/Olive Street) being the short term priority for Council.
Riverslea Fitzroy River Crossing	Construct a new bridge and approaches at Riverslea to improve flood immunity, as part of early works for Rookwood Weir and to support agriculture	Transport (and Water)	\$15M	Preliminary design (LFRIP EIS current)	Productivity and the domestic economy (agricultural industry).	Supports growth and productivity, enhances liveability and the local economy and connects communities and markets. Also improves resilience by improving flood immunity.	P40 Lower Fitzroy Water Infrastructure	1-4 years in line with bringing forward Fitzroy Weir projects	Fitzroy Weirs identified in both Federal and State planning documents and supported by earlier Fitzroy Industry and Infrastructure Project and current Growing CQ initiative. Possible funding through the Federal Bridges Renewal Programme (Round 3 \$100M?)
Lower Fitzroy River Infrastructure Project (Fitzroy Weirs)	Construct new water infrastructure on the Lower Fitzroy River to support urban and industrial growth, urban water supply security and as a catalyst for intensive agriculture development	Water	\$260M (Rookwood Weir)	LFRIP EIS current (possible mid 2016 approval)	Productivity and the domestic economy (agricultural, industrial and urban water use).	Supports growth and productivity and the local, regional and State economy.	P40 Lower Fitzroy Water Infrastructure	Completed within 3 years (bringing forward in SIP)	Fitzroy Weirs identified in both Federal and State planning documents and supported by earlier Fitzroy Industry and Infrastructure Project (FIIS) and current Growing CQ initiative. Possible funding through the \$500M Federal National Water Infrastructure Development Fund (50% federal funding)
RRC Water Supply Strategy	Develop a supply strategy that provides integrated measures to enhance water supply security, including new storage infrastructure, demand and drought management, operational enhancements and leakage/loss management	Water	\$2M (Excluding Fitzroy Weirs)	Draft Strategy	Population and demand growth. Productivity and domestic economy (urban and industrial water use).	Supports growth and productivity, enhances liveability and the local economy.	None	Both 1-4 years and 5-15 Years Opportunity	DEWS Regional Water Supply Security Analysis (RWSSA) completed. Options identified for operational and improvements and action plan (to be endorsed by Council in Dec 2015)
Glenmore Water Treatment Plant (WTP) Augmentation	Augmentation of the Glenmore WTP filters capacity from approximately 120 ML/day to 140 ML/day	Water	\$2M	Concept	Population and growth demand and domestic economy (urban and industrial demand).	Supports growth and prosperity, enhances liveability and the local economy.	None	3-5 Years	Glenmore WTP is approaching capacity to meet maximum day demand from Rockhampton and Gracemere and needs to be augmented to cater for growth and development.
Mount Morgan Sewerage Extension	Staged extension of reticulated sewerage into un-serviced urban areas and associated sewerage treatment plant upgrade	Water	\$20M	Preliminary Planning to Design & Construction	Meeting basic urban LOS and consumer expectations. Public health and natural environment implications of failing on-site systems.	Improves liveability, sustainability and resilience.	None	Both 1-4 years and 5-15 Years Opportunity	Ongoing program to extend services to un-sewered urban areas motivated by public health, environmental and amenity issues. Likely to be seeking State and Federal funding assistance.
Mount Morgan Water Pipeline	Construct a treated water supply pipeline from Gracemere to Mount Morgan as a contingent water supply	Water	\$15M	Preliminary Planning	Meeting basic urban LOS and consumer expectations. Drought management and climate change.	Improves liveability, sustainability and resilience.	None	5-15 Years Opportunity	Provide a contingent water supply to provide an appropriate level of supply security. Likely to be seeking State and Federal funding assistance. DEWS RWSSA to be undertaken over the next 6-12 months.
Gracemere Sewage Treatment Plant Augmentation	Augment the capacity of the Gracemere Sewage Treatment Plant (Stage 1 inlet works upgrade underway)	Water	\$5M	Preliminary Planning & Detail Design	Population and growth demand and domestic economy (urban and industrial demand).	Supports growth and prosperity, enhances liveability and the local economy.	None	Within 3 years	Plant rapidly approaching capacity and upgrade will be to cater for growth and development. Likely to be seeking State and Federal funding assistance.
South Rockhampton Sewage Treatment Plant Upgrade	Augment the capacity of the South Rockhampton Sewage Treatment Plant	Water	\$40M	Preliminary Planning	Population and growth demand and domestic economy (urban and industrial demand).	Supports growth and prosperity, enhances liveability and the local economy.	None	5-15 Years Opportunity (2026-2030)	Plant approaching capacity and upgrades will be required to increase capacity to cater for growth and development. Likely to be seeking State and Federal funding assistance.
North Rockhampton Sewage Treatment Plant Upgrade	Augment the capacity of the North Rockhampton Sewage Treatment Plant	Water	\$50M	Preliminary Planning	Population and growth demand and domestic economy (urban and industrial demand).	Supports growth and prosperity, enhances liveability and the local economy.	None	3-5 Years Opportunity (2019-2025)	Plant currently approaching capacity and upgrades will be required to increase capacity to cater for growth and meet regulatory requirements

Project	Description	Asset Class	Estimated Cost	Project Status	SIP Challenges	SIP Objectives Met	SIP Program Reference	Desired Timing	Other Comments
									(passing ERA63 size threshold >50,000 EP). Likely to be seeking State and Federal funding assistance.
Water Reservoirs at Rockhampton, Gracemere and Kabra	Construct new and augmented reservoir capacity at Gracemere and Kabra and renew components and replace existing reservoirs at Altelstane (South Rockhampton)	Water	\$15M	Concept and Preliminary Planning	Population and growth demand and domestic economy (urban and industrial demand).	Supports growth and prosperity, enhances liveability and the local economy.	None	5-15 Years Opportunity	Water network capacity upgrades will be required to cater for growth and development. Likely to be seeking State and Federal funding assistance.
Rockhampton Base Hospital Car Park	Construct a multi-level car park at the Rockhampton Base Hospital	Health	\$10M	Concept and Preliminary Planning?	Existing deficiency. Productivity, population change and growth, consumer expectations and regional liveability.	Improves liveability and access to services as well as supporting the local economy.	P48 Rockhampton Hospital Expansion \$6.14M in 2015/16 and 2016/17	Within 3 years	Helipad is now complete. RBH have undertaken parking survey. Hospital parking impacts significantly on surrounding residential streets.
QAS South Rockhampton	Address staff parking issues with QAS and QRFS (and Ergon as GoC) by providing off street car parking	Health	\$5M	Unaddressed	Existing deficiency in planning of State infrastructure and services.	Improves productivity and liveability.	None	Within 3 years	Possible in conjunction with Council as part of an overall CBD parking strategy.
New High School and Additional Primary Capacity at Gracemere	Construct new school capacity at Gracemere to accommodate existing population and cater for projected population growth	Education & Training	\$50M	Schools Planning Commission	Population change and growth, consumer expectations and regional liveability.	Improves liveability and access to services as well as supporting the local economy.	P60 Opportunity 6 – Work with LG, developers and other agencies	0-4 Years and 5-15 Years Opportunity	As per Queensland Schools Planning Commission recommendations.
Additional High School and Primary Capacity in North Rockhampton	Additional school capacity in North Rockhampton to cater for projected population growth	Education & Training	\$50M?	Schools Planning Commission	Population change and growth, consumer expectations and regional liveability.	Improves liveability and access to services as well as supporting the local economy.	P60 Opportunity 6 – Work with LG, developers and other agencies	0-4 Years and 5-15 Years Opportunity	As per Queensland Schools Planning Commission recommendations. See also School Based Traffic Issues below that will be exacerbated by additional capacity at existing school sites.
Schools Based Traffic Issues	Plan and implement actions to mitigate the impacts of schools on local traffic and government roads in Rockhampton and Gracemere	Education & Training	\$20M	Unaddressed	Existing deficiency. Productivity, population change and growth, consumer expectations and regional liveability.	Improves liveability and access to services as well as supporting the local economy.	None	Within 3 years	State to take responsibility for existing and future schools generated traffic impacts on local roads in consultation with Council, including Frenchville, Glenmore, North Rockhampton and Parkhurst schools.
CQU Knowledge Precinct	Continuing development of the CQ University into a world class knowledge education facility and knowledge precinct supporting regional industries, new industries and the community	Education & Training	TBC	Concept	Domestic economy, changing technology, population change and growth, consumer expectation and regional liveability.	Improves liveability and access to services as well as supporting the local economy and industry diversification in response to changing technology.	None	5-15 Years Opportunity	Build on the momentum created from establishing CQU as a dual sector institution, research and development capabilities and the opportunities associated with the CQU Priority Development Area.
Smart Cities Initiatives	Smart hub, co-working spaces, NBN upgrades FTTP vs FTTN, smart parking, smart traffic...	Digital	TBC	Strategy Under Development (Glentworth)	Domestic economy, changing technology, population change and growth, consumer expectation and regional liveability.	Improves liveability and access to services as well as supporting the local economy and industry diversification in response to changing technology.	None	0-4 Years and 5-15 Years Opportunity	Investment in technology to position Rockhampton to capitalise on new industry and technology related opportunities. Addresses inequity/deficit with other regional cities with FTTP already installed.
Rockhampton Courts Precinct – Repurpose Heritage Buildings	Repurpose the old District and Magistrates Courts Buildings in Rockhampton	Justice & Public Safety	TBA	Concept	Existing deficiency. Productivity, population growth, consumer expectations and regional liveability.	Improves liveability as well as supporting the local economy.	None	Within 3 years	Better use of existing assets by re-purposing.
Rockhampton Riverfront Redevelopment	Redevelopment of the Rockhampton Riverfront following TC Marcia in 2015	Arts, Culture & Recreation	\$20M+	Design & Stage 1 Construction	Productivity, climate change, natural environment, domestic economy and regional liveability.	Improves liveability and supports the domestic economy and improve disaster reliance.	P78 \$15M from State over 2 years	Current Project	Key community infrastructure to support both local and regional demand.
Rockhampton Kershaw Gardens TC Marcia Remediation	Post TC Marcia remediation of Kershaw Gardens to meet public safety standards	Arts, Culture & Recreation	\$7M	Remediation Works Commenced	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy and improve disaster reliance.	None	Within 2 years	Key community infrastructure to support both local and regional demand.
Rockhampton Kershaw Gardens Redevelopment	Redevelopment of Kershaw Gardens in accordance with Master Plan	Arts, Culture & Recreation	\$6.5M	Master Plan and Early Construction	Population change and growth, consumer expectations, domestic economy and regional	Improves liveability and supports the domestic economy.	None	0-4 Years and 5-15 Years Opportunity	Key community infrastructure to support both local and regional demand.

Project	Description	Asset Class	Estimated Cost	Project Status	SIP Challenges	SIP Objectives Met	SIP Program Reference	Desired Timing	Other Comments
					liveability.				
Rockhampton Zoo Repair and Redevelopment	Redevelopment of Rockhampton Zoo	Arts, Culture & Recreation	\$5M	Master Plan and Early Construction?	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	0-4 Years and 5-15 Years Opportunity	Key community infrastructure to support both local and regional demand.
Gracemere Cedric Archer Park Development	Staged development of Cedric Archer Park as sports and recreational hub centred on Gracemere	Arts, Culture & Recreation	\$5M	Master Plan, Stage 1 Complete	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	0-4 Years	Key community infrastructure to support rapid population growth in Gracemere.
Rockhampton Mount Archer Activation	Activation of Mount Archer as an iconic community asset maximising community involvement while promoting employment and lifestyle opportunities.	Arts, Culture & Recreation	\$4M (excluding Pilbeam Drive upgrade)	Concept and Master Plan	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	2-5 Years	Pilbeam Drive approx \$4.7M NDRRA and Betterment Funding - excludes any major upgrades to improve road, pedestrian and cycle access.
Rockhampton Regional Sports Infrastructure	Creation of regional sporting hub servicing Netball, Hockey etc	Arts, Culture & Recreation	\$20M+	Concept	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	2-5 Years	Multi-sports where possible
Rockhampton Art Gallery Expansion	Expansion of existing Art Gallery to accommodate collection and exhibition needs	Arts, Culture & Recreation	\$7M	Needs Assessment	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	2-5 Years	Key community infrastructure to support both local and regional demand.
Mount Morgan Library and Community Centre	Construction of new library and community centre	Arts, Culture & Recreation	\$3.2M	Preliminary design	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	2-5 Years	Key community infrastructure to support both local demand.
NRL Stadium and Convention Centre	Stadium potentially subject to securing NRL team license, however convention facilities could be considered independently.	Arts, Culture & Recreation	\$150M	Concept	Population change and growth, consumer expectations, domestic economy and regional liveability.	Improves liveability and supports the domestic economy.	None	0-4 Years and 5-15 Years Opportunity	Key community infrastructure to support both local and regional demand.
South Rockhampton Flood Levee (SRFL)	Flood mitigation works. Net present value to be \$28.0 million and benefit cost ratio to be 1.5 at a discount rate of 6% per annum (2014 SRFL Planning and Design Project)	Cross Government	\$60M	Design	Productivity, climate change, natural environment and regional liveability.	Improves liveability and supports the domestic economy by improving flood reliance.	P??? Community Resilience???	0-4 Years	Links to and offsets the need for FRF&RPS raising of Lower Dawson Road and Gladstone Road to achieve 1% AEP flood immunity
North Rockhampton Flood Mitigation - Staged	Stage 1 implemented with State funding support. Subsequent stages will further improve flood resilience.	Cross Government	\$11M	Stage 1 largely complete Stage 2 – Preliminary Design	Productivity, climate change, natural environment and regional liveability.	Improves liveability and supports the domestic economy by improving flood reliance.	P??? Community Resilience???	0-4 Years	Water Street - \$500K Pumps and Pipes – circa \$5M Sewerage Works – circa \$5M
Rockhampton Local Creek Flood Mitigation	Flood mitigation measures to reduce flash flooding impacts on the Rockhampton community and Council infrastructure, including potential buy-backs...	Cross Government	\$10M	Concept	Productivity, climate change, natural environment and regional liveability.	Improves liveability and supports the domestic economy by improving flood reliance.	P??? Community Resilience???	0-4 Years and 5-15 Years Opportunity	First round of flood modelling complete, risk assessment required and subsequent options assessment and selection for planning, design and delivery (may be both structure and non-structural measures). Impacted by watercourse designation and associated regulation
Rockhampton Airport Flood Levee	Possible 2% AEP flood immunity levee with temporary barrier across cross strip	Cross Government	\$25M	Concept	Productivity, climate change, natural environment and regional liveability.	Improves liveability and supports the domestic economy by improving flood reliance.	P??? Community Resilience???	5-15 Years Opportunity	Protect critical transport infrastructure and minimise operational disruption.
Other Stormwater Flooding Mitigation	Addressing localised overland flow and stormwater drainage issues that impact on resident and Council infrastructure	Cross Government	\$30M	Ongoing Concept through to Design and Delivery	Productivity, climate change, natural environment and regional liveability.	Improves liveability and supports the domestic economy by improving flood reliance.	P??? Community Resilience???	0-4 Years and 5-15 Years Opportunity	Council has committed approx \$3M pa to address issues from 2008, 2011, 2013 and 2015 flooding.

Project	Description	Asset Class	Estimated Cost	Project Status	SIP Challenges	SIP Objectives Met	SIP Program Reference	Desired Timing	Other Comments
Riverbank Stabilisation	Stabilisation of Fitzroy River banks including Wharf Street, Huish Drive and the Pink Lily breakout/control.	Cross Government	\$30M	Concept	Climate change, natural environment and liveability.	Improves resilience to flooding and reduces risk to infrastructure.	None	5-15 Years Opportunity	Identified as an issue in 2011 (unsuccessful NDRRA submission) and in SRFL planning and design
CQ University PDA	Commence development of the CQU PDA and associated infrastructure	Cross Government	\$140M	EOI for Development			None	0-4 Years and 5-15 Years Opportunity	EOI for development being released in November 2015
Rockhampton Inner-City Revitalisation	Short, medium and long term initiatives and investment to facilitate revitalisation of the Rockhampton CBD and inner city area	Cross Government	\$50M-\$500M	Master Planning Commenced	Productivity, population change and growth, consumer expectations, domestic economy and regional liveability	Supports and leads economic development and liveability.	None	0-4 Years and 5-15 Years Opportunity	Long term improvements to enhance attractiveness of inner city for commercial and residential growth and development.
Rockhampton CBD - EDQ Catalytic "Value" Housing Project	Potential catalytic development of a Council owner site to demonstrate viability of higher density, lower cost residential units away from the riverfront	Cross Government	\$10M+	Concept	Population change and growth, domestic economy and liveability	Improves liveability and supports the domestic economy by providing construction jobs and a "demonstration" project..	None	0-4 Years	Potential to bring a new residential unit product to Rockhampton and support inner city revitalisation. Efficient use of existing infrastructure assets.
Rockhampton CBD PDA	Potential establishment of a Priority Development Area over parts of the Rockhampton CBD to facilitate redevelopment	Cross Government	\$1M	Concept	Population change and growth, domestic economy and liveability	Improves liveability and supports the domestic economy by supporting CBD development outcomes.	None	0-4 Years	Potential to support a new development in Rockhampton and support inner city revitalisation. Efficient use of existing infrastructure assets.
Rockhampton CBD Car Parking	Multi-level car park and/or at grade car parks at appropriate locations in the CBD to support inner city revitalisation	Cross Government	\$5M-\$10M	Concept	Productivity, population change and growth, consumer expectations, domestic economy and liveability	Improves liveability and supports the domestic economy by supporting CBD development outcomes.	None	5-15 Years Opportunity	Supports commercial development and redevelopment in the CBD and ultimately supports inner city revitalisation.
Rockhampton Regional Industrial Estate (GIA)	Tactical withdrawal of EDQ from the Parkhurst Industrial Area and strategic investment and development in the Gracemere Industrial Area.	Cross Government	\$10M	Concept and Preliminary Planning (RRC)	Productivity, population growth and domestic economy.	Supports and leads economic development improving regional prosperity. Addresses decades of under-investment.	None	0-4 Years	EDQ to exit Parkhurst Industrial Estate and acquire and develop industrial land in the Gracemere Industrial Area.
Rockhampton Landfill Life Extension	Staged extension of the life of the Rockhampton landfill by 20 years	Cross Government	\$25M	Concept and Preliminary Planning (RRC)	Population change and growth and natural environment.	Contributes to regional sustainability and supports growth and productivity.	None	0-4 Years and 5-15 Years Opportunity	Landfill capacity upgrades (additional 4 cells). Likely to be seeking State and federal funding assistance.
Rockhampton Airport Defence Aviation Precinct	Establishment of a defence aviation precinct at the airport to support military exercises and logistics	Cross Government	\$10M-\$20M	Concept and Preliminary Planning (RRC)	Productivity, population growth and domestic economy.	Supports and leads economic development improving regional prosperity.	None	0-4 Years	Capitalises on existing airport and Shoalwater Bay Military Training Area assets - ADF, Joint/Combined and RSAF

8.5 ECONOMIC GARDENING CAPRICORN PROPOSAL

File No: 1022

Attachments: 1. Report of 11 August 2015 and flyer
2. Program overview

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

Author: Rick Palmer - Manager Economic Development

SUMMARY

Economic Gardening is a comprehensive training and mentoring development program for small business which wishes to expand. This report provides Council with the information necessary to guide a decision on participation.

OFFICER'S RECOMMENDATION

THAT Council:

- a) Take part in the Economic Gardening Capricorn Program for 2016;
- b) Contribute \$1,100 per participating business from the Rockhampton Region;
- c) Evaluate the success of the program and the number of future potential participating businesses; and
- d) Consider further involvement in the program.

BACKGROUND

A report on possible Council involvement in the Economic Gardening Capricorn Program was considered by Council on 11 August 2015. A copy of this report and flyer are attached to this report.

PREVIOUS DECISIONS

On 11 August 2015 Council resolved to "support the Economic Gardening Capricorn project and appropriate conditions be developed to ensure the contribution benefits business in the Rockhampton Region for 12 months".

COMMENTARY

Capricorn Enterprise, coordinator of this project, proposes to run two further programs for up to 30 progressive businesses each in 2016. The first will be held between March and June 2016 and the second between July and December 2016.

Each program will consist of a full day Boot Camp followed by four specialised three hour workshops dealing with customer relations, financial management, digital strategy and online marketing and advanced marketing, plus one-on-one counseling for selected businesses. A copy of the flyer on the Economic Gardening Capricorn is also attached.

The consultants who run the program, Global Solutions Strategies, will choose the businesses which take part in each program following the Boot Camp. Businesses must not have recently commenced business and qualify for funding under the Federal Government's Industry Skills Fund (ISF).

Participants are sought by Capricorn Enterprise using their networks together with those of Council, Livingstone Shire Council, Capricornia Chamber of Commerce, Department of State Development, Department of Agriculture & Fisheries and Resource Industry Group.

Funding

The budgeted cost of each 2016 program, based on the 2015 program, will be in the order of \$80,000 which will include:

- Professional fees of consultants and specialists;
- Transport and travel;
- Accommodation and meals;
- Venue hire and catering; and
- Administration, copying and management.

The individual cost of each program, based on 30 business taking part, amounts to \$2,666 per business.

Capricorn Enterprise will seek funding of \$47,000 from ISF to support each offering of the program. Funding isn't guaranteed and requires a formal application and qualifying criteria for each program.

It is proposed the balance of the program cost be covered by Council and the Livingstone Shire Council based on the number of participating businesses from each local authority in each offering.

Should ISF funding be obtained, \$1,100 contribution will be required per businesses from the two local governments.

Should the ISF funding not be obtained, the contribution from local government will increase to \$2,666.67 per business.

2015 Program

Capricorn Enterprise ran its first program in the second half of 2015 and 31 businesses took part, 17 based in the Rockhampton Region and 14 from the Livingstone Shire Council.

The Boot Camp was well rated by the participants. I also attended the afternoon of Boot Camp and was impressed by the extent of the participant interaction.

I have spoken to some of the program participants from the Rockhampton Region and each found the program worthwhile.

2016 Program

The program is for progressive businesses which have the capacity and drive to expand.

The program is not designed to be undertaken by all wanting to start a small business. The Department of State Development runs development programs for all aspiring small business operators.

Council's support of next year's two Economic Gardening Capricorn programs would be based on Capricorn Enterprise successfully obtaining ISF funding and at least 30 businesses taking part in each program. If these two preconditions are met, Council's contribution should be limited to \$1,100 per business

BUDGET IMPLICATIONS

Council should contribute \$1,100 per business taking part in the 2016 programs provided ISF funding is obtained and 30 businesses take part in the program.

RISK ASSESSMENT

The obtaining of ISF funding by Capricorn Enterprise is the first major risk associated with this program. The program will not take part if this funding isn't obtained.

The other major risk is that there may not be sufficient progressive businesses in Rockhampton Region and the Livingstone Shire to support two offerings of the program each year. While some businesses may take part more than once, those taking part in the program must not be recently formed and qualify for ISF funding.

As a result of this risk, I recommend that the 2016 programs be evaluated to ascertain if there is any difficulty in recruiting participants.

ECONOMIC GARDENING CAPRICORN PROPOSAL

Report of 11 August 2015 and Flyer

Meeting Date: 24 November 2015

Attachment No: 1

ORDINARY MEETING AGENDA

11 AUGUST 2015

11.3 ECONOMIC GARDENING CAPRICORN PROPOSAL

File No: 1022
Attachments: 1. Economic Gardening Illawarra "Flyer"
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Robert Truscott - Coordinator Strategic Planning

SUMMARY

Economic Gardening is a comprehensive training and mentoring development program for small business, originally developed in the United States. A successful program has been operating for many years in the Illawarra region of NSW. Capricorn Enterprise is proposing to commence a program for this region. This report provides Council with the information necessary to guide a decision on participation.

OFFICER'S RECOMMENDATION

THAT Council support the Economic Gardening Capricorn project and appropriate conditions be developed to ensure the contribution benefits businesses in the Rockhampton region.

COMMENTARY

The genesis of the proposed economic gardening program was as a response to deteriorating business conditions in 1989 in Littleton, Colorado in the USA. The program has evolved since. A successful program has been in operation in the Illawarra region of NSW since 2006. It was originally funded by a consortium, but is now totally funded by local governments. Since 2006 in excess of 370 businesses have completed the program.

At its core it provides small business owners who nominate to do the program the time, skills and support to work on their business, rather than in it.

The program consists of the following steps:

- One day boot camp to share strategies that work
- Four interactive workshops to provide the tools required to successfully grow a business
- One on one on site mentoring for selected businesses

An independent review of the Illawarra experience indicates the program has been successful there. It reports the program has directly created 591 Full Time Equivalent (FTE) positions and using a multiplier 922 FTE's sustained. This is reported to have resulted in a \$144.5 million injection to the local economy. A copy of the 2015 Illawarra program brochure is attached for information. Some of the testimonials are noteworthy.

Capricorn Enterprise conducted workshops in February this year to introduce and explain the program and gauge interest. The workshops included presentations from those involved in the successful Illawarra program. Approximately sixty local business owners attended. Since then 28 businesses from the coast and Rockhampton have nominated to complete the program.

Capricorn Enterprise is seeking Council support of ~ \$50,000 to run two programs in 2015/16. The full cost of running the two programs will be ~ \$160,000. The balance of funding will come from the federal Industry Skills Fund and LSC. It is then intended the program is run twice a year for the remaining four years that the Industry Skills Fund is available. This would require a contribution by RRC of \$50,000 in the 2015/16 budget year. No funds are currently allocated in the budget for this program in 2015/16. The total contribution of RRC over five years would be ~\$250,000.

ORDINARY MEETING AGENDA

11 AUGUST 2015

DISCUSSION

A strong and diverse small business sector has long been identified as an important cornerstone of a successful economy. Many small businesses start with a passion for a service or product, but lack the experience and skills necessary to convert their passion into a viable business. At the core of sustained viability is the need to successfully grow the business.

This program has been successful in the Illawarra region. It appears it has had some mixed results elsewhere; however time did not permit any detailed research of other case studies. To a large extent the success of these programs may be determined by the dedication and quality of ongoing support received by participating businesses. One swallow does not make a summer. Council should be assured of ongoing program leadership and commitment before participating.

The strong interest from local businesses does demonstrate a need for governments at all levels to provide worthwhile support for small business.

Other issues that need to be considered by Council in making a decision to support this program include:

- To be successful the program should operate for the full five years proposed.
- As a tripartite arrangement between RRC, LSC and Capricorn Enterprise the management and continuation of the program may become complicated unless explicit arrangements are made at the outset.
- There is no budget allocation in the 2015/16 budget year for the program in the first year. Beyond the first year an allocation could be made in the Regional Development budget.
- A memorandum of understanding between the parties may be useful in providing confidence about the ongoing governance and net benefit of the program.

CONCLUSION

Economic Gardening is a business mentoring and development model that has proven successful over many years in the Illawarra region. The decision of a number of local governments to continue funding it there is evidence of this. RRC will have to contribute up to \$50,000 a year for five years as part of a tripartite arrangement with LSC and Capricorn Enterprise to have the program deliver measureable benefit here. As the program needs to run for several years a funding and management agreement between the parties may be worthwhile as a condition of Council's participation.

ECONOMIC GARDENING CAPRICORN PROPOSAL

Economic Gardening Illawarra "Flyer"

Meeting Date: 11 August 2015

Attachment No: 1

ORDINARY MEETING AGENDA

11 AUGUST 2015



**ECONOMIC
GARDENING
ILLAWARRA**

ECONOMIC GARDENING ILLAWARRA High Growth Business Program

The Economic Gardening Program A Brief Overview

The Economic Gardening Program is a unique business learning opportunity that is:

- Delivered by business professionals
- Designed to help businesses thrive and expand
- Facilitated locally



"Thanks to the Economic Gardening Program we have trebled our annual turnover and doubled our staff numbers in the past two years"

Mary Danic-Oberdan



The Economic Gardening Illawarra Program is a service available to local businesses to help them achieve increased profits and sustainable growth.

It helps businesses to thrive and expand by building on their success.

Businesses that gain most benefit are those that have sound business models, are no longer start-ups and are ready to mature to the second stage of their development.

How will the program help your business?

We assist businesses to:

- develop strategic business plans
- manage finances for growth
- use targeted marketing strategies to achieve growth
- implement effective customer management systems
- identify niche markets
- use the internet to fast track business growth
- use search engine optimisation (SEO) & online advertising

The next program will begin with a Business Boot Camp on:

TUESDAY, 24 MARCH 2015

from 9.00am - 5.00pm

The closing date for applications is: **MONDAY, 9 MARCH 2015**

ORDINARY MEETING AGENDA

11 AUGUST 2015

What other business people say about the
The Economic Gardening Program



"Over the past 2 years I have recruited 11 new staff members, 24 sub-contractors, leased a warehouse in Warilla, increased annual turnover by 400% and gained 12 new major clients from Economic Gardening Marketing Lists."

Jamie Luttrell,
Pro-Logic Promotion
Management



"The business has grown by 10% for each of the last 3 consecutive years. We have recruited an additional person and plan to employ 4 more and exposed 95% of the NSW population to our brand."

Daniel & Ruben Lezcano,
Cooks Confectionery



"We started Economic Gardening in 2007 with 1 franchise and 2 operations. We have now sold 11 franchises. We get new customers every week and our repeat customers continue to return."

Anthony Gelfius,
Boab Boats

The Economic Gardening Program includes:

Business Boot Camp: A day to work on your business, rather than in your business. The Boot Camp will identify management principles and strategies that work in successful high growth businesses and help you to apply them in your own business.

Workshops: Four interactive workshops designed to give you the tools required to successfully grow your business.

Business Coaching: Possible one-on-one coaching from a business specialist at your business to help you identify systems, procedures and strategies to grow your business.

Economic Gardening also provides networking and business-to-business opportunities and access to a range of practical resources.



For more details call: 4221 6030

Email: economic.development@shellharbour.nsw.gov.au

or visit our website

www.economicgardening.com.au

The Economic Gardening Program is an initiative of



ECONOMIC GARDENING CAPRICORN PROPOSAL

Program overview

Meeting Date: 24 November 2015

Attachment No: 2

What is it?

Economic Gardening is a high growth business program based on a highly successful American model that has been successfully run by Councils in the Illawarra region of NSW for 10 years. The program aims to identify local emerging entrepreneurs in small and medium sized enterprises and provide them with a package of professional business assistance designed to help them fast-track the sustainable expansion of their businesses and by so doing, create employment and a positive economic impact on the region.

Surveys conducted in the Illawarra by an independent body, of participants in sessions held 2006-2012 have shown that this program has indeed been successful in achieving both aims. The companies surveyed currently employ 473 full-time equivalents (FTE) and generate turnover of approximately \$64.1 million. They reported increases in jobs of 79 FTE and in turnover of \$20.5 million since completing the Program. When multiplier effects are calculated, this represents an additional 123 FTE jobs and \$35.4 million in turnover for the local economy; an impressive ROI that beats all other job creation initiatives implemented during the same time period. It is for these reasons that we have put together the following (similar) program, to be run in Central Queensland.

The current program includes:

A Boot Camp (Full day program): 9.30am – 5.00pm

Content: Participants are guided through an objective diagnostic of their own business, followed by a workshop on Strategy Formulation. This will focus on how to create a "Business Scenario". This is a strategy for your business that identifies the fundamental nature of your product/service and for whom it is of value; how to identify target market segments; and how to identify and articulate your competitive advantage. As an essential part of this strategy formulation, we will also examine how to conduct market research effectively and useful data sources.

Skills/Knowledge acquired: Participants will gain a clear understanding of their strengths and weaknesses, as well as their challenges and major issues. They will begin to develop a well thought-out and well-researched strategy for their business to make it competitive and to ensure its sustainable growth.

Evening Workshops (3 hours each): 5.30pm – 8.30pm

Customer Relationship Management (CRM)

Content: CRM methods and the benefits of using a CRM structure. The changes and opportunities it offers are examined, as well as how to plan a CRM process; how to segment a customer base; how to approach customers proactively; and planning and executing exceptional customer service.

Skills/Knowledge acquired: Participants will be able to increase the repeat rate of sales as well as increase overall sales to existing customers, hence increasing the life-time value of each customer. They will also gain an understanding of customer surveys and how to design, utilise and analyse them effectively.

Financial Management

Content: Profit and loss budget process; setting cashflow budgets; setting and monitoring targets; measuring, monitoring and managing your financial position; raising capital to expand and pricing strategies.

Skills/Knowledge acquired: Participants will be able to better understand their financial spreadsheets and how to make minor adjustments that can have a big impact on their bottom financial line. They will also learn how to set, measure and monitor key objectives regarding their financial position and gain a deep understanding of the variety of pricing strategies that are available to them.

Digital Strategy and Online Marketing

Content: Planning and budgeting for a digital strategy; understanding social media and identifying the best tools to use; search engine optimization (SEO) and how to improve it; and the future of digital marketing techniques.

Skills/Knowledge acquired: Participants will receive a number of effective but easy-to-implement tactics to improve the content of their website as well as raise its profile and ranking to ensure it is meeting the needs of their business. They will also be given a comprehensive explanation of Twitter, Facebook, Google Plus, LinkedIn, blogs and other social media tools available to them and guided in how to maximise their use of these.

Advanced Marketing

Content: Staff motivation; Organisational Change Management; Branding; Competitive Intelligence and approaching niche markets.

Skills/Knowledge acquired: Participants will learn how to motivate and manage staff effectively; what a brand is and how to build one; how to compete effectively against competitors by finding niche markets; and many other strategies and techniques to ensure their marketing is highly effective and contributing to business growth.

One-on-one Coaching (Selected participants)

A certain number of participants are selected to receive one-on-one coaching with the Small Business Specialists (GSS). Through examination of criteria such as: turnover; profitability; industry type and potential for growth; market positioning; entrepreneurial ability; and leadership ability and drive. The coaching aims to identify assess and then address the specific issues that may be impeding their success, as well as building on the knowledge they are gaining through the workshops.

Economic Gardening Central Queensland Program 2016

Date	Time	Event	Location
September 8th	9.30am – 5pm	Bootcamp	Rosslyn Bay Conference Centre.
September 22 nd	5.30 – 8.30pm	Customer Relationship Management	Rosslyn Bay Conference Centre
October 20 th	5.30 – 8.30pm	Financial Management	Rosslyn Bay Conference Centre
November 17 th	5.30 – 8.30pm	Digital Strategy and Online Marketing	Empire Resort Conf. Centre
December 8 th	5.30 – 8.30pm	Advanced Marketing	Rosslyn Bay Conference Centre.

For more information on the program and to receive an application form, please contact Neil Lethlean at Capricorn Enterprise on **4927 2055** or neillethlean@capricornenterprise.com.au

8.6 RIVERFRONT REDEVELOPMENT MINISTERIAL APPROVAL

File No: 9437
Attachments: Nil
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The State Government provided a \$15M economic stimulus package for post Cyclone Marcia recovery to Council for the redevelopment of the riverfront. To meet the intent of the funding to inject monies into the economy, there will be a number of contracts that will need to be entered into that exceed what is deemed a major policy decision during the Caretaker Period. This report seeks Council's approval to request an approval from the Minister when required.

OFFICER'S RECOMMENDATION

THAT Council seek Ministerial approval as required for Council to enter into contracts during the caretaker period after compliance with provisions of the Local Government Act for purchasing and contracting for the Riverfront Redevelopment Project.

BACKGROUND

Under part 5 Caretaker Period Arrangements of the Local Government Act Council must not make a major policy decision unless Council has the approval of the Minister.

The caretaker period for a local government is the period during an election for the local government that starts on the day when public notice of the holding of the election is given under the Local Government Electoral Act, section 25(1) and ends at the conclusion of the election (declaration).

The definition of a major decision is:

- (a) about the appointment of a chief executive officer of the local government; or
- (b) about the remuneration of the chief executive officer of the local government; or
- (c) to terminate the employment of the chief executive officer of the local government; or
- (d) to enter into a contract the total value of which is more than the greater of the following—
 - i. \$200,000;
 - ii. 1% of the local government's net rate and utility charges as stated in the local government's audited financial statements included in the local government's most recently adopted annual report.

Rockhampton Regional Council 1% amount is approximately \$1.2M.

It is expected that during the caretaker period that there may be a few contracts that exceed the \$1.2M amount that will need to be entered into so as to allow the works to continue.

Each contract will need a separate approval of the Minister.

Below is the list of the possible contracts that may need to be entered into:

Trade Package Riverbank	Value
Concrete Works	\$1.2M
Paving Supply & Installation	\$2.5M
Electrical / Smart City Works	\$2.5M
Landscaping (Hard & Soft Works) include Signage & Furniture	\$2M

9 STRATEGIC REPORTS

9.1 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2015

File No: 8148

Attachments:

1. Income Statement - October 2015
2. Key Indicator Graphs - October 2015

Authorising Officer: Tracy Sweeney - Acting General Manager Corporate Services

Author: Jaco Maree - Acting Manager Finance

SUMMARY

Acting Finance Manager presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 October 2015.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 31 October 2015 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 2015 to 31 October 2015), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

Council should note in reading this report that normally after the completion of the first three months of the financial year, operational results should be approximately 33.3% of budget. All percentages for operational revenue and operational expenditure are measured against the adopted budget.

The percentages reported for capital revenue and capital expenditure are measured against the adopted budget with carryovers i.e. including carry-over capital budgets from 2014/15. The net carry over capital budget is \$15.8M, comprising carry over expenditure budgets totalling \$17.1M less carry over revenue budgets totaling \$1.3M.

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

Total Operating Revenue is reported at 44%. Key components of this result are:

- Net Rates and Utility Charges are at 45% of budget. This positive variance is due to General Rates and Utility Charges for the six months ending 31 December 2015 having been processed in July.
- Private and Recoverable Works are behind budget at 24%. This is mostly due to the normal catch-up period between work completed and the billing cycle.
- Grants, Subsidies and Contributions are well ahead of budget at 71%. This is largely due to half of the annual Financial Assistance Grant payment being received in July and the receipt of State Government subsidy for creek clearing.
- Interest Revenue is ahead of budget at 42%. 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 items are all in proximity to budget year to date.

Total Operating Expenditure is at 36% of budget with committals, or 32% of budget without committals. Key components of this result are:

- Contractors and Consultants expenditure is ahead of budget at 53%. This is solely due to committed expenditure, as actual expenditure is only 28% of budget.
- Materials and Plant is at 37% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is 29% of budget.
- Asset Operational Expenditure is ahead of budget at 43%. Again, committals are driving up the year to date percentage as the actual result is 36% of budget. Actual costs are above budget as Council has already paid annual insurance premiums.
- Administrative Expenses are ahead of budget at 47%. Committals for some annual contracts are influencing the year to date percentage as the actual result is 32% of budget.
- Finance Costs are behind budget at 27%. Finance costs will remain below budget until the next quarterly repayment on Council's loan portfolio held with the Queensland Treasury Corporation in December 2015.
- Other Expenses are reported as ahead of budget at 46%. This is mostly due to Council having paid annual memberships such as LGAQ.
- Other expenditure items are in proximity to budget year to date.

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

Total Capital Income is at 24% of budget. Receipt of Capital Income is anticipated to increase in coming months as restoration works in relation to TC Marcia are completed and claims for grants and / or insurance are submitted.

Total Capital Expenditure is at 42% of budget with committals, or 22% of budget without committals.

Total Investments are approximately \$100.9M as at 31 October 2015 down from \$109.2M reported in September 2015.

Total Loans are \$152.5M as at 31 October 2015.

CONCLUSION

Operational Income is ahead of budget mainly due to the levying of the General Rates and Utility Charges for the six months ending 31 December 2015. Operational Expenditure is in line with budget at 32%, excluding committals.

Capital Revenue is behind budget at 24% and Capital Expenditure excluding committed expenditure is at 22% of budget. This is partly attributable to the carry-over capital addition to budget. It is anticipated that Capital Expenditure will continue to gain momentum with the ongoing roll out of the capital works program for 2015/16.

SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2015

Income Statement - October 2015

Meeting Date: 24 November 2015

Attachment No: 1



Income Statement
For Period July 2015 to October 2015
33.3% of Year Gone



Adopted Budget

YTD Actual

Commitments

YTD Actuals (inc commitments)

% of Adopted Budget

\$

\$

\$

\$

01

04

OPERATING

Revenues

Net rates and utility charges	(127,976,985)	(57,974,823)	0	(57,974,823)	45% A	45.3%
Fees and Charges	(26,435,224)	(9,300,472)	34,430	(9,266,042)	35% A	35.2%
Private and recoverable works	(7,475,280)	(1,759,916)	0	(1,759,916)	24% A	23.5%
Rent/Lease Revenue	(2,940,659)	(976,918)	0	(976,918)	33% A	33.2%
Grants Subsidies & Contributions	(12,994,007)	(9,232,696)	0	(9,232,696)	71% A	71.1%
Interest revenue	(2,136,031)	(898,093)	0	(898,093)	42% A	42.0%
Other Income	(6,263,674)	(1,804,587)	0	(1,804,587)	29% A	28.8%
Total Revenues	(186,221,860)	(81,947,505)	34,430	(81,913,075)	44% A	44.0%

Expenses

Employee Costs	72,845,534	22,575,951	191,208	22,767,159	31% A	31.0%
Contractors & Consultants	15,894,785	4,460,287	4,007,509	8,467,795	53% A	28.1%
Materials & Plant	11,812,191	3,369,559	944,890	4,314,450	37% A	28.5%
Asset Operational	18,362,005	6,639,344	1,319,719	7,959,063	43% A	36.2%
Administrative Expenses	11,856,429	3,813,510	1,773,348	5,586,858	47% A	32.2%
Depreciation	45,569,453	15,189,818	0	15,189,818	33% A	33.3%
Finance costs	8,854,931	2,357,244	0	2,357,244	27% A	26.6%
Other Expenses	1,249,087	569,664	673	570,337	46% A	45.6%
Total Expenses	186,444,415	58,975,377	8,237,347	67,212,724	36% A	31.6%

Transfer / Overhead Allocation

Transfer/Overhead Allocation	(7,751,277)	(2,590,124)	0	(2,590,124)	33% A	33.4%
Total Transfer / Overhead Allocation	(7,751,277)	(2,590,124)	0	(2,590,124)	33% A	33.4%

TOTAL OPERATING POSITION (SURPLUS)/DEFICIT

	(7,528,723)	(25,562,252)	8,271,777	(17,290,475)	230% A	339.5%
--	--------------------	---------------------	------------------	---------------------	---------------	--------

CAPITAL

	Adopted Budget	August Revised (inc Carry Forward)	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
Total Developers Contributions Received	(3,783,250)	(3,783,250)	(919,675)	0	(919,675)	24%
Total Capital Grants and Subsidies Received	(15,419,307)	(16,696,307)	(4,032,925)	0	(4,032,925)	24%
Total Proceeds from Sale of Assets	0	0	(1,455)	0	(1,455)	
Total Capital Income	(19,202,557)	(20,479,557)	(4,954,055)	0	(4,954,055)	24%
Total Capital Expenditure	69,974,704	87,064,352	18,796,831	17,620,121	36,416,952	42%
Net Capital Position	50,772,147	66,584,795	13,842,775	17,620,121	31,462,896	47%

TOTAL INVESTMENTS

	100,881,804
TOTAL BORROWINGS	152,456,576

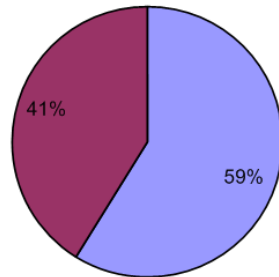
SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2015

Key Indicator Graphs - October 2015

Meeting Date: 24 November 2015

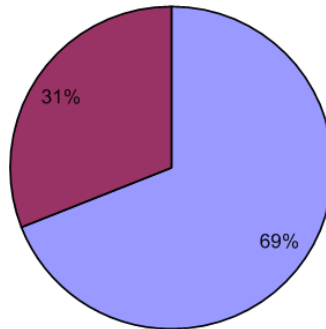
Attachment No: 2

**Operating Revenue
(Excluding Net Rates and Utility Charges)
(33.3% of Year Gone)**



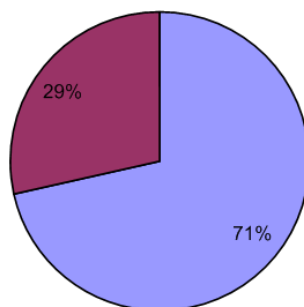
■ Uncollected
Operating
Revenue
■ Collected
Operating
Revenue

**Operating Employee Costs
(33.3% of Year Gone)**

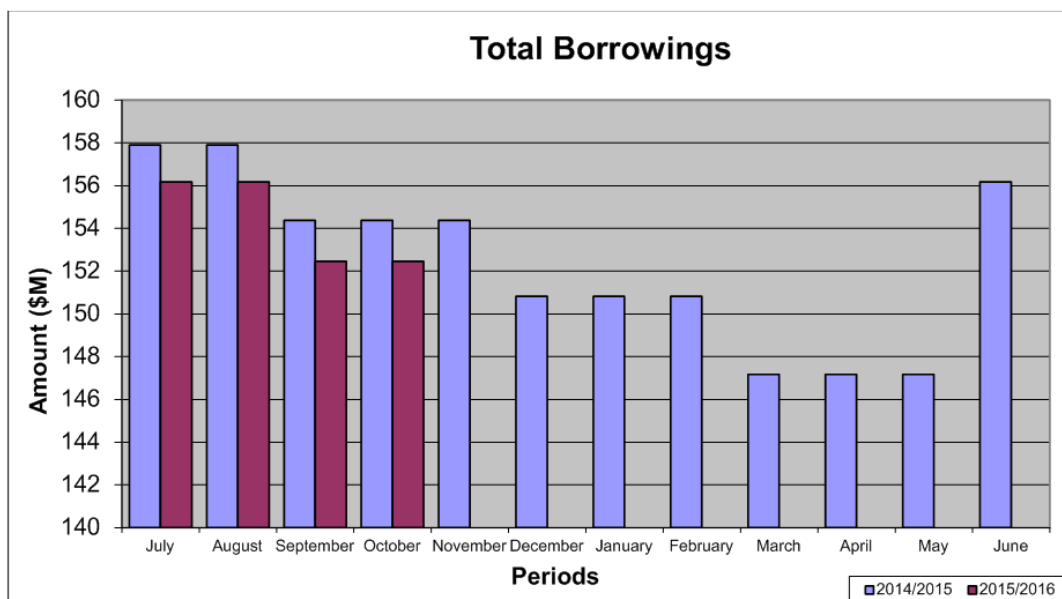
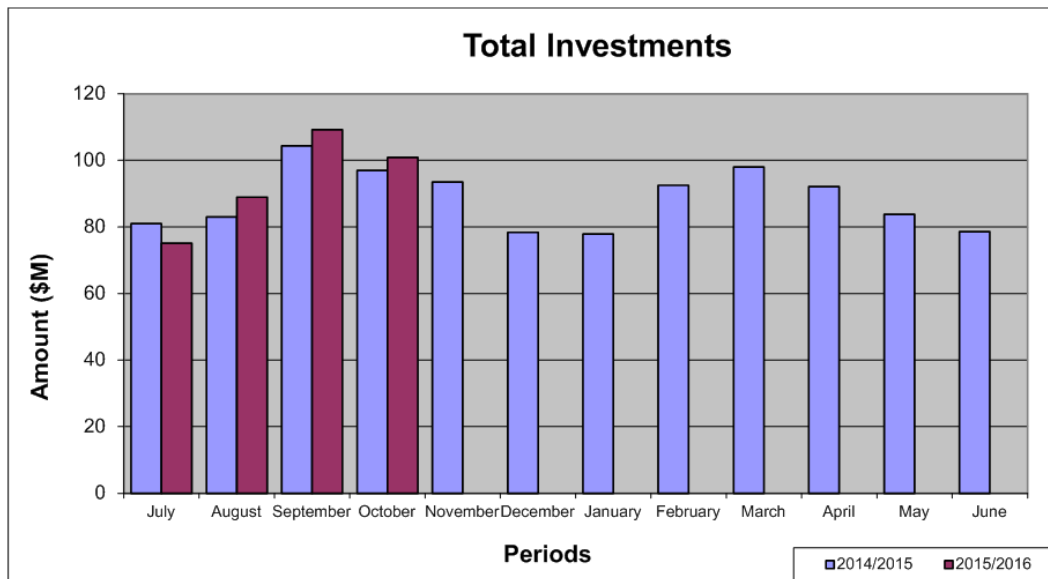


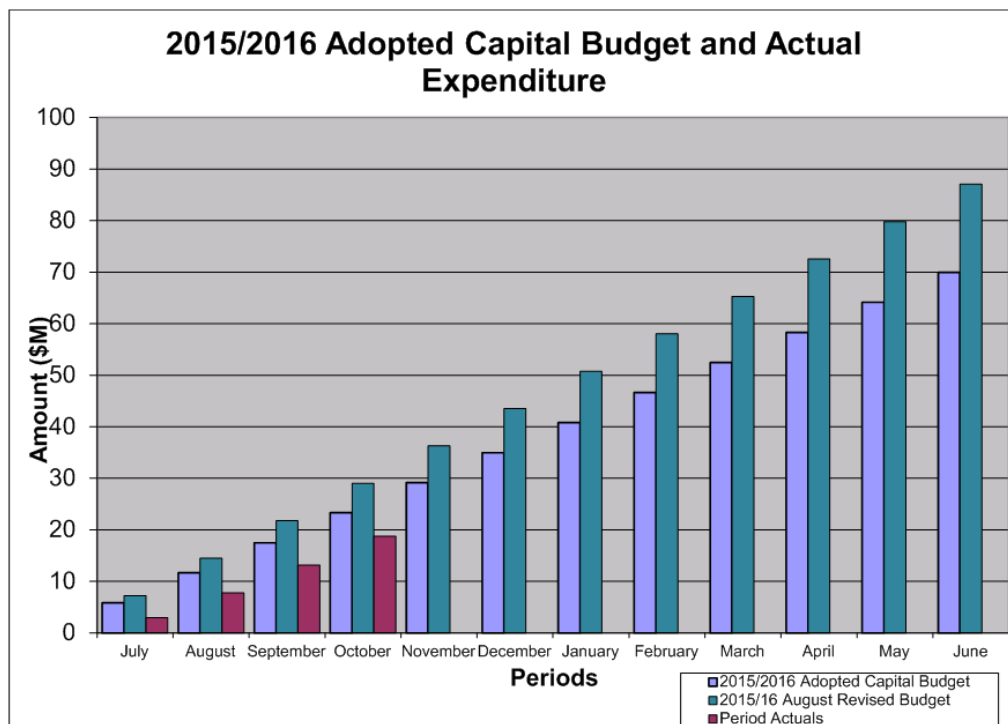
■ Unspent
Employee Costs
■ Employee Costs
YTD

**Operating Materials & Plant
(33.3% of Year Gone)**



■ Unspent Materials
& Plant
■ Materials & Plant
YTD





9.2 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT**File No:** 1392**Attachments:**

1. Finance Monthly Report - October 2015
2. Workforce & Strategy Monthly Report - October 2015
3. Corporate & Technology Monthly Report - October 2015

Authorising Officer: Evan Pardon - Chief Executive Officer**Author:** Tracy Sweeney - Acting General Manager Corporate Services

SUMMARY

The monthly operations report for the Corporate Services department as at 31 October 2015 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 31 October 2015 be "received".

COMMENTARY

It is recommended that the monthly operations report for Corporate Services department as at 31 October 2015 be received.

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT

Finance Monthly Report - October 2015

Meeting Date: 24 November 2015

Attachment No: 1

MONTHLY OPERATIONS REPORT
FINANCE SECTION
Period Ended October 2015

VARIATIONS, ISSUES AND INNOVATIONS***Innovations***

The following Asset Management Plans have been adopted by Council:

- Asset Management Plan for Buildings
- Asset Management Plan for Water
- Asset Management Plan for Sewerage

These plans will form the basis for managing all assets within these Asset Classes

A report on the rationalisation of Council owned building infrastructure will be presented in a separate report to Performance & Service Committee at this meeting.

The revised budget as at 31 October 2015 will be presented to Council meeting on 8th December 2015.

The financial statements will be presented to Audit Committee on 24th November 2015.

Improvements / Deterioration in Levels of Services or Cost Drivers

None other than the impact of the reviewed budget.

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

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

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Rates Enquiry	5	5	89	85	4	1	3	0.87	1.29	1.88	1.20

Comments & Additional Information

Nil.

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

Safety Statistics

The safety statistics for the reporting period are:

	FIRST QUARTER		
	August	September	October
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	0	0
Number of Incomplete Hazard Inspections	1	1	0

Risk Management Summary

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

Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Lack of funds for capital works resulting in degradation of existing assets causing unusable assets and public liability claims	High 5	Enhanced capital expenditure reporting for monitoring purposes. Improved Asset Management and Financial Planning	30/6/16	20%	10 year Capital list now matched off with the LTFF, AM planning underway.
The use of inaccurate GIS data by external and internal users will lead to litigation and a lack of integrity for internal and external users.	Moderate 5	Continued review of integrity of existing data	30/06/16	10%	Additional consultant efforts employed to tidy footpath data

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Audited Statement completed by end of October	31/10/15	90%	In progress.
Annual Budget adopted by 1 August	01/08/15	100%	Budget adopted in July
Asset Register must record its non-current	30/06/16	30%	Ongoing

Legislative Compliance Matter	Due Date	% Completed	Comments
physical assets			
A community financial report must be prepared for the Annual Report	30/10/15	30%	
A Local Government must have a Debt Policy, Investment Policy and a Revenue Policy	01/08/15	100%	Included with the Budget adoption
Trust Fund Management in accordance with the Local Government Regulation	30/06/16	25%	Ongoing
Monthly Financial report prepared for the monthly meeting of Council	30/08/15	25%	Ongoing
A Local Government must set an Asset Recognition threshold	30/06/16	50%	Amount set – changes proposed in respect of Asset Classes only.

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

No capital projects are relevant to the Finance Section.

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

No Operational Projects to highlight within the Adopted Budget.

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

Adopted/Operational Service Level Standards & Performance

Service Level	Target	Current Performance
Levy rates within 1 week of predicted dates in revenue statement	100%	100%
Manage the recovery of unpaid rates and charges in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point.	<3%	5.26%

Please note the service levels depicted in the above table are operational standards only and have not been formally adopted by Council.

FINANCIAL MATTERS

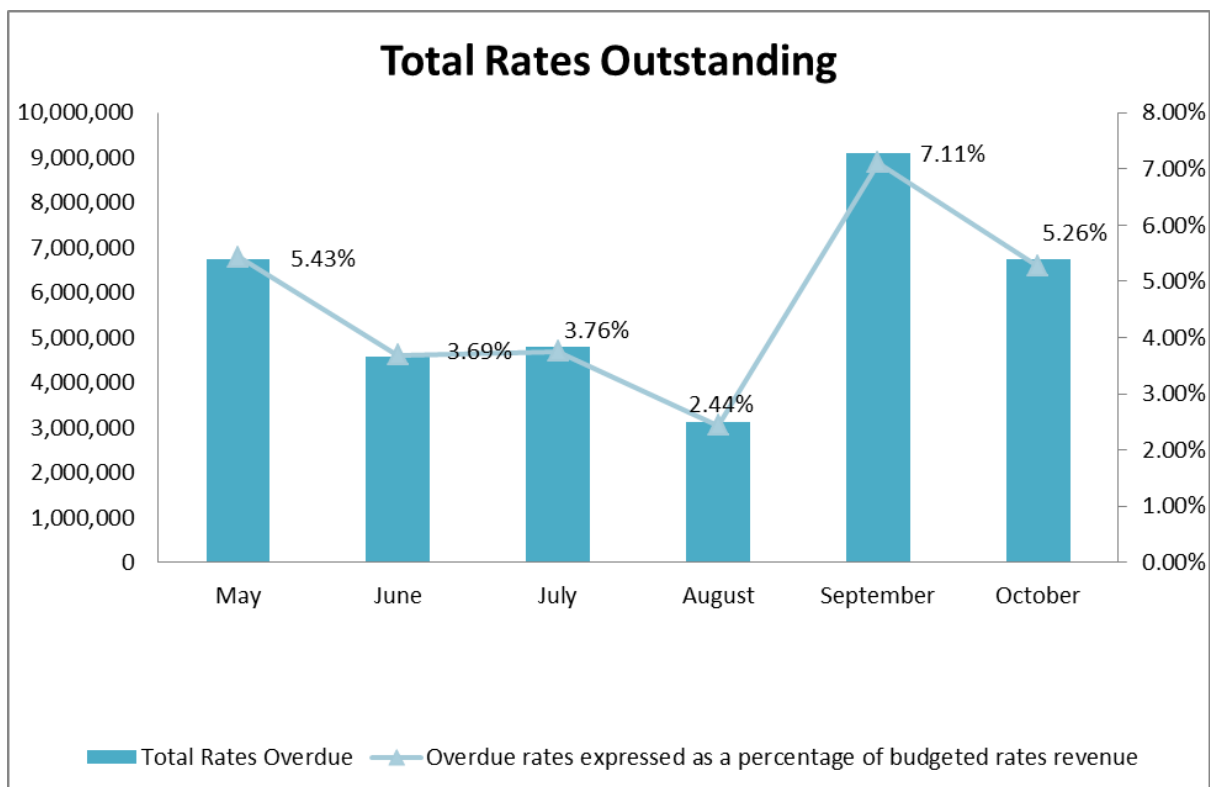
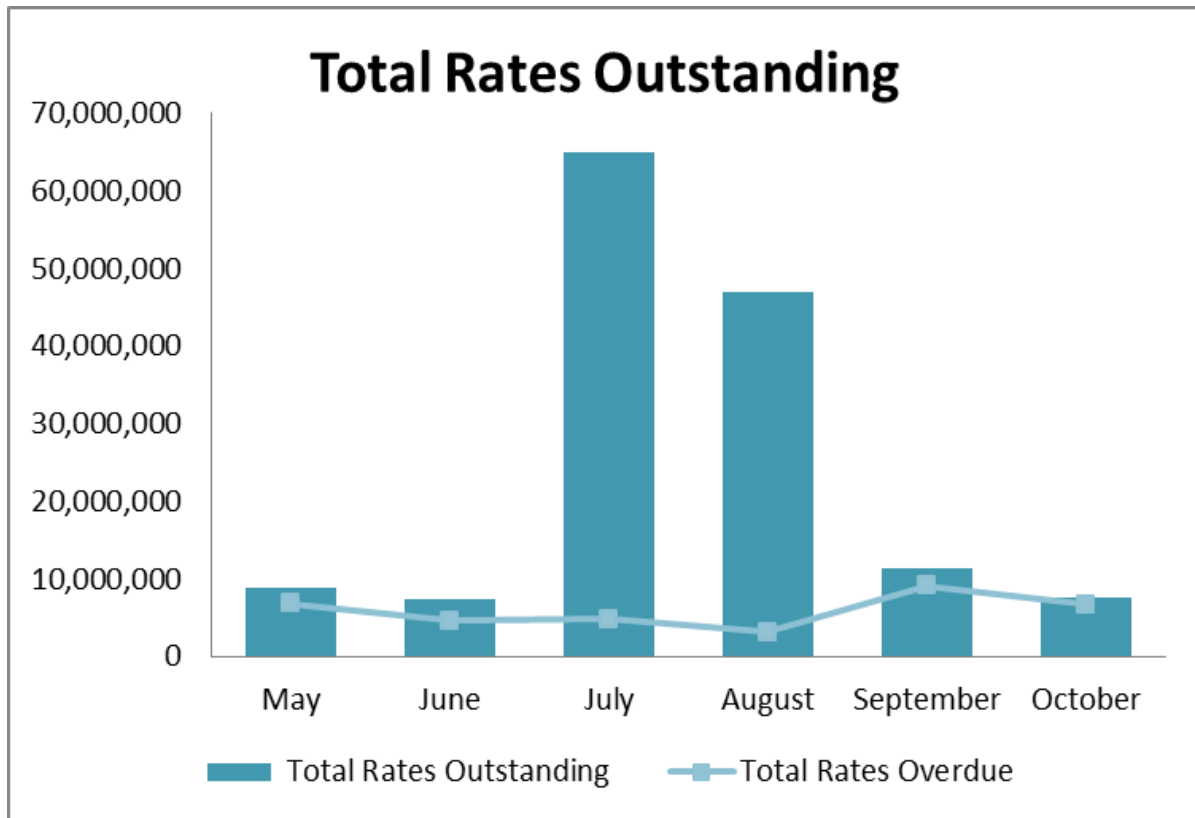
End of Month Job Costing Ledger - (Operating Only) - FINANCE AND BUSINESS



As At End Of October

Report Run: 06-Nov-2015 09:21:14 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget	Revised Budget	EOM Commitments	YTD Actual	Commit + Actual	Variance	On target
	\$	\$	\$	\$	\$	%	33.3% of Year Gone
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Expenses	700,228	0	70,847	152,227	223,074	32% ✓	
Transfer / Overhead Allocation	0	0	0	15	15	0% ✗	
Total Unit: Finance Management	700,228	0	70,847	152,242	223,089	32% ✓	
<u>Revenue & Accounting</u>							
Revenues	(458,160)	0	0	(170,737)	(170,737)	37% ✓	
Expenses	2,937,430	0	24,271	972,674	996,945	34% ✗	
Transfer / Overhead Allocation	9,000	0	0	2,218	2,218	25% ✓	
Total Unit: Revenue & Accounting	2,488,270	0	24,271	804,155	828,426	33% ✓	
<u>Financial Systems</u>							
Expenses	413,831	0	2,364	131,861	134,225	32% ✓	
Transfer / Overhead Allocation	0	0	0	270	270	0% ✗	
Total Unit: Financial Systems	413,831	0	2,364	132,131	134,495	32% ✓	
<u>Assets & GIS</u>							
Revenues	(5,100)	0	0	(1,733)	(1,733)	34% ✓	
Expenses	1,872,358	0	92,102	499,999	592,101	32% ✓	
Transfer / Overhead Allocation	35,770	0	0	10,962	10,962	31% ✓	
Total Unit: Assets & GIS	1,903,028	0	92,102	509,228	601,330	32% ✓	
Total Section: FINANCE	5,505,358	0	189,583	1,597,756	1,787,340	32% ✓	
Total Department: CORPORATE SERVICES	5,505,358	0	189,583	1,597,756	1,787,340	32% ✓	
Grand Total:	5,505,358	0	189,583	1,597,756	1,787,340	32% ✓	



CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT

Workforce & Strategy Monthly Report - October 2015

Meeting Date: 24 November 2015

Attachment No: 2

MONTHLY OPERATIONS REPORT
WORKFORCE AND STRATEGY SECTION
Period Ended 31 October 2015

VARIATIONS, ISSUES AND INNOVATIONS

Innovations

The first Workforce and Strategy Communication to all Supervisors was issued on 8 October 2015. This communication is designed to give important information to Supervisors and for them to discuss with their employees. This information from Workforce and Strategy covers areas such as Human Resources, Payroll, Safety & Training and Policy and positive feedback has been received.

Improvements / Deterioration in Levels of Services or Cost Drivers

Nil for this month

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for Workforce and Strategy are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth		Avg Completion Time (days) 6 Months		Avg Completion Time (days) 12 Months		Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed				●		●		●		
Administrative Action Complaints	0	0	0	0	0	0	36	●	0.00	●	2.00	●	5.00	5.00
W&S - Complaints Management Process (NOT CSO USE)	1	1	2	2	0	0	30	●	2.50	●	5.52	●	8.94	5.96

COMMENTS

Matters are being addressed within the set timeframes.

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

Safety Statistics

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

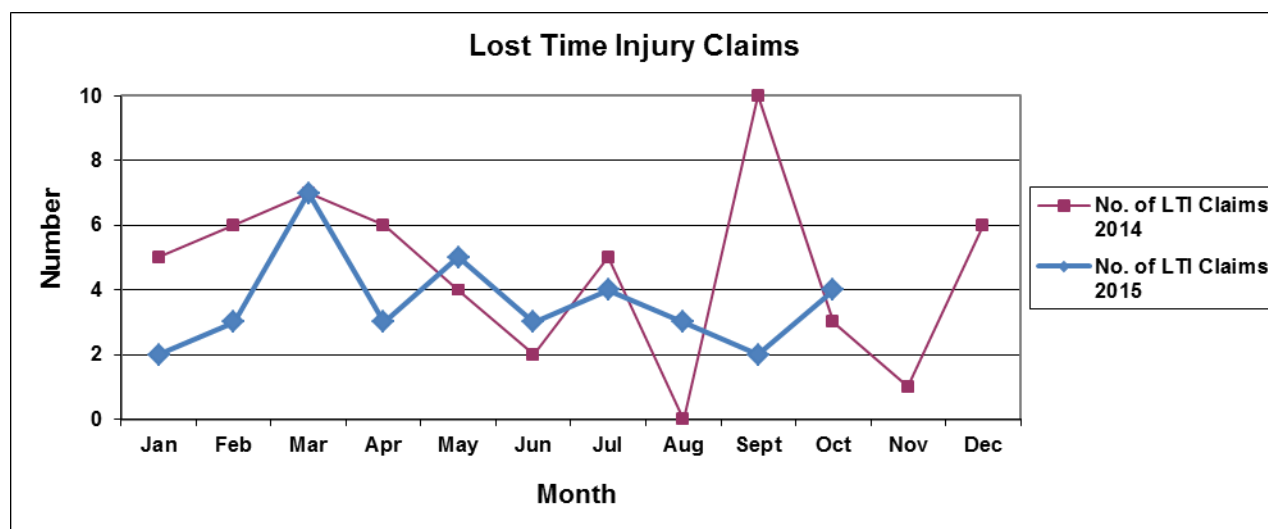
	August 15	September 15	October 15
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	0	0	0
Total Number of Incidents Reported	0	2	0
Total number of Incomplete Hazard Inspections	1		

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

	August 15	September 15	October 15
Number of Lost Time Injuries	3	2	4
Number of Days Lost Due to Injury	46	50	50
Total Number of Incidents Reported	30	18	21
Total number of Incomplete Hazard Inspections	28 (7 current month)		

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

The graph below displays the number of lost time injuries (LTI) claims lodged across Council. There was a total of four lost time injury claims lodged for October 2015.



Risk Management Summary

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

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
Corporate Risks					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	Ongoing annual audits will be conducted. Continuing to rectify the actions from the 2014 Workplace Health & Safety System Audit. Note: The third Party Workplace Health & Safety system audit that was to be conducted in November has been put back until 2016. Date to be confirmed. Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety systems.	December 2015	85%	Safety Unit currently working to rectify actions identified as part of the 2014 WHA Audit which have now been included in the 2014 Audit Rectification Action Plan.
Section Risks					
Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, Industrial disputes, financial impacts and reputation damage.	Moderate	Multiskilling of Administration and HR staff	30 June 2015	100%	Rotation of Payroll staff to learn all duties commenced in July 2015 (2 nd rotation commenced September 2015); 1 Admin and 1 HERO trained in data entry; Payroll Officer satisfactorily performed duties of Payroll Supervisor during recent Annual Leave and will continue to be utilised for acting duties

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Prepare and adopt annual 2016/17 operational plan	July 2016	0%	The 2015/16 Plan was adopted by Council at the budget adoption meeting 9 July 2015. The 2016/17 Plan will be adopted at the Special Council meeting together with the budget.
Quarterly written assessment of progress towards implanting the 2015/16 annual operational plan	16 November 2015 – P&S Agenda	80%	The first quarter review of the 2015/16 Plan will be presented to the Performance and Service Committee 24 November 2015.
Report on the results of the implementation of the annual operational plan	23 August 2016	0%	This 2015/16 report will be combined with the Quarter 4 assessment and presented to P&S Committee in August 2016. The 2014/15 report was presented to P&S Committee 25 August 2015.
Update of Workplace Health & Safety documents to meet the new legislative requirements	31 December 2015	85%	Documents continue to be updated so that Council remains compliant.
Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes	As soon as practicable	100%	Council has been compliant in this regard for the current reporting period.
Workplace Health and Safety Audit	2016	0%	Date to be confirmed.
Rectification Action Plan (2014 Audit)	As soon as practicable	85%	Work through the RAP from the 2014 Audit.
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	No current notices to report.
Performance Reviews	Various	85.88 %	As at 31 October 2015, 72 out of 510 performance reviews are yet to be completed for the 1 July 2014 to 30 June 2015 period.
Outdated Employee Immunisations	Various	-	As at 31 October 2015, Council records indicate that 159 employees are still to complete immunisations deemed necessary for their roles. These immunisations are being managed by the responsible department.
Outdated Employee Tickets and/or Licenses	Various	-	157 employees are required to provide proof of renewal of their licence and/or tickets.

Legislative Compliance Matter	Due Date	% Completed	Comments
Outdated Legislative Compliance Mandatory Training and/or Qualifications	Various	-	As at 31 October 2015, Council records indicate the following overdue or outdated cases: - 311 Cracking the Code - 2 Confined Space - 7 CPR - 33 Safe Working Near Exposed Live Parts - 0 Traffic Controller - 20 Traffic Management - 1 Backflow Prevention - 1 Apply First Aid - Initial/Refresher - 2 Low Voltage Switchboard Rescue & CPR Refresher - 1 Work Safely at Heights - 2 Chainsaw Level 1 - 2 Chainsaw Level 2 It should be noted that this information is provided monthly to the General Managers to address within their area of responsibility.

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

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

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

As at period ended October 2015 – 33.3% of year elapsed.

Project		Explanation
WHS Data Management System		The injury management module is now operational. Monthly Action Plans (MAPS) are currently being developed and loaded into the system
Service Level Review Project (SLR)		Parks Maintenance is the first service to be reviewed with the Street Trees activity data to be collected, assessed and presented to Council in the second quarter of 2016.
Aurion Project		Currently Workforce and Strategy staff in HR, Payroll, Admin and Training are conducting User Acceptance Testing to identify any defects that can be directed to Aurion prior to

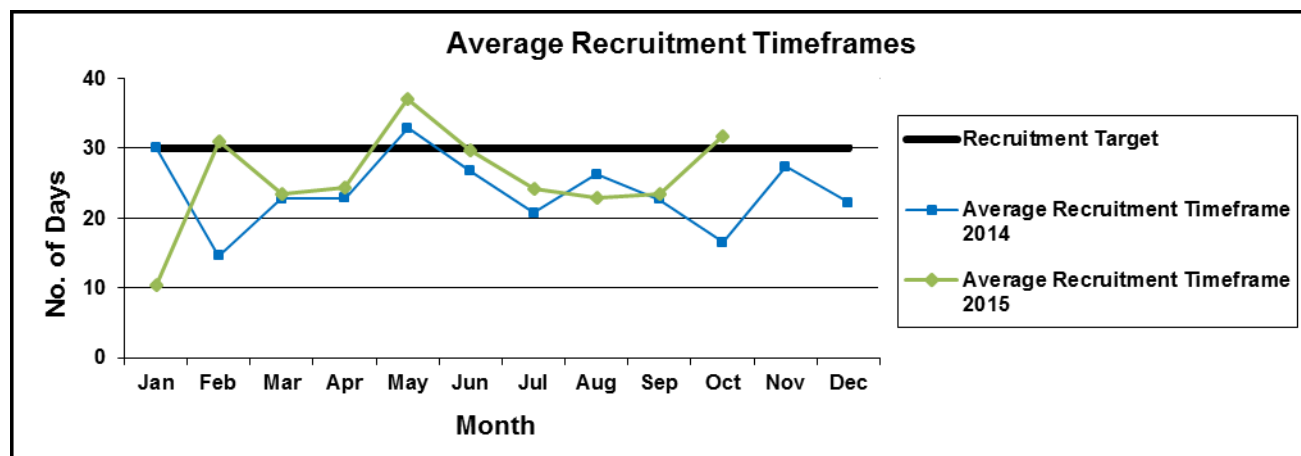
Project		Explanation
		implementation of Aurion 11 expected in the first quarter of 2016. Outstanding items from Aurion Review due to be completed in the next couple of weeks.
Policy Improvement Project		A project plan was endorsed by the CEO late September 2015 following the Councillors policy workshop held on 12 August 2015. It is anticipated that all stages will be complete by December 2016. There are 28 policies in Stage 1, 9 are completed, 6 have been completed and 13 are due to be completed in December.
Forms Improvement Project		The project plan was endorsed by CEO late September 2015 and the project has commenced with the allocation of primary tasks to members of the working group which were nominated by the CEO. The Policy Improvement Project and this Project are interconnected to ensure maximum efficiencies and outcomes are obtained.

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

Service Delivery Standard	Target	Current Month's Performance
Recruitment positions finalised within 30 working days (refer graph below)	100%	50%
Policies reviewed within 10 working days	100%	100%
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%
Employee pays processed and paid within 3 working days after the period end date	100%	100%
Payroll accuracy	100%	99.88%
Hazard Inspections completed as per the adopted Matrix	100%	100%

Recruitment Timeframes

Some delays in recruitment have occurred during the reporting period. Of the 18 positions recruited in the reporting period, 9 were not finalised within the 30 day timeframes. These delays are due to a range of issues including the length of time by panel members to conduct the shortlisting process and complete reference checks in addition to delays experienced by suppliers for the completion of pre-employment screening checks.



Establishment

FTE Positions	Period	Workforce & Strategy	Council
Starting Point	1 January 2014	30.05	838.9
Same Time Previous Year	31 October 2014	32.44	834.86
Previous Month	30 September 2015	34.44	854.42
Current Month	31 October 2015	34.44	857.42

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

The FTE positions of 857.42 as at October 2015 include the following apprentices and trainees across Council:

Apprentices	Trainees
15	11

Changes to Workforce & Strategy Establishment

There is no change to the FTE for Workforce & Strategy in October 2015.

Changes to Council Establishment

The following changes have resulted in an increase to the Establishment by three:

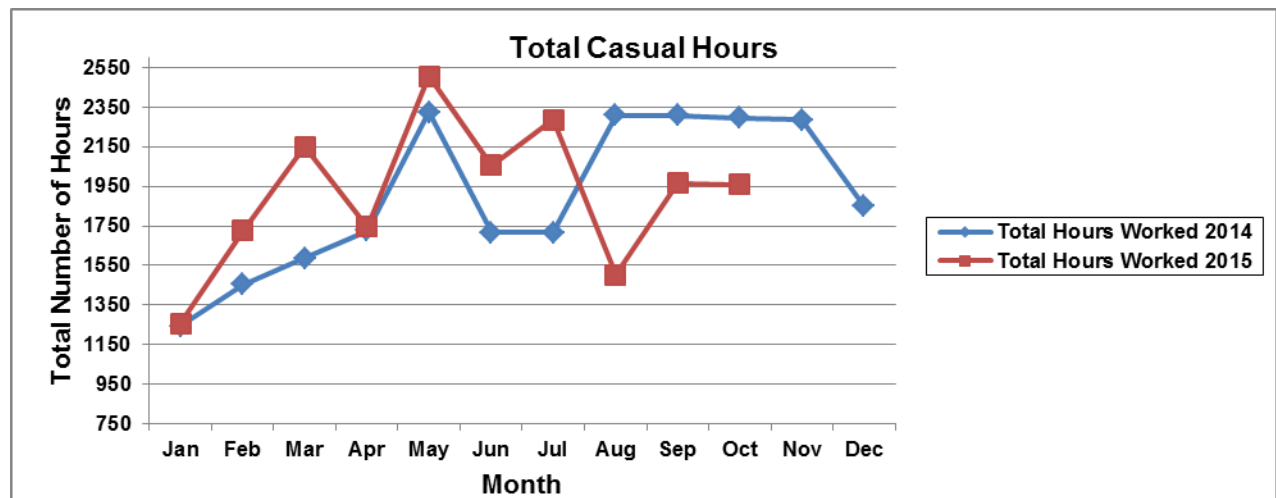
- Creation of one Temporary Full Time Landscape Architect position to undertake Landscape Design.
- Creation of two Temporary Full Time Child Care Assistant positions to meet staff to child ratios effective from 1 January 2016.
- Creation of one Permanent Full Time Senior Marketing and Engagement Officer position to provide direction to the Marketing and Engagement Officers and to assist with workload, in particular with the Riverbank Re-development Project.
- Multicultural Community Relations Officer position made inactive due to funding ceasing.

FTE Positions Internal / External Split

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 57% (486.63) internal and 43% (370.79) external.

Casual Hours – October 2015

There are currently a total of 47 casuals actively employed by Council of which 38 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 1958.25 hours during the month of October 2015.



Casual Hours by Section – October 2015

The following list shows the total number of hours worked by casual employees by Section and Unit in the reporting period as provided by the responsible operational area.

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts and Heritage	Art Gallery	Casual staff utilised for program delivery and the installation of exhibitions. Pack up of Gallery Shop and Gallery spaces for refurbishment. Civic functions and venue hire.	133	0%
Arts and Heritage	Heritage Services	Functions staff in Shearing Shed fully recovered.	169.75	100%
Arts and Heritage	Venue Operations	Technical, Front of House Duty Managers and Box Office fully recovered – level of activity reflects venue activity and earned income for the period.	645.5	89.3%
Communities and Facilities	City Child Care Centre	To cover RDOs, annual leave, sick leave and period of recruitment after a resignation.	244.75	
Communities and Facilities	Client Services	To cover RDOs, periods of staff leave and Saturday morning roster for Northside library. The largest proportion during this month being to cover sick leave.	380.25	
Communities and Facilities	Facilities	To cover RDOs, periods of leave for cleaning staff, and Saturday roster.	101	
Parks	Parks Recreation Services	To cover staff absences due to Annual Leave.	133	
Workforce and Strategy	Human Resources & Payroll	To cover staff absences.	16	
Regional Development	Regional Promotions	To cover staff absences.	135	
TOTAL			1958.25	

The above casual hours for October 2015 by employment type includes the following HERO hours.

Section	Unit	No. of hours
Parks	Parks Recreation Services	133
Workforce and Strategy	Human Resources & Payroll	16
Regional Development	Regional Promotions	135
TOTAL		284

It should be noted that labour hire is also utilised in addition to casual labour in some areas of the organisation to support staff shortages and special project requirements or events.

FINANCIAL MATTERS

Financial performance as expected for reporting period.



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

As At End Of October

Report Run: 10-Nov-2015 15:48:03 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 33.3% of Year Gone
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<u>Human Resources and Payroll</u>							
Expenses	1,464,874	0	5,219	439,037	444,256	30%	✓
Transfer / Overhead Allocation	8,700	0	0	3,513	3,513	40%	✗
Total Unit: Human Resources and Payroll	1,473,574	0	5,219	442,550	447,769	30%	✓
<u>Safety & Training</u>							
Revenues	(32,000)	0	0	(21,881)	(21,881)	68%	✓
Expenses	1,286,545	0	84,885	386,164	471,049	37%	✗
Transfer / Overhead Allocation	61,500	0	0	17,723	17,723	29%	✓
Total Unit: Safety & Training	1,316,045	0	84,885	382,006	466,891	35%	✗
<u>Corporate Improvement & Strategy</u>							
Revenues	0	0	0	(1,212)	(1,212)	0%	✓
Expenses	457,843	0	9,000	149,362	158,362	35%	✗
Transfer / Overhead Allocation	0	0	0	15	15	0%	✗
Total Unit: Corporate Improvement & Strategy	457,843	0	9,000	148,165	157,165	34%	✗
<u>Workforce & Strategy Management</u>							
Expenses	383,545	0	561	126,431	126,992	33%	✓
Total Unit: Workforce & Strategy Management	383,545	0	561	126,431	126,992	33%	✓
<u>Investigations and Industrial Relations</u>							
Revenues	0	0	0	(4,829)	(4,829)	0%	✓
Expenses	346,841	0	909	114,090	114,999	33%	✓
Total Unit: Investigations and Industrial Relations	346,841	0	909	109,261	110,170	32%	✓
Total Section: WORKFORCE & STRATEGY	3,977,848	0	100,574	1,208,412	1,308,987	33%	✓
Total Department: CORPORATE SERVICES	3,977,848	0	100,574	1,208,412	1,308,987	33%	✓
Grand Total:	3,977,848	0	100,574	1,208,412	1,308,987	33%	✓

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT

Corporate & Technology Monthly Report - October 2015

Meeting Date: 24 November 2015

Attachment No: 3

MONTHLY OPERATIONS REPORT
CORPORATE & TECHNOLOGY SECTION
Period Ended October 2015

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

Seven new applications were received under the Right to Information Act/Information Privacy Act this month. Four applications were completed during the month, leaving six applications outstanding. No documents were released administratively and no applications were withdrawn. No internal or external reviews were received for the month, leaving two external reviews outstanding. All current applications are progressing in accordance with legislative timeframes.

Innovations***Improvements / Deterioration in Levels of Services or Cost Drivers***

Nil to report

LINKAGES TO OPERATIONAL PLAN

1. COMPLIANCE WITH CUSTOMER SERVICE REQUESTS

The response times for completing the predominant customer requests in the reporting period for October 2015 are as below:

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	Under Long Term Investigation	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Accounts Payable Enquiry	0	0	2	2	0	0	2	● 1.50	● 1.17	● 0.85	0.50
Bookings Enquiry	0	0	9	8	1	0	5	● 1.13	● 1.15	● 2.15	1.59
Insurance: Mower / Slasher / Whipper / Snipper	0	0	0	0	0	0	90	● 0.00	● 16.64	● 19.52	16.81
Insurance: Personal Accident / Injury	31	1	0	0	30	0	120	● 0.00	● 1.00	● 1.00	118.19
Insurance: Public Liability / Property Damage Public Property	10	3	11	7	11	0	90	● 3.57	● 12.34	● 7.45	11.39
Leased Premises - General Enquiry	1	0	1	1	1	0	5	● 1.00	● .57	● 0.92	4.83
Rates Searches	11	11	131	122	8	0	4	● 2.46	● 1.95	● 1.77	1.54

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

Safety Statistics

The safety statistics for the reporting period are:

	Third Quarter		
	October	November	December
Number of Lost Time Injuries	1		
Number of Days Lost Due to Injury	5		
Total Number of Incidents Reported	2		
Number of Incomplete Hazard Inspections	1		

Risk Management Summary

Section Risk Register (excludes risks accepted/ALARP)

Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Completed	Comments
Corporate Recordkeeping software (ECM) doesn't meet strategic records management requirements in relation to systematic electronic records archival and disposal resulting in failure to dispose/archive eRecords.	High	The Records Archiving, Retention and Disposal (RARRD) project commenced in 2012 to develop a corporate solution to cover eRecords (including more effective hardcopy disposal recording).	TBA	80%	Hardcopy records retention and disposal processes documented and implemented. ECM 4.03 Live, new File Plan (80% complete).
Operational degradation or failure of Council's Two-way radio communications system resulting in failed regional communications for daily operations and emergency disaster management.	High	Commence planning and implement a replacement RRC regional two-way radio communications system. Two stage plan-1. Replace the Rockhampton City Two-way system. 2. Integrated regional solution taking in the Gracemere infrastructure.	TBD	30%	Contract awarded to a local company – Beaney's Communications System design completed. Construction work commenced; installing communications antennae at repeater sites Radio equipment and accessories ordered.
Ensure Council operations are performed considering and addressing all potential risk occurrences to Council and the community.	Mod	Research and implement a risk management software application to support ERM functions.	30/06/16	5%	ISSG approved as a project to assess the suitability of either the TechnologyOne or the RiskWare software applications.

Legislative Compliance & Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
A local government must review its procurement policy annually.	30/06/16		

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

Project	Start Date	Expected Completion Date	Status	Budget Estimate	YTD actual (incl committals)
CAPITAL WORKS PROGRAM					
FLEET (CP440)					
Fleet Asset Renewal Program	1/07/2015	30/06/2016	Ongoing	\$4,890,000	\$1,917,131
Comment: YTD represents 40% of budget expenditure and includes committals.					
INFORMATION TECHNOLOGY (CP230)					
IT Asset Renewal & Upgrade Program	1/07/2015	30/06/2016	Ongoing	\$1,534,400	\$383,231
Comment: YTD represents 25% of budget expenditure and includes committals.					
BUSINESS SUPPORT & DEVELOPMENT (CP630)					
Property Sales	1/07/2015	30/06/2016	Ongoing	\$250,000	-\$5,301
Comment:					

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

As at period ended October 33.3% of year elapsed.

Project	2015/16 Budget	Actual (incl. committals)	% budget expended	Explanation
Customer Service After Hours Operation	\$60,000	\$17,167	29%	Propel after hours call centre service.

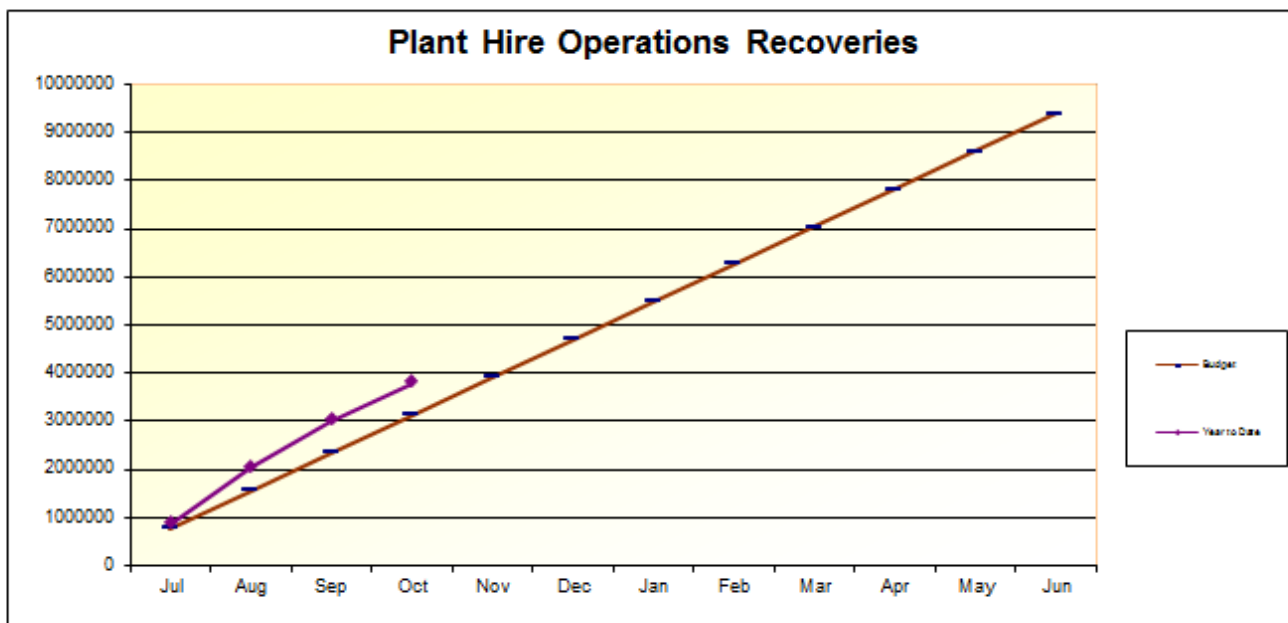
Project	Project Start Date	Project Completion Date	% Completed	Comments
Planned implementation of Aurion System Improvement Project recommendations.	August 2015	June 2016	15%	Scheduling underway Aurion 11 installed and being tested
Progress the implementation of ePathway and Pathway mobile Apps throughout 2015/16.	October 2015	June 2016	15%	ePathway now installed in test, integration tasks to commence before Pathway Mobile Apps trial.
Develop and implement a solution for managing and processing tax invoices in digital format.	August 2015	June 2016	5%	Business case being finalised then to be scheduled

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

Service Delivery Standard	Target	Current Performance
IT support services provided within service levels outlined in the IT Service Catalogue.	95%	94%
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	100%
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	82%
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	80%
Process records on the day of receipt as per Recordkeeping Charter.	95%	100%
Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes.	100%	100%
Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy.	100%	100%
Ensure supplier payments are made within stated trading terms.	90%	92%
Ensure staff purchasing activity is compliant with legislation and policy.	100%	98%
Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts).	90%	94%
Maximise Council property occupancy rates.	98%	100%
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	84%
Process insurance claims within procedural timeframes.	100%	100%
Maintenance of the risk monitoring and reporting regime by providing a quarterly risk report to the Council and Leadership Team on all current high and very high risks assessed as not ALARP (unacceptable).	100%	100%

Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



Plant Hire Operations Budget (Surplus)	\$ 9,389,500
Year to Date (Surplus)	\$ 3,785,824

Procurement & Logistics

Contracts Awarded for September: Qty 10

11731 - Veterinary Services (Rockhampton Zoo) - Animality Pty Ltd T/A Alma Street Veterinary Hospital - SOR
11770 - Hire of Compactor - IJ & SJ Boag T/A Boag Earthmoving - SOR
11823 - Hire of Surveying Equipment - Ultimate Positioning Group Pty Ltd - SOR
11776 - Bitumen Reseal Program - Sunstate Road Services Pty Ltd - \$776,422
11777 - Installation fo Walkway Handrails at the South Rockhampton Sewerage Treatment Plant - Alertvale Pty Ltd T/A SMW Group - \$27,333.33
11790 - Lease of Council Land for Grazing - Lot 53 Upper Ulam Road, Bajool - Jake Coombs - \$51 per Annum
11808 - Replacement of Switchboard at Showgrounds - Rilec Electrical Pty Ltd - \$23,022
11809 - Review of Restoration Plan for Botanic Gardens - John Taylor - \$9,980
11810 - Cedric Archer Park Hydraulic Assessment - AECOM Australia Pty Ltd - \$30,755
11848- Provision of Ad-Hoc Environmental Consultancy Services for Kershaw Gardens Remediation - AECOM Australia Pty Ltd - SOR

Customer Requests Completed Monthly & Top 5 Customer Requests												
+	November	December	January	February	March	April	May	June	July	August	September	October
Requests Logged	3171	2717	3747	3702	4643	3853	3521	3354	3732	3883	4056	3294
Same month Completed	2469	2710	2797	2845	3651	2893	2757	2640	3212	3192	3391	2705
% completed same month	78%	99%	74%	76%	78%	75%	78%	78%	86%	82%	84%	82%
Completed Total for Month	3132	2749	3276	3569	4315	3580	3783	3644	3997	3777	4174	3331
Total Pending	1912	1888	2332	2393	2649	2861	2521	2134	1883	1957	1785	1718
Top 5 Requests for Month	Inf Enq D/Plan Meter Mtce W/Leak C/Dec	C/Dec W/Leak D/Plan Inf Enq T/Trim	T/Trim Park Gen D/Plan W/Leak Pothole	T/Trim W/Leak Park Gen D/Planner Bin RRC	D/Water W/Leak P/Disaster Bin RRC D/Plan	Bin RRC P/Disaster Inf Enq D/Plan W/Animal	Bin RRC D/Plan Meter Mtce W/Leak W/Animal	Food Enq W/Ani W/Leak D/Plan C/Dec	D/Plan Inf Enq C/Dec T/Trim Food Enq	An/Dogr C/Dec Dev/Dpl Mt/Wlek Infrin/Enq	An/Dogr D/Plan Bin RRC W/Ani M/Leak	An/Dogr D/Plan W/Leak W/Animal Rate Enq

Total uncompleted customer requests up to 3 months old:	1081	Conquest Work Order & Investigation Long Term up to 3 months old:	307
Total uncompleted customer requests between 3 to 6 months old:	220	Conquest Work Order & Investigation Long Term between 3 to 6 months old:	126
Total uncompleted customer requests greater than 6 months old:	417	Conquest Work Order & Investigation Long Term greater than 6 months old:	186

Request Completed: Requested task or action has been completed (not just work order raised), or complaint has been investigated, action taken and correspondence finalised.

Conquest Work Order: A Work Order has been raised for maintenance, repair or future planned action.

Investigation Long Term: Requested task, action or complaint assigned to internal or external investigation, may include, but not limited to: Insurance, Planning, Legal, Civil or Domestic matter

Key:	T/Trim - Tree Trimming	Inf Enq - Infringement Enquiry - Local Laws	An/Dogr - Dog Registration Enquiry
	D/Plan - Duty Planner	W/Animal - Wandering Animal	W/Leak - Water Leak
	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Enq)	Rate Enq - Rates Enquiry

FINANCIAL MATTERS

Operational Budget Status for month ending October 2015

	Adopted Budget	Revised Budget	EOM Commitmen ts	YTD Actual	Commit + Actual	Var	On target
	\$	\$	\$	\$	\$	%	33.3% of Year Gone
CORPORATE AND TECHNOLOGY							
<u><i>Fleet</i></u>							
Revenues	(266,000)	0	0	(100,986)	(100,986)	38%	✓
Expenses	12,942,760	0	762,051	4,000,826	4,762,877	37%	✗
Transfer / Overhead Allocation	(17,053,000)	0	0	(5,629,079)	(5,629,079)	33%	✗
Total Unit: Fleet	(4,376,240)	0	762,051	(1,729,239)	(967,188)	22%	✗
<u><i>Property & Insurance</i></u>							
Revenues	(591,200)	0	0	(241,916)	(241,916)	41%	✓
Expenses	2,944,667	0	86,153	2,056,611	2,142,763	73%	✗
Transfer / Overhead Allocation	9,740	0	0	(9,487)	(9,487)	-97%	✓
Total Unit: Property & Insurance	2,363,207	0	86,153	1,805,208	1,891,360	80%	✗
<u><i>Corporate & Technology Management</i></u>							
Expenses	667,268	0	113,218	346,684	459,902	69%	✗
Total Unit: Corporate & Technology Management	667,268	0	113,218	346,684	459,902	69%	✗
<u><i>Information Systems</i></u>							
Revenues	(14,000)	0	0	(12,363)	(12,363)	88%	✓
Expenses	6,473,867	0	222,902	2,582,793	2,805,694	43%	✗
Transfer / Overhead Allocation	21,525	0	0	13,812	13,812	64%	✗
Total Unit: Information Systems	6,481,392	0	222,902	2,584,241	2,807,143	43%	✗
<u><i>Procurement & Logistics</i></u>							
Revenues	0	0	0	(4,254)	(4,254)	0%	✓
Expenses	1,568,900	0	958	505,801	506,759	32%	✓
Transfer / Overhead Allocation	35,000	0	0	14,006	14,006	40%	✗
Total Unit: Procurement & Logistics	1,603,900	0	958	515,553	516,510	32%	✓
<u><i>Customer Service</i></u>							
Revenues	(210,000)	0	0	(89,734)	(89,734)	43%	✓
Expenses	1,734,409	0	204	504,009	504,213	29%	✓
Transfer / Overhead Allocation	0	0	0	(30)	(30)	0%	✓
Total Unit: Customer Service	1,524,409	0	204	414,245	414,448	27%	✓
Total Section: CORPORATE AND TECHNOLOGY	8,263,935	0	1,185,485	3,936,691	5,122,176	62%	✗

9.3 2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT**File No:** 8320**Attachments:**

1. Q1 Summary - Office of CEO
2. Q1 Summary - Corporate Services
3. Q1 Summary - Regional Services
4. Q1 Summary - Community Services

Authorising Officer: Tracy Sweeney - Acting General Manager Corporate Services**Author:** Travis Pegrem - Coordinator Industrial Relations and Investigations

SUMMARY

The 2015/16 Operational Plan progress report for quarter 1 as at 30 September 2015 is presented, pursuant to s174(3) Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT the 2015/16 Operational Plan progress report for quarter 1 as at 30 September 2015 be received.

COMMENTARY

The Operational Plan progress reports for the period 1 July to 30 September 2015, as distributed separately, are presented for Council's consideration.

The performance reports display actual performance against quarterly targets. In addition, the report includes progress comments as determined appropriate by the responsible manager. Actual year to date expenditure and revenue has been included for comparison to the adopted 2015/16 operational budget.

To ensure performance of the 2015/16 Operational Plan KPI's, standardised monthly departmental reports are now presented to Committees. This ensures that the performance of each unit is consistent with Council's strategic direction.

Overall the majority of Corporate Plan activities have been achieved for the quarter. There are some individual Operational Plan KPI's that have not been met and comments have been provided in the attachment against those items.

PREVIOUS DECISIONS

The 2015/16 Operational Plan was adopted at the Special Council Meeting on 9 July 2015.

LEGISLATIVE CONTEXT

s174(3) of the Local Government Regulation 2012 states:

The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.

CONCLUSION

The 2015/16 Operational Plan progress report for quarter 1 as at 30 September 2015 has been prepared in accordance with legislation.

2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Q1 Summary - Office of CEO

Meeting Date: 24 November 2015

Attachment No: 1

**General Manager Office of CEO Summary
Operational Plan Report
1st Quarter**

Directorate

Activities within the Directorate have been directed towards ensuring the departmental service deliverables and standards are met. The Regional Development unit is bedding into the Corporate Structure well and Council is starting to see the benefits of the creation of this unit in providing more cohesive overall strategic planning processes that will assist the Region to achieve improved growth.

Directorate budgets have come in on target overall however a number of budget lines have expenditure above 25% as these items are predominately yearly invoices that come due in the first quarter, for example LGAQ & LGMA Council memberships.

Governance Support

The Governance Support unit tracked well throughout quarter one. There have been some staffing disruptions due to staff movements however as a whole the unit achieved all targets. The unit is currently recruiting to fill a Committee Support Officer position.

A significant amount of resources were committed to community engagement, for Riverbank Redevelopment, both Quay St and Lower River Bank. Kershaw Garden remediation will also continue to require significant resourcing from Governance Support.

Workloads continue to be heavy with a number of planned engagements and ad-hoc or unplanned events that strain workload capacity.

The Communications team have been kept busy with a constant stream of media releases, alerts and photo opportunities.

All the sub-units continue to deliver services in accordance with program and customer service response timelines with statutory and regulatory requirements being met and maintained.

The overall budget position for the unit has come in on target for the quarter bearing in mind that the unit does have a number of the Council's yearly memberships and subscription fees to pay in this quarter

Internal Audit

Internal Audit (IA) facilitated the Audit and Business Improvement Advisory Committee meeting on 31 August 2015.

The Chief Audit Executive has provided the 2015-16 annual Risk Based Internal Audit Plan to the CEO and Council. This benchmarked annual plan shows an auditor efficiency increase of 7%.

The 2015-16 Audit Plan includes a large number of significant differences to the way audits will be conducted in future including:

- **Partnering** with management internally verses use of external consultants (decreasing audit costs);
- Increased use of **Coordination** (more effective coverage);
- Implementing '**3 Lines of Defence**' approach (more integrated reviews, providing better outcomes, facilitated by IA).

The Chief Audit Executive is now actively working to deliver the plan outcomes.

Regional Development

This quarter the Regional Development has been heavily involved in the:

- Riverfront Redevelopment project;
- Delivery of the Economic Development Strategy; and
- Development of a Regional Way Finding Strategy.

Evan Pardon
Chief Executive Officer

2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Q1 Summary - Corporate Services

Meeting Date: 24 November 2015

Attachment No: 2

**General Manager Corporate Services Summary
Operational Plan Report
1st Quarter**

The first quarter results, whilst still early in the reporting period, has not highlighted any major deviations or concerns. Throughout the first quarter the monthly performance reports presented to Council and Committees have tracked performance. Corporate Plan activities, at this stage of the year are also tracking on target.

Comments have been added throughout the report against KPI's that may be not quite at expected levels.

**Ross Cheesman
General Manager
Corporate Services**

2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Q1 Summary - Regional Services

Meeting Date: 24 November 2015

Attachment No: 3

**General Manager Regional Services Summary
Operational Plan Report
1st Quarter**

Directorate

Over the reporting period, all sections within Regional Services have been busy delivering on operational requirements, undertaking capital projects where necessary and participating in and delivering on corporate objectives. These corporate objectives included a myriad of funding applications that have been finalised and lodged over the past quarter and many of these require a considerable amount of work and divert staff from the 'normal' duties.

Civil Operations

Civil Operations have been involved heavily with QRA negotiating NDRRA claims and betterment application following TC Marcia, as well as tidying up the administrative aspects of the 2013 Ex TC Oswald claims. This has taken considerable effort in trying to achieve a fair and equitable outcome for the Council. Civil Operations have also been progressing the capital projects for this year, as well as the general maintenance of the Region's road and drainage infrastructure. Considerable work has also been done in preparing for Victoria Parade works, Riverbank Revitalisation Project and Pilbeam Drive restoration.

Development and Building

Whilst the development sector is maintaining its relatively low level of activity, Planning have been involved in various aspects of the riverfront and CBD revitalisation. This slower than usual development sphere is not confined to Rockhampton and appears to be the current environment, generally; however, all timelines have been met for consideration of applications. Building and Plumbing are still processing a reasonable number of applications and Compliance are being kept busy maintaining appropriate development and building related activity in the Region. This activity is generally complaint generated and Council does not have the resources to drive the streets to look for compliance related issues.

Engineering Services

The Engineering Services section has continued to be involved in assessments of flooding/drainage issues following TC Marcia with reports on a number of these issues are nearing completion for presentation to the Council. Timelines are being met for operational works applications. The section has also been working with State agencies, through the Disaster Management Officer, in preparation for and response to the bushfire and storm seasons, including the Get Ready campaign.

Fitzroy River Water

Fitzroy River Water are meeting all required milestones and performance indicators in its delivery of water and sewerage services with its capital program progressing well. Following its work with the State Government's Department of Energy and Water Supply, an updated regional water supply security position was recently presented to the Council. Significant project of the Hi-lift at the Glenmore Water Treatment Plant has progressed well during the reporting period with it anticipated to be completed within the next six months.

Rockhampton Regional Waste and Recycling

Rockhampton Regional Waste and Recycling continue to deliver services despite resourcing issues, with no incidents of uncompleted runs on the relevant collection days. The Waste Transfer Station is preparing to be opened in the near future with a community open day to be conducted 24 October. Staff are currently working through the defects with the contracted builder. Planning for the 'piggy back' has also commenced and this will be explained to the public at the open day.

Robert Holmes
General Manager
Regional Services

2015/16 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Q1 Summary - Community Services

Meeting Date: 24 November 2015

Attachment No: 4

**General Manager Community Services Summary
Operational Plan Report
1st Quarter**

Directorate

Activities within the Directorate have generally been directed towards ensuring the departmental service deliverables and standards are met, supporting the sectional staff re-alignments and maintaining the mandated operational strategic direction. Specific Directorate customer service requests are being met 100% within service delivery timelines and actual costs of the Directorate are within 1% of the predicted quarterly budget outcome.

Arts and Heritage

Holding responsibility for Council's major venues; a key component for the section is the delivery of entertainment programming, which has been particularly active over the quarter with numerous and diverse events being held.

Target attendances at the Pilbeam Theatre, Art Gallery and Heritage Village sites have achieved the 25% milestone needed at the conclusion of the first quarter. This is reinforced by the actual budget outcome inclusive of committals for the quarter also being at 25% with 25% of the year expired.

Significant community events conducted during the quarter were the Rockhampton Dance Festival and annual school dance and theatre productions.

Communities and Facilities

Actual budget outcome for the quarter for the section is 2% worse than that predicted once committals are accounted for. However, section performance is generally in accordance with the quarterly desired operational outcomes.

Section diversity and the ability to be fully engaged with the community has seen high participation rates with several innovative library programs greatly assisting in achieving these rates.

Facilities maintenance schedules remain intact with programmed works occurring, minor capital program delivering improvements as well as insurance repairs resulting from TC Marcia.

Generally the section continues to deliver in accordance with customer service response times with adopted statutory and regulatory requirements also being met and maintained.

Community Standards and Compliance

Section continues to deliver services in accordance with program and customer service response timelines with statutory and regulatory requirements also being met and maintained.

Actual budget outcome for the quarter for the section is 2% superior to that predicted and performance is generally in accordance with the quarterly desired operational outcomes.

Departmental focus of management activities for the quarter has been centred on dealing with animal management issues which have escalated due to heightened public awareness of issues. Management and public engagement is being used in deriving possible means of resolving those issues.

These efforts have seen the Local Laws delivering increased services at an increased service level whilst maintaining staffing levels. Pest, Vector and Environmental Health Units have delivered more targeted activities with regular programming meeting desired service levels and increased community compliance.

Parks.

Section focus of management activities in Parks for the quarter has been on the following:

- Delivery of parks operational outcomes;
- Remediation and restoration activities at Kershaw Gardens; and
- Construction and master planning of significant parks assets

The operational outcomes for the quarter have seen maintenance schedules return to some semblance of normalcy following the impact of TC Marcia, with most indicators highlighting increases in participation and utilisation with the standout areas being the swimming pools and the zoo. The allocation of available resources has reflected this narrative with the actual budget outcome including committals being only 1% worse than predicted for the year without increase in staffing levels.

Kershaw Gardens still remains largely closed to the public and subject to a Site Management Plan but significant strides have been made towards the re-opening of the facility and implementation of remedial action. It is anticipated that the December quarter will herald in the utilisation of large sections of the park by public access and the release of master plans for that facility's reactivation.

Significant progress has been achieved at Cedric Archer Plan in accordance with the master plan and its associated prioritised implementation with stage 1 complete and stages 2 and 3 entering their construction phases.

The response time for all requests types has been able to be met in all categories with statutory and regulatory compliance being maintained well within organisational tolerance limits.

Michael Rowe
General Manager
Community Services

10 NOTICES OF MOTION

REFER TO CONFIDENTIAL REPORT - ITEM 13.2

11 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.

12 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.

13.1 Legal Matters as at 31 October 2015

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.

13.2 Notice of Motion - Councillor Neil Fisher - Insurance Claim

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.

13.3 Adjoining Owner Request to Purchase Lots 1 and 2 on RP603426 (Part of 2-6 Elphinstone Street, Berserker)

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

13.4 Conversion of 60-62 Wharf Street to Road Reserve

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 (To protect the privacy rights of landholders).

13.5 Darumbal People Native Title Claim QUD6131/1998

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.

13 CONFIDENTIAL REPORTS

13.1 LEGAL MATTERS AS AT 31 OCTOBER 2015

File No: 1392
Attachments: 1. Legal Matters - October 2015
Authorising Officer: Tracy Sweeney - Acting General Manager Corporate Services
Author: Travis Pegrem - Coordinator Industrial Relations and Investigations

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

SUMMARY

Coordinator Industrial Relations and Investigations presenting an update of current legal matters that Council is involved in as at 31 October 2015.

13.2 NOTICE OF MOTION - COUNCILLOR NEIL FISHER - INSURANCE CLAIM**File No:** 11765**Attachments:** 1. Cr Fisher - Notice of Motion**Responsible Officer:** 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

Councillor Neil Fisher has indicated his intention to move the following Notice of Motion at the next Performance and Service Committee Meeting being held on 24 November 2015, as follows: Council review and grant the claim for damages.

**13.3 ADJOINING OWNER REQUEST TO PURCHASE LOTS 1 AND 2 ON RP603426
(PART OF 2-6 ELPHINSTONE STREET, BERSERKER)****File No:** 8601

Attachments:

1. Map showing Lots 1 and 2 on RP603426 showing flood inundation
2. Photo of Fence Encroachment
3. Valuation Report
4. Correspondence making enquiry to purchase adjoining land
5. Correspondence from adjoining owner advising offer and attaching valuation report
6. Responses received from other adjoining owners
7. Aerial Map - 2011 Flood

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Tracy Sweeney - Acting General Manager Corporate Services

Author: Kellie Anderson - Coordinator Property and Insurance

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

SUMMARY

Coordinator Property & Insurance reporting on a request to purchase Lots 1 and 2 on RP603426 (part of 2-6 Elphinstone Street, Berserker). This report details a number of associated issues regarding this request and proposes two options for the Committee's consideration.

13.4 CONVERSION OF 60-62 WHARF STREET TO ROAD RESERVE**File No:** 3974**Attachments:** 1. Aerial Map**Authorising Officer:** Drew Stevenson - Manager Corporate and Technology Services
Tracy Sweeney - Acting General Manager Corporate Services**Author:** Kellie Anderson - Coordinator Property and Insurance

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 (To protect the privacy rights of landholders).

SUMMARY

Coordinator Property & Insurance reporting on the proposal to convert Council owned freehold land situation at 60-62 Wharf Street, to road reserve.

13.5 DARUMBAL PEOPLE NATIVE TITLE CLAIM QUD6131/1998**File No:** 3033**Attachments:**

1. Gilkerson Legal report regarding Council's participation in Native Title Claims Resolution
2. Update on Darumbal People Native Title Claim QUD6131-1998 - 1 May 2015

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Tracy Sweeney - Acting General Manager Corporate Services**Author:** Kellie Anderson - Coordinator Property and Insurance

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

This report discusses the current Native Title claim considerations with the Darumbal People and proposes the commencement of negotiations to establish an Indigenous Land Use Agreement.

14 CLOSURE OF MEETING