



# **ORDINARY MEETING**

## **AGENDA**

**14 JULY 2020**

*Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 14 July 2020 commencing at 9:00am for transaction of the enclosed business.*

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

**CHIEF EXECUTIVE OFFICER**  
9 July 2020

Next Meeting Date: 28.07.20

**Please note:**

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



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## **1 OPENING**

- 1.1 Acknowledgement of Country
- 1.2 Opening Prayer presented by Captain Dale Brooks from the Salvation Army

## **2 PRESENT**

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

## **3 APOLOGIES AND LEAVE OF ABSENCE**

## **4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 23 June 2020

## **5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

**6 BUSINESS OUTSTANDING**

Nil

## **7 PUBLIC FORUMS/DEPUTATIONS**

Nil

## **8 PRESENTATION OF PETITIONS**

Nil

## **9 COUNCILLOR/DELEGATE REPORTS**

### **9.1 LEAVE OF ABSENCE - COUNCILLOR ELLEN SMITH**

**File No:** 8294

**Attachments:** Nil

**Authorising Officer:** Evan Pardon - Chief Executive Officer

**Author:** Nicole Semfel - Executive Support Officer

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#### **SUMMARY**

*Councillor Ellen Smith is seeking leave of absence from Monday 27 July 2020 to Friday 7 August 2020 inclusive.*

#### **OFFICER'S RECOMMENDATION**

THAT Councillor Ellen Smith be granted leave of absence from Monday 27 July 2020 to Friday 7 August 2020 inclusive.

#### **BACKGROUND**

Councillor Ellen Smith has advised the Chief Executive Officer that she wishes to take leave of absence from Monday 27 July 2020 to Friday 7 August 2020 inclusive.

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## 10 OFFICERS' REPORTS

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### ADVANCE ROCKHAMPTON – ECONOMIC DEVELOPMENT AND EVENTS

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Nil

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### AIRPORT GROWTH AND DEVELOPMENT

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Nil

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### BUDGET, GOVERNANCE AND OTHER MATTERS

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#### 10.1 2020-2021 OPERATIONAL PLAN

File No:	8320
Attachments:	1. 2020-21 Operational Plan <a href="#">↓</a>
Authorising Officer:	Tracy Sweeney - Executive Manager Workforce and Governance
Author:	Allysa Brennan - Coordinator Legal and Governance

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#### SUMMARY

*Presenting Rockhampton Regional Council's Operational Plan for the financial year 2020-21 for adoption.*

#### OFFICER'S RECOMMENDATION

THAT Rockhampton Regional Council's Operational Plan for financial year 2020-21 be adopted.

#### COMMENTARY

The *Local Government Regulation 2012* requires Council to adopt an Operational Plan each financial year.

The 2020-21 Operational Plan (**Attachment 1**) outlines the actions Council will undertake throughout 2020-21 financial year to address the outcomes contained in the 2017-22 Corporate Plan. These actions align with the \$407M total expenditure budget that will help maintain and upgrade existing services and facilities within our region as well as provide a pathway for recovery, reinvigoration and growth for the region's economy.

The Operational Plan highlights Council's key focus areas of footpaths, trees, sport, tourism and industry as well as significant projects for the 2020-21 financial year.

The *Local Government Regulation 2012* requires the Operational Plan to include an annual Performance Plan for each of Council's commercial business units. The proposed annual Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Rockhampton Airport form part of the 2020-21 Operational Plan.

A list of Council's existing strategies and plans and how they align with the corporate outcomes from the 2017-22 Corporate Plan is demonstrated within the Operational Plan.

#### PREVIOUS DECISIONS

The contents of the 2020-21 Operational Plan incorporates feedback received from Councillors in relation to key focus areas and priorities for 2020-21 as well as ensuring alignment with the 2020-21 Budget. The Operational Plan was the subject of review at a Special Council Meeting held on 9 May 2020, a Council Meeting on 12 May 2020 and a Councillor Workshop on 15 June 2020.

The 2017-22 Corporate Plan was adopted by Council on 11 July 2017.

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**BUDGET IMPLICATIONS**

In accordance with section 175 of the *Local Government Regulation 2012* the Operational Plan must be consistent with the budget.

**LEGISLATIVE CONTEXT**

Section 174 of the *Local Government Regulation 2012* requires that a local government must:

- Prepare and adopt an annual Operational Plan for each financial year;
- 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; and
- A local government must discharge its responsibilities in a way that is consistent with its annual Operational Plan.

Section 175 of the *Local Government Regulation 2012* outlines that a local government's Operational Plan must:

- Be consistent with its annual budget;
- State how the local government will:
  - Progress the implementation of the 5 year Corporate Plan during the period of the annual operational plan; and
  - Manage operational risks; and
- Include an annual performance plan for each commercial business unit of the local government.

**LEGAL IMPLICATIONS**

Failure to adopt an annual Operational Plan will result in legislative non-compliance.

**STAFFING IMPLICATIONS**

It is anticipated that there will be no implications to Council permanent staffing levels.

**RISK ASSESSMENT**

In accordance with section 175 of the *Local Government Regulation 2012* the Operational Plan must manage operational risks.

**CORPORATE/OPERATIONAL PLAN**

The purpose of the annual Operational Plan is to advise how Council intends to address the 2017-22 Corporate Plan outcomes over the current financial year by outlining the activities, actions and targets Council will undertake in accordance with the adopted budget.

**CONCLUSION**

The Operational Plan for 2020-21 (including the Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Rockhampton Airport) are presented for Council adoption.

# **2020-2021 OPERATIONAL PLAN**

## **2020-21 Operational Plan**

**Meeting Date: 14 July 2020**

**Attachment No: 1**

# Operational Plan 2020-2021







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# Acknowledgement to Country

*Rockhampton Regional Council acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of Australia and their continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. In Rockhampton, we acknowledge the Darumbal people and all traditional custodians across the Rockhampton Region and their Elders past, present and emerging.*



Image : Madelyn Holmes 2020



# Our Council

## Our Vision

One Great Region.

## Our Mission

To create a Region that our community values and others admire.

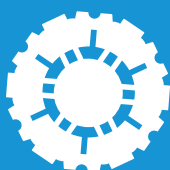
## Our Values and Behaviours

### ACCOUNTABLE



We are proactive and take personal responsibility.  
We are clear on our expectations, if in doubt we seek clarification.  
We do what we say we will do and deliver our promises on time.  
We hold ourselves and others accountable.  
We take personal accountability for our own and others safety.  
We trust individuals to do their job.

### CUSTOMER FOCUSED



We are timely and responsive to our customers and community.  
Our decisions and actions have the customer and community at the front of mind.  
We engage with and listen to the customer.  
We support each other to achieve the best outcome for the customer.

### PEOPLE DEVELOPMENT



Leaders coach, support and listen to their people.  
We support and develop our people to ensure they can reach their full potential.  
We will seek and provide feedback with the constructive intent.  
Development is focused on technical and behavioural capability.  
People are valued and treated with respect regardless of position.

### ONE TEAM



We work together to find solutions and opportunities.  
We openly share knowledge, information and resources in order to deliver the best outcome for the Council.  
We talk with each other and seek ways to collaborate.  
We understand our shared goals and how each area fits together.  
We develop solutions with the big picture in mind ensuring we encourage collaboration and consider the impact on others.  
Communication and engagement are priorities at all levels.

### CONTINUOUS IMPROVEMENT



We take the time to explore better ways to do things.  
We listen to and genuinely value ideas from all staff.  
We accept mistakes will happen and we ensure we share the learnings.  
Continuous improvement is valued as an opportunity not an expense.  
We will be open to change, have an open mind and maintain a positive attitude.

# Introduction

## About the Operational Plan

The Operational Plan is an annual document which outlines activities and actions Council will undertake for the financial year in accordance with the adopted budget. These activities and actions directly align to Council's five year Corporate Plan strategies and overall themes:



### Council's 2017-2022 Corporate Plan

sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by the Council are established based on the goals and outcomes identified in the Corporate Plan.

The Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012* and must include an annual performance plan for each commercial business unit of the local government.

The 2020-2021 Operational Plan is a one-year plan that summarises the planned actions for achieving the Corporate Plan goals and outcomes by delivering services to the community. Council's Total Expenditure Budget of \$407M will help maintain and upgrade existing services and facilities within our Region as well as provide a **pathway for recovery, reinvigoration and growth for the Region's economy.**

### Measuring Performance

Quarterly reports will be presented to Council that measure and document the progress towards the achievement of the adopted actions.

Targets have been set for each action within the Operational Plan. Reporting on these targets will be based on progress against time, budget-based and other applicable milestones as outlined in reports to Council that are linked to these various initiatives, and may be developed through the course of the operational planning process from time to time.

### Managing Risk

The operational planning process includes the management of Council's strategic and operational risks. Council's commitment to risk management is outlined in the Enterprise Risk Management Framework and the Enterprise Risk Management Policy. Implementation of the Operational Plan will be undertaken in accordance with the Enterprise Risk Management Process Procedure.





R-L: Mayor Margaret Strelow, Councillor Ellen Smith, Councillor Donna Kirkland, Councillor Cherie Rutherford, Councillor Drew Wickerson, Councillor Tony Williams, Councillor Shane Latcham, Councillor Neil Fisher

## About Councillor Portfolios

Councillor portfolios, part of Council's governance arrangements, provide Councillors with specific responsibilities in addition to their responsibilities under the *Local Government Act 2009*.

The portfolio system provides Councillors with an opportunity to develop a heightened level of knowledge, leadership and representation across the Region in a specified area of responsibility.

The Councillor Portfolio System has a strong alignment with the strategic priorities of Council as outlined in its Corporate Plan and the organisation's core responsibilities.

## Portfolio Appointments

The Portfolio appointments of Portfolio Councillors are as follows:

Portfolio	Portfolio Councillor	Assistant Portfolio Councillor (and area of responsibility)
Advance Rockhampton – Economic Development and Events	Mayor Margaret Strelow	Councillor Tony Williams – Special Responsibility for Tourism
Waste and Waste to Resource Implementation	Councillor Shane Latcham	
Airport Growth and Development	Councillor Neil Fisher	
Infrastructure	Councillor Tony Williams	
Planning and Regulation	Councillor Ellen Smith	
Sports, Parks and Public Spaces	Councillor Cherie Rutherford	
Communities	Councillor Drew Wickerson	
Water and Supporting a Better Environment	Councillor Donna Kirkland	

# Key Focus Areas

Council have identified a number of key focus areas with an aim of improving our Region for our community and visitors alike.

## TREE CANOPY | FOOTPATHS

Alignment with Corporate Plan

### Community Connectivity

Create community connectivity through the construction of circuits and missing links in footpaths that generate walkability opportunities throughout the Region.

Operational Plan Reference: 1.1.2



### Major Sports and Events Precincts

Pursue opportunities to create major sporting and events precincts that meet community needs and provide high quality venues to attract and facilitate regional, national and international events.

Operational Plan Reference: 1.2.1 to 1.2.5



### Regional Development

Pursue and promote regional economic development and tourism opportunities through investment attraction and facilitation, and business industry and product development.

Operational Plan Reference: 2.1.1 to 2.1.6, 2.2.1, 2.3.1, 2.4.2, 4.4.2, 5.1.1, 5.1.3







# INDUSTRY | SPORTS | TOURISM

Alignment with Corporate Plan

## Increase the Tree Canopy throughout the Region

Create a canopy throughout the Region by planting significant shade trees in streets and parks.

Operational Plan Reference: 3.1.1, 3.1.2, 3.2.1



## Review of the facilities and service delivery to ensure future sustainability

Undertake a review of the facilities and service delivery to ensure future sustainability.

Operational Plan Reference: 4.1.1, 4.1.2, 5.2.1



## Project Development and Advocacy

Deliver effective land planning, project development, project delivery and advocacy supporting economic, social and environmental outcomes.

Operational Plan Reference: 4.4.1 to 4.4.3, 5.1.1, 5.1.2



# Significant Capital Projects

Several significant projects have been highlighted in the Operational Plan. These projects are at varying levels of planning, commencement of construction or final implementation, however they all form part of Council's priorities in the reporting year.

Alignment with Corporate Plan

## Rockhampton Museum of Art

The new Art Gallery consists of a three storey structure with around 4700m2 gross floor area built over 212 and 214 Quay Street sites and a section of 220 Quay Street for a delivery dock. The new building will include double volume exhibition spaces, retail and café spaces, flexible multipurpose areas, administration, storage and back of house areas.

The Rockhampton Museum of Art will provide significant benefit to gallery visitors, artists and the collection.

Operational Plan Reference: 1.2.5



## Rockhampton Airport Terminal Upgrade

Total approved project budget of \$24.7M over 2 years, with \$19.85M allocated in 2020-21, to upgrade the installation of new security equipment for passengers and cabin baggage screening equipment, building refurbishment works and electro-mechanical works, as part of reconfiguration works of the terminal building.

Operational Plan Reference: 2.4.4





## Glenmore Water Treatment Plant Upgrade

Alignment with Corporate Plan

Total approved project budget of \$10M over 3 years, with \$2M allocated in 2020-21. This important project will ensure the ongoing safe and reliable operation of the Glenmore Water Treatment Plant, through the complete renewal of all electrical and control systems, including the installation of a fire suppression system and improved treatment process monitoring and control. The project will also achieve improvements to site physical security, as well as cybersecurity to ensure that this important asset is protected appropriately. This project is expected to enable further works to be completed to eventually increase the treatment plant capacity by almost 20% to cater for future growth in demand.



Operational Plan Reference: 1.1.9

## North Rockhampton Sewage Treatment Plant Upgrade

Total approved project budget of \$25M over 4 years, with \$3M allocated in 2020-21. This augmentation of the North Rockhampton Sewage Treatment Plant is estimated to increase the treatment capacity by an additional 25,000 equivalent persons. This increased capacity will ensure that residential and other urban growth in North Rockhampton can be serviced for at least the next 30 years. The project will also further improve the removal of nutrients from the effluent and reduce our environmental footprint on the Fitzroy River estuary.



Operational Plan Reference: 1.1.10



## Significant Capital Projects Continued

### Gracemere Sewage Treatment Plant Upgrade

Alignment with Corporate Plan

Total approved project budget of \$8M over 4 years with \$500,000 allocated in 2020-21. The augmentation of the Gracemere Sewage Treatment Plant from its existing capacity of just less than 10,000 equivalent persons, to a capacity of at least 25,000 equivalent persons, will ensure that this sewage treatment plant can continue to meet the needs of the growing community for at least the next 30 years. The upgrade of the treatment plant to a more modern and energy efficient process design will actually reduce operating costs and improve the reliability of this relatively old asset. Effluent produced by the Gracemere Sewage Treatment Plant continues to be a valuable source of recycled water used by local sporting facilities and commercial customers, and this upgrade project will improve the safety and reliability of this recycled water supply.

Operational Plan Reference: 1.1.11



### Disaster Resilience

Plan and deliver projects and initiatives that improve the Region's resilience to natural disasters through projects that include but are not limited to the sourcing of funding for the South Rockhampton Flood Levee, updating Council's Flood Management Strategy and a feasibility study for the Rockhampton Airport Flood Levee.

Operational Plan Reference: 1.1.3 to 1.1.7, 1.3.2









# 1 Community

A connected community that values a sense of belonging; where residents celebrate their diversity and have modern services available to support a safe, healthy and engaged lifestyle now and into the future.

## KEY FOCUS AREA FOR 2020-21

### **Community Connectivity (footpaths) Major Sports and Events Precincts**

#### Corporate Plan Outcomes

1. Safe, accessible, reliable and sustainable infrastructure and facilities
2. Regional public places that meet our community's needs
3. Safe places for our community
4. Healthy living and active lifestyles
5. Inclusive, connected and informed community
6. Our sense of place, diverse culture, history and creativity are valued and embraced

Action	Target	Portfolio
1.1.1 Plan and deliver targeted infrastructure in partnership with the private sector to facilitate residential development.	Evaluate opportunities to bring forward infrastructure to support development within the Region by 30 September 2020.	Infrastructure
1.1.2 Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 3000 metres of new footpaths.	Infrastructure
1.1.3 Prepare a three year forward maintenance program for roads, pathways and stormwater drainage.	Prepare program by 30 June 2021.	Infrastructure





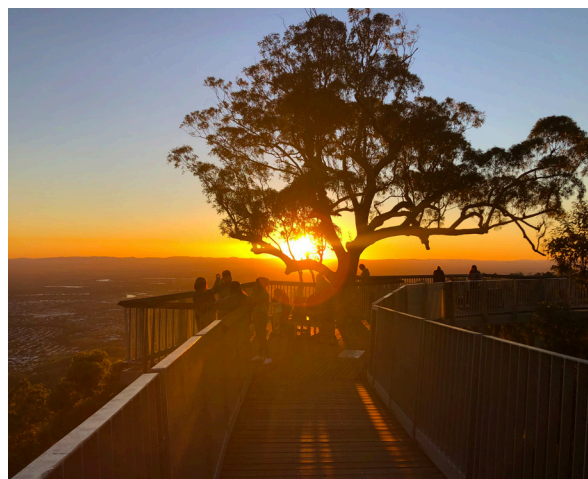
Action	Target	Portfolio
1.1.4 Continue to source funding for the South Rockhampton Flood Levee.	Secure sufficient funding for the project.	Infrastructure
1.1.5 Review and update Council's Flood Management Strategy.	Complete by 30 June 2021.	Infrastructure
1.1.6 Prepare a Floodplain Risk Management Study and Plan for Frenchmans and Thozets Creek.	Complete by 30 June 2021.	Infrastructure
1.1.7 Undertake a study into the feasibility of a flood levee to protect the Rockhampton Airport.	Complete the feasibility study by 30 June 2021.	Infrastructure
1.1.8 Deliver water supply and sewerage services in accordance with the Fitzroy River Water 2020-21 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Supporting a Better Environment
1.1.9 Glenmore Water Treatment Plant Electrical and Control Renewal.	Complete procurement and commence construction.	Water and Supporting a Better Environment
1.1.10 North Rockhampton Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Supporting a Better Environment
1.1.11 Gracemere Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Supporting a Better Environment

Action	Target	Portfolio
1.1.12 Deliver waste and recycling services in accordance with Rockhampton Regional Waste & Recycling 2020-21 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Waste to Resource Implementation
1.1.13 Implement remediation plan for Gracemere Landfill.	Complete by 30 June 2021.	Waste and Waste to Resource Implementation
1.1.14 Lakes Creek Road Landfill Cell construction.	Complete Cell A1 by 31 October 2020.	Waste and Waste to Resource Implementation
1.1.15 Implement Landfill Gas Management System.	Complete implementation by 31 October 2020.	Waste and Waste to Resource Implementation
1.1.16 Manage the airport in accordance with the Rockhampton Airport 2020-21 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport Growth and Development
1.1.17 Implement opportunities for improving energy efficiency in Council facilities.	Implement energy efficient systems in accordance with the Environmental Action Plan.	Water and Supporting a Better Environment
1.1.18 Ensure the Asset Management System is implemented per the Project Plan.	Finalise system implementation including associated Payroll projects.	Whole of Council
1.1.19 Undertake a review of asset utilisation and capability for Council facilities to improve operations.	Deliver Asset Utilisation Report.	Communities
1.1.20 Develop an Open Space Planning Framework that guides the provision and standards of public open spaces.	Develop the program by 30 June 2021.	Sports, Parks and Public Spaces
1.2.1 Identify and pursue securing a suitable site for a Multi-Sports Precinct in North Rockhampton.	Present a report on options and estimated costs by 1 December 2020.	Sports, Parks and Public Spaces
1.2.2 Identify and pursue securing a suitable site for a Multi-Sports Precinct in Gracemere.	Present a report on options and estimated costs by 1 December 2020.	Sports, Parks and Public Spaces

Action	Target	Portfolio	
1.2.3	Develop a Master Plan for the Rockhampton Showgrounds and Victoria Park Precinct.	Prepare plan by 31 March 2021.	Sports, Parks and Public Spaces
1.2.4	Plan for the development of a regional Motor Sports Precinct.	Secure an appropriate site, engage with stakeholders and prepare implementation plan by 31 March 2021.	Sports, Parks and Public Spaces
1.2.5	Develop Master Plan for the Common.	Prepare plan by 31 March 2021.	Sports, Parks and Public Spaces
1.2.6	Undertake a feasibility study that addresses options for future use and redevelopment of the Pilbeam Theatre precinct.	Present to Council for adoption by 30 September 2020.	Communities
1.2.7	Develop and commence execution of policy, procedure and processes to ensure successful transition to new Rockhampton Museum of Art.	Complete execution by 30 June 2021 to align with the opening of the Rockhampton Museum of Art.	Communities
1.2.8	Undertake future planning for the Botanic Gardens and Zoo.	Complete by 31 March 2021.	Sports, Parks and Public Spaces
1.2.9	Undertake a review of the Kershaw Gardens Master Plan.	Complete by 31 March 2021.	Sports, Parks and Public Spaces
1.3.1	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Review actions and priorities in the Safety and Training Strategic Plan and implement actions as per the agreed timeframes.	Whole of Council
1.3.2	Prepare bushfire evacuation options assessment for Mt Archer and neighbouring suburbs.	Prepare assessment options by 30 September 2020.	Infrastructure
1.4.1	Streamline Council's funding for community not for profit organisations to ensure fairness and equity.	Carry out a review of Community Assistance Program by 31 October 2020.	Communities



Action	Target	Portfolio
1.5.1	Provide the community with information about Council services, policies and projects through the delivery of Community Engagement Strategy actions.	Whole of Council
1.6.1	Promote awareness programs of strong indigenous history and significant cultural representation through the development, adoption and implementation of a Reconciliation Action Plan.	Communities









# 2 Economy

A thriving regional capital that creates and nurtures diverse opportunities to balance work, play and growth.

## KEY FOCUS AREA FOR 2020-21

### *Regional Development*

#### Corporate Plan Outcomes

1. A destination sought for lifestyle, community events and tourism
2. Value add to the strengths of industry to deepen regional economic activity
3. The redevelopment and activation of major urban places to attract investment and improved lifestyles
4. Infrastructure services are driven to deliver future economic growth
5. Promote, foster and embrace growth opportunities, strategic investment and international exports
6. Promote industry diversification to enhance regional economic resilience

Action	Target	Portfolio
2.1.1 Pursue tourism opportunities for the region that leverage existing assets that provides a strong platform for future visitor and economic growth for the Region.	Updated Tourism Action Plan and actions delivered in accordance with adopted timeframes.	Advance Rockhampton – Economic Development and Events
2.1.2 Develop and deliver structured and targeted marketing campaigns for the region across Explore, Live and Invest dimensions.	Deliver in accordance with agreed timeframes.	Advance Rockhampton – Economic Development and Events



Action	Target	Portfolio
2.1.3	Develop a calendar of events for the region to deliver economic growth that positions Rockhampton as the Events Capital of Central Queensland.	Undertake monthly review and update.
2.1.4	Deliver improved wayfinding and signage across the region to better inform and direct pedestrian and vehicular traffic while also creating a stronger regional identity.	Review progress of delivery of Council's Wayfinding Strategy by 31 July 2020 and develop and implement a program for the current and future years.
2.1.5	Investigate opportunities to attract direct flights to support tourism growth.	Establish viability by 1 December 2020.
2.1.6	Develop a Business Plan for the Heritage Village that rebrands and revitalises the venue that will create a space for events and a facility that attracts visitors to the Region.	Develop Business Plan by 31 December 2020 and deliver Stage 1 by 30 June 2021.
2.2.1	Review and update Council's Economic Development Strategy and Action Plan to deliver tangible economic and social outcomes to the Region (and aligned with COVID-19 Local Recovery Plan ref 5.1.1).	Update Action Plan by 31 August 2020 and deliver actions in accordance with adopted timeframes.

Action		Target	Portfolio
2.2.2	Council's procurement of goods and services are in line with the Local Preference Policy guiding purchasing decisions that encourage buying locally within the Region.	Annual local goods and services spend analysis is greater than 70% local.	Whole of Council
2.2.3	Deliver capability building initiatives that encourage business and industry development.	Develop and implement activities in-line with Council's Economic Development Strategy and SmartHub Operational Plan.	Advance Rockhampton – Economic Development and Events
2.3.1	Develop strategies and initiatives that promote redevelopment, business attraction and growth and ultimately revitalise all of the Region's commercial centres.	Projects that assist in activating the Region's centres in accordance with Economic Action Plan, CBD Framework and commercial centres strategy (links to ref 4.4.1).	Advance Rockhampton – Economic Development and Events
2.3.2	Review progress of implementation of the Advancing Mount Morgan Strategy.	Complete reviews by 31 December 2020.	Advance Rockhampton – Economic Development and Events
2.3.3	Explore opportunities associated with the results of the Growing Gracemere community engagement.	Complete reviews by 31 December 2020.	Advance Rockhampton – Economic Development and Events
2.4.1	Continued rollout of smart technologies infrastructure in public spaces as guided by the Smart Way Forward Strategy.	Install community digital engagement banners.	Advance Rockhampton – Economic Development and Events
2.4.2	Identification and pursuit of industrial land opportunities to facilitate large scale, difficult to locate industry.	Confirm options and viability by 30 September 2020.	Advance Rockhampton – Economic Development and Events
2.4.3	Pursue funding opportunities for Stage 2 Rockhampton Airport terminal upgrade and apron extension.	Prepare and submit grant applications in accordance with criteria and timeframes.	Airport Growth and Development
2.4.4	Rockhampton Airport Terminal Security Upgrade.	Complete Stage 1 by 31 December 2020.	Airport Growth and Development





*Explore*  
**ROCKHAMPTON**  
Stop. See. Stay.

# 3 Environment

An environmentally balanced and aware community, which preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future generations.

## KEY FOCUS AREA FOR 2020-21

***Increase the Tree Canopy throughout the Region***

### Corporate Plan Outcomes

1. *Contribute to healthy natural ecosystems*
2. *Sustainable and innovative environmental practices*
3. *Understand Council's and the community's environmental impacts*

Action	Target	Portfolio
3.1.1	Develop a program for landscaping improvements in parks and streetscapes.	Sports, Parks and Public Spaces
3.1.2	Develop program by 1 September 2020. Actions delivered by 30 June 2021.	Sports, Parks and Public Spaces
3.1.2	Increase the Region's tree canopy coverage by 1000 trees through planting projects of key corridors and recreational areas.	1. Submit a planting program for endorsement by 1 August 2020. 2. Deliver planting projects by May 2021. 3. Develop five year planting program by June 2021.
3.1.3	Encourage activities that protect, maintain and enhance our natural environment by fostering strong partnerships to better manage the condition of key natural assets, green corridors and urban waterways.	Support collaborative projects that deliver positive environmental outcomes in accordance with the Environmental Sustainability Strategy Annual Action Plan.
		Water and Supporting a Better Environment





Action	Target	Portfolio
3.1.4 Encourage the sustainable use of water resources through the promotion of water wise behaviours and practices.	Deliver annual marketing communications plan.	Water and Supporting a Better Environment
3.2.1 Facilitate implementation of the Environmental Sustainability Strategy.	Deliver actions in the Environmental Sustainability Strategy in accordance with the annual action plan and report progress in the annual highlights report.	Water and Supporting a Better Environment
3.2.2 Support Council's environmental sustainability initiatives through the installation of a Solar Farm at the Glenmore Water Treatment Plant.	Complete installation by 30 June 2021.	Water and Supporting a Better Environment
3.3.1 Prepare for, and build resilience to, local climate variability related impacts.	Priority response measures embedded within Council's normal operating activities.	Water and Supporting a Better Environment



Image : Karen Black 2020

# 4 Service Excellence

A modern thinking, community outcome focused organisation that effectively balances the community's aspirations with the resources available now and in the future.

## KEY FOCUS AREA FOR 2020-21

***Review of the facilities and service delivery to ensure future sustainability***

### Corporate Plan Outcomes

1. *Customer focused services*
2. *Practical and values based compliance frameworks*
3. *Accountable and motivated organisation*
4. *Plan for future population and economic growth giving consideration to a diverse range of industries and services*

Action	Target	Portfolio
4.1.1 Undertake a review of the facilities and service delivery to ensure future sustainability.	Complete review on identified services and facilities by 31 March 2021.	Whole of Council
4.1.2 Undertake a review of key operational areas of the business to enable the identification of service standards.	Develop a Service Delivery Statement that specifies section objectives and service standards by 30 September 2020.	Whole of Council
4.1.3 Consider electronic billing options for rates and water charges.	Implement agreed outcomes by 30 June 2021.	Whole of Council
4.1.4 Prepare for the implementation of quarterly rates billing.	Preparation completed by 30 June 2021 to allow for the first quarterly bills to be issued in 2021-22.	Whole of Council





Action		Target	Portfolio
4.2.1	Ensure employees are appropriately trained, skilled and certified to safely undertake the requirements of their position.	Undertake verification of competency assessment with all identified employees by 30 June 2021.	Whole of Council
4.3.1	Develop and implement a Volunteer Management Plan.	Deliver approved Volunteer Management Plan actions.	Communities
4.3.2	Develop and implement the Information and Communication Technology Strategic Plan 2021-2025.	Develop the 2021-2025 Information and Communication Strategic Plan and deliver the actions for 2020-21.	Whole of Council
4.4.1	Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Review and update the Commercial Centres Strategy and develop and implement a rolling program of planning scheme amendments.	Advance Rockhampton – Economic Development and Events
4.4.2	Review and update Council's Development Incentives Policy.	Complete review by 30 September 2020 and update policy by 10 November 2020.	Advance Rockhampton – Economic Development and Events
4.4.3	Support the Northern Boundary Review.	Respond to the Boundary Commissioner's requirements within the prescribed timeframes.	Whole of Council



# 5 Local Government Leader

Delivering a high performing and progressive organisation that leads by example.

## KEY FOCUS AREA FOR 2020-21

### ***Project Development and Advocacy***

#### **Corporate Plan Outcomes**

1. *Productive partnerships with all levels of government and relevant stakeholders*
2. *Strong leadership that provides quality governance to support and service the community*
3. *Financially sustainable organisation*
4. *Leading public sector employer*

Action		Target	Portfolio
5.1.1	Develop a COVID-19 Local Recovery Plan that feeds into the Regional and State Recovery Plans.	Lead and coordinate the formulation and delivery of the plan.	Advance Rockhampton – Economic Development and Events
5.1.2	Identify and pursue opportunities for advocacy for regional policy and associated outcomes that benefit the Region.	Develop a formal coordinated approach to advocating at State and Federal levels for Council's priority projects by 31 July 2020.	Advance Rockhampton – Economic Development and Events
5.1.3	Investigate creation of a new Regional Tourism Organisation based on Council's local government area.	Complete by 31 December 2020.	Advance Rockhampton – Economic Development and Events





Action	Target	Portfolio
5.2.1	Review the direction and priorities for the organisation, by identifying expectations that the community desires within the Region and what Council will do to achieve these through the development of a five-year Corporate Plan.	Adopt Corporate Plan for 2022-2027 by 30 June 2021. Whole of Council
5.2.2	Review of water pricing model.	Complete review by 31 March 2021. Water and Supporting Better Environment
5.3.1	Ensure the efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision. Whole of Council
5.3.2	Update asset management plans for: <ul style="list-style-type: none"> <li>•Roads</li> <li>•Bridges and Major Culverts</li> <li>•Buildings</li> <li>•Airport</li> <li>•Parks</li> </ul>	Complete by 30 June 2021. Whole of Council
5.3.3	Implementation of Council wide Asset Management System.	Complete implementation in accordance with agreed timeframes. Whole of Council



# Informing Strategies and Plan

There are a number of informing strategies and plans that allow Council to set its priorities within its resourcing capability and deliver short term, medium term and long term community priorities and aspirations.

## Community

- Animal Management Strategy
- Child and Youth Risk Management Strategy
- Customer Service Standards
- Dengue Management Plan
- Drought Management Plan
- Flood Management Strategy
- Flood Studies for Regional Catchments
- Local Disaster Management Plan
- Mount Archer Activation Master Plan
- Natural Hazards Risk Assessment
- Rockhampton Recreational Fishing Development Strategy
- Rockhampton Regional Planning Scheme
- Vector Management Plan
- Wayfinding and Signage Strategy
- Wild Dog Management Plan
- Workplace Health and Safety

## Economy

- CBD Redevelopment Framework
- CBD Streetscape Design Manual
- Economic Development Strategy 2050
- Mount Morgan Strategy
- Rockhampton Airport Masterplan 2017-2037
- Rockhampton Regional Council Economic Action Plan 2016-2020
- Rockhampton Regional Planning Scheme
- Smart Hub Operational Plan
- Smart Way Forward Action Plan
- The Smart Regional Centre Strategy
- Tourism Action Plan

## Environment

- Biosecurity Plan for Pest Management 2017-2021
- Environmental Sustainability Strategy 2018-2022 (and Annual Action Plans)
- Feral Pig Management Plan 2019-2023
- Rockhampton Regional Planning Scheme
- Waste Reduction and Recycling Plan 2020-2030

## Service Excellence

- Annual Performance Plan – Fitzroy River Water
- Annual Performance Plan – Rockhampton Airport
- Annual Performance Plan – Rockhampton Regional Waste and Recycling
- Corporate Systems Consolidation Strategy
- Customer Service Standards
- eServices Strategy
- Information and Communications Technology Strategic Plan 2015-2020
- IT Mobility Strategy
- Workplace Health and Safety Management System Plan

## Local Government Leader

- Asset Management Plans
- Enterprise Risk Framework
- Fraud and Corruption Control Plan
- Long Term Financial Forecast



A scenic sunset over the Fitzroy River. The sun is low on the horizon, casting a warm, golden glow across the sky and water. A small boat is visible in the lower right foreground, and a forested hill is in the background. The title text is overlaid on a white rectangular box in the center.

# **FITZROY RIVER WATER 2020-2021 PERFORMANCE PLAN**

Image : Michael Hampton 2020

# OVERVIEW

Fitzroy River Water (FRW) is a commercial business unit of Council providing water and sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan underpins FRW's performance objectives over the 2020-21 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

# OBJECTIVES

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2020-21 Operational Plan.

FRW will enhance the community's quality of life by providing sustainable water and sewerage services, through innovation, technical expertise, business efficiency, excellence in customer service and commitment to the environment.

The key objectives of FRW are to deliver commercially viable, safe and reliable water and sewerage services that satisfy adopted customer service standards.

FRW will, in conducting the activities on behalf of Council:

- Provide high-quality, safe, reliable and cost-effective water and sewerage services;
- Operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- Responsibly manage, improve and augment infrastructure;
- Be responsive to customer needs;
- Meet performance targets;
- Optimise costs and business processes;
- Protect the environment, encourage water conservation and effluent re-use; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.



# VALUES

FRW will provide a service which embraces Council's Corporate Values.

## ***Vision***

Contribute to the Region's liveability, growth and development by being a leading water and sewerage business.

## ***Mission***

To efficiently and reliably provide sustainable, high quality water and sewerage services.



Image : Hayley Kluver 2020



# NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the water and sewerage services provided by FRW is as follows:

## WATER OPERATIONS

Water	22,278 ML
Barrage	1
Dams	1
Water Treatment Plants	2
Water Reticulation	864.4 km
Potable Water Supply Reservoirs	20
Pumping Stations and Bores	40
Properties served* – Water (as at 30/06/19)	32,608

## SEWERAGE OPERATIONS

Sewage Treated	6,044 ML
Sewage Treatment Plants	4
Pumping Stations	56
Sewerage Collection Mains	742.0 km
Properties served* – Sewerage (as at 30/06/19)	30,134

\* Not including vacant land



# FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

## FINANCIAL PERFORMANCE

Performance Measure	2020-21 Target	Explanation	Calculation
Operating surplus ratio	50.1%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	45.6 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation & amortisation (EBITDA) divided by Interest Expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	37.9%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	20.0%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	6.0%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by WDV of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by Budget

# NON-FINANCIAL PERFORMANCE

## CUSTOMER SERVICE STANDARDS

### Water Day to Day Continuity

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS1	Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)	< 80	< 80
CSS2	Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)	< 30	< 30
CSS3	Time for restoration of service - unplanned interruptions (% restored within 5 hours)	> 90%	> 90%
CSS4	Customer interruption frequency: 1 interruption per year 2 interruptions per year 3 interruptions per year 4 interruptions per year 5 or more interruptions per year	12% 2% 1% 0.50% 0.25%	12% 2% 1% 0.50% 0.25%
CSS5	Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)	> 30%	> 30%
CSS6	Average interruption duration - planned and unplanned (hours)	3 hours	3 hours
CSS7	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	95% 95% 95%	95% 95% 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	95% 95% 95%	95% 95% 95%

### Adequacy and Quality of Normal Supply of Water Supply

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS8	Minimum pressure standard at the water meter	220 kPa	220 kPa
CSS9	Minimum flow standard at the water meter	9 L/min	9 L/min
CSS10	Connections with deficient pressure and/or flow (% of total connections)	< 2.5%	< 2.5%
CSS11	Drinking water quality (compliance with industry standard) <sup>1</sup>	> 98%	> 98%
CSS12	Drinking water quality complaints (number per 1,000 connections)	< 5	
CSS13	Drinking water quality incidents (number per 1,000 connections)	< 5	< 5

<sup>1</sup> FRW's Drinking Water Quality Management Plan identifies the following key water quality parameters as reference indicators for customer service purposes: physical and chemical water quality parameters – Target: >99% of all samples tested compliant with Australian Drinking Water Guidelines; E. coli – Target: None detected in > 98% of all samples tested.



## Long Term Continuity of Water Services

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS14	Water main breaks (number per 100 km main)	< 40	< 40
CSS15	Water services breaks (number per 1,000 connections)	< 40	< 40
CSS16	System water loss (litres per connection per day)	< 200 L	< 200 L

## Sewerage Effective Transportation of Sewage

CSS Reference	Performance Indicator	Rockhampton and Gracemere Sewerage Scheme	Mt Morgan Sewerage Scheme
CSS18	Sewage overflows to customer property (number per 1,000 connections)	< 10	< 5
CSS19	Odour complaints (number per 1,000 connections)	< 1	
CSS20	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	> 95%	> 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	> 95%	> 95%

## Long Term Continuity of Sewerage Services

CSS Reference	Performance Indicator	Rockhampton and Gracemere Sewerage Scheme	Mt Morgan Sewerage Scheme
CSS21	Sewer main breaks and chokes (number per 100 km main)	< 50	< 20
CSS22	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)	< 5	< 5

## Customer Service Standards

Performance Indicator	Target
Installation of new water connections (within the water service area)	15 working days
Installation of sewerage connections (within the sewered area)	15 working days
Complaints – (excluding maintenance of water and sewerage services) – advise outcome	20 working days

# COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2020-21 financial year and are funded by Rockhampton Regional Council.

Community Service Obligation	Estimated Cost	Objective
<b>WATER</b>		
Sporting Bodies Water Access and Consumption	\$46,000	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Undetected Leak Rebates	\$110,000	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and non-residential customers be identified as a community service obligation to the amount of \$110,000 per annum.
	\$156,000	
<b>SEWERAGE</b>		
Combined Line Charges (expenses)	\$100,000	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a community service obligation.
Combined Line Charges (capital)	\$100,000	Further to the above resolution regarding the maintenance of combined lines, FRW has begun a full replacement program of these assets. As a result the cost of the replacing of these combined lines also constitutes a community service obligation and the full cost incurred is claimed.
Raising Access Chambers	\$150,000	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.
Sporting Bodies Sewerage Access	\$117,000	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
	\$467,000	
<b>TOTAL</b>	<b>\$623,000</b>	





# FINANCIAL POLICIES

## CAPITAL STRUCTURE

FRW's notional capital structure is 60% debt/40% equity for pricing purposes. FRW will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All FRW's financial planning is subject to approval by Council.

## BORROWINGS

Debt financing is provided by Rockhampton Regional Council under the terms and conditions imposed by Queensland Treasury Corporation having due regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

## DEPRECIATION

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

## WORKING CAPITAL

Rockhampton Regional Council provides working capital as required which does not replace long term fixed borrowings.

## DIVIDENDS

Annual dividends returned to Rockhampton Regional Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

## TREATMENT OF SURPLUSES / LOSSES

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in FRW's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

## TAXATION

FRW is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).

## CONTRIBUTED ASSETS

Assets donated by developers or other parties will be recognised as revenue and a non-current asset. Contributed assets will also be recognised in the asset management system as a contributed asset.

## GRANTS AND SUBSIDIES

FRW, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

## PRICING

When developing pricing structures, FRW applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Water utility charges consist of a two-part tariff – an access charge and a consumption charge.

Sewerage utility charges are set on number of charges per residence or number of charges per pedestal and/or equivalent urinal.



# PROPOSED MAJOR INVESTMENTS

Our proposed major investments for 2020-21 financial year.

Water Supply	Cost \$	Sewerage	Cost \$
Barrage	\$1.0M	Sewerage Treatment	\$5.4M
Water Treatment	\$2.2M	Sewerage Pump Stations	\$2.2M
Water Pump Stations	\$1.5M	Sewerage Mains	\$3.6M
Water Reservoirs	\$0.5M		
Water Mains	\$2.2M		
Solar Initiative	\$2.6M		
<b>TOTAL</b>	<b>\$10.0M</b>		<b>\$11.2M</b>

## CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. FRW is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

As a water service provider, FRW has prepared a Customer Service Standard in line with the requirements of the *Water Supply (Safety and Reliability) Act 2008*. The Customer Service Standard states a target for the level of service provided and the process for service connections, billing, metering, accounting, customer consultation, complaints and dispute resolution (this will require updating). The Act also requires a water or sewerage service provider supplying a reticulated water service or sewerage service to declare the relevant area to be a service area and keep a map showing the service area.

FRW undertakes quarterly reporting to Rockhampton Regional Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2020-21 Performance Plan.

Access to the Customer Service Standard <http://www.frw.com.au>

Access to the Service Area Maps <http://www.frw.com.au>



# DELEGATED AUTHORITIES

Council will be responsible for providing an environment in which FRW can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- Providing FRW with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a CSO and appropriate funding provided.

To protect its assets and to ensure that it can meet its performance agreement with Council, FRW is responsible for managing and controlling the operations and development of water and sewerage infrastructure, where required, in accordance with Council's adopted policies.

FRW's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers included in various Legislative Acts.

# REPORTING FRAMEWORK

FRW will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a water and sewerage service provider.

## CORPORATE REQUIREMENTS

Reporting requirement	Reporting requirement
Quarterly Performance Report	Council Officer Reports
Annual Operations Report	Asset Management Plan
Operational Plan metric inputs	

# REGULATORY REQUIREMENTS

Reporting requirement	Reporting requirement
Resource Operations Licence Quarterly/Annual Report	Australian Bureau of Statistics Reports
Emergency Action Plan	National Pollutant Inventory
Drinking Water Quality Management Plan Annual Report	Dam Safety Annual Review
Statewide Water Information Management Reporting	Environmental Annual Reports & Licence Returns
National Performance Report	Environmental Authority Pump Station Annual Report
Bureau of Meteorology Reports	

*The Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.





The background image shows a large, modern industrial facility, likely a waste management or recycling plant, with a white roof and multiple levels. The facility is situated in a valley, with a road and some greenery in the foreground. In the background, there are rolling hills and a clear blue sky. A semi-transparent white box is overlaid on the center of the image, containing the title text.

# **ROCKHAMPTON REGIONAL WASTE AND RECYCLING 2020-2021 PERFORMANCE PLAN**



# OVERVIEW

Rockhampton Regional Waste and Recycling (RRWR) is a commercial business unit of Council providing recycling and solid waste collection and management services to the communities of Rockhampton, Gracemere, Mount Morgan and surrounds. It also provides management services to the communities of Bajool, Bushley, Alton Downs and Bouldercombe.

This plan underpins RRWR performance objectives over the 2020-21 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

# OBJECTIVES

RRWR will deliver all services relating to waste management and collection on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2020-21 Operational Plan.

RRWR will enhance the community by embracing the principles of Council's Waste Strategy 2020-2030, as we move towards a circular economy.

The key objectives of RRWR are to deliver commercially viable waste and recycling services that satisfy adopted customer service standards.

RRWR will, in conducting the activities on behalf of Council:

- Provide high-quality, safe, reliable and cost-effective waste services;
- Operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- Responsibly manage, improve and augment infrastructure;
- Be responsive to customer needs;
- Meet performance targets;
- Optimise costs and business processes;
- Protect the environment, encourage waste conservation and waste re-use; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

# VALUES

RRWR will provide a service which embraces Council's Corporate Values as well as a number of other values.

## Vision

To live in a community without waste.

## Mission

We will become a "zero-waste" community by 2050, diverting 90% of waste from landfill.

## Values Statement

RRWR will provide a service which embraces Council's corporate values. We will protect the environment based upon legislative guidelines and best practice for the betterment of our community and future generations. We will value our earth commodities through implementing innovative and viable resource recovery practices.

# NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the waste and recycling services provided by RRWR is as follows:

Number of services – General Waste (as at 1 January 2020)	37,881
Number of services – Recycling (as at 1 January 2020)	34,479
Total Waste to Landfill - including kerbside waste collection but not including cover material (tonnes)(as at 30 June 2019)	51,965t
Kerbside Waste Collection (tonnes) (as at 30 June 2019)	21,345t
Kerbside Recycling Collection (tonnes) (as at 30 June 2019)	5,090t
Landfills	1
Transfer Stations – Staffed	7





# FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

## FINANCIAL PERFORMANCE

Performance Measure	2020-21 Target	Explanation	Calculation
Operating surplus ratio	21.9%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	13.8 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation & amortisation (EBITDA) divided by Interest Expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	6.7%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	6.2%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	15.7%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by WDV of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by Budget

# NON-FINANCIAL PERFORMANCE

Performance Measure	2020-21 Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within four working days upon application by the owner	95%
Provision of assisted services within ten working days from application by the resident	98%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification	95%



# COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2020-21 financial year and are funded by Rockhampton Regional Council.

Community Service Obligation	Estimated Cost	Objective
DISPOSAL		
Old Landfills Maintenance Works	\$132,000	To offset the costs associated with monitoring and maintaining many old closed landfill sites.
Regulated Waste Disposal	\$127,000	Regulated waste must all be disposed of in adherence to environmental laws and regulations and the method of disposal is quite expensive. To ensure disposal costs charged to the community is at an affordable rate, which in turn will prevent illegal dumping and more costs due to environmental damage.
Charity Waste Policy	\$51,000	To offset foregone fees due to the granting of remissions for registered charities.
Green Waste	\$722,000	Council has made the disposal of green waste free to the community. To offset the costs associated with inspection and testing for asbestos, mulching and operational management of green waste.
	\$1,032,000	
STRATEGIC MANAGEMENT		
Waste Education	\$55,000	To assist with the provision of education to the community in relation to waste issues leading to environmental impacts such as land contamination, illegal dumping, waterway pollution and to educate the public about recycling.
	\$55,000	
TOTAL	\$1,087,000	

## FINANCIAL POLICIES

### CAPITAL STRUCTURE

RRWR's notional capital structure is 60% debt/40% equity for pricing purposes. RRWR will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All RRWR's financial planning is subject to approval by Council.



## **BORROWINGS**

Debt financing is provided by Rockhampton Regional Council under the terms and conditions imposed by Queensland Treasury Corporation having due regard to Council's determination on RRWR's capital structure. RRWR will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

## **DEPRECIATION**

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

## **WORKING CAPITAL**

Rockhampton Regional Council provides working capital as required which does not replace long term fixed borrowings.

## **DIVIDENDS**

Annual dividends returned to Rockhampton Regional Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

## **TREATMENT OF SURPLUSES / LOSSES**

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

## **TAXATION**

RRWR is required to pay taxes either in the form of tax equivalents (income tax, land tax, payroll tax and stamp duty) to Council or via Council to the relevant government agencies (GST and fringe benefits).

## **GRANTS AND SUBSIDIES**

RRWR, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

## PRICING

When developing pricing structures, Rockhampton Regional Council applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Waste utility charges consist of a general waste service and/or a recycling service for both domestic and commercial customers.

Landfill gate fees are set per tonne or transaction.

Waste Transfer Station gate fees are set per transaction.

## PROPOSED MAJOR INVESTMENTS

Our proposed major investments for 2020-21 financial year.

Project	Cost \$
Gracemere Landfill – Capping	\$1.3M
Lakes Creek Road Landfill – Life Extension	\$2.3M
Other projects	\$0.9M
<b>TOTAL</b>	<b>\$4.5M</b>

## CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. RRWR is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

RRWR is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through customer feedback, analysis of services provided by other waste management agencies.

When delivering services such as household waste collection, commercial waste collection, recycling services, waste advisory services and landfill waste disposal services, RRWR recognises that customers are entitled to be guaranteed of a certain level of service.

RRWR undertakes quarterly reporting to Rockhampton Regional Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2020-21 Performance Plan.

# DELEGATED AUTHORITIES

Council will be responsible for providing an environment in which RRWR can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- Providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a CSO and appropriate funding provided.

To protect its assets and to ensure that it can meet its performance agreement with Council, RRWR is responsible for managing and controlling the operations and development of waste infrastructure, where required, in accordance with Council's adopted policies.

RRWR's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers included in various Legislative Acts.

# REPORTING FRAMEWORK

RRWR will report to Council through various forums to meet corporate reporting requirements to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an environmentally relevant activity (ERA).

## CORPORATE REQUIREMENTS

Reporting requirement	Reporting requirement
Monthly Operations Report	Waste Strategy progress
Quarterly Performance Report	Asset Management Plan
Annual Operations Report	Operational Plan metric inputs
Council Officer Reports	



# REGULATORY REQUIREMENTS

Reporting requirement
Environmental Authority - Annual Return
Queensland Waste Data System (QWDS) – Monthly Reporting
National Pollution Inventory (NPI) – Annual Reporting

The *Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.





An aerial photograph of the Rockhampton Airport. The central feature is a long, white-roofed terminal building. To its left, a small white and red propeller plane is parked on the tarmac. In front of the terminal is a parking lot with several cars. Below the terminal is a large, paved parking lot with many cars parked in rows. To the right of the parking lot is a road with trees and a grassy area. The text "ROCKHAMPTON AIRPORT 2020-2021 PERFORMANCE PLAN" is overlaid in a large, bold, black font on a semi-transparent white background.

# **ROCKHAMPTON AIRPORT**

## **2020-2021 PERFORMANCE PLAN**



# OVERVIEW

Rockhampton Airport is a commercial business unit of Council and is responsible for the management and operations of the Airport servicing the City of Rockhampton and Central Queensland.

This plan underpins Rockhampton Airport's performance objectives over the 2020-21 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

Rockhampton Airport, along with the whole airline industry, has been significantly impacted by the effects of the COVID-19 pandemic. Underpinning this plan is a premise of that passenger numbers for the year will be at 57.6% of the 2018-19 year. The 2020-21 year will be a year that is built around minimising losses and building a base and relationships for future years. Other opportunities around the resource sectors and east-west route development and others will also be pursued.

# OBJECTIVES

Rockhampton Airport will deliver aeronautical and non-aeronautical services on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2020-21 Operational Plan.

Rockhampton Airport will enhance the community by providing an airport experience that stimulates industry, tourism and economic growth.

The key objective of Rockhampton Airport is to safely deliver aeronautical and non-aeronautical services that satisfy adopted customer service standards.

Rockhampton Airport will, in conducting the activities on behalf of Council:

- Provide high-quality, safe, reliable and cost-effective aviation services;
- Operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- Responsibly manage, improve and augment infrastructure;
- Be responsive to customer needs;
- Meet performance targets;
- Optimise costs and business processes;
- Protect the environment by implementing best practice environmental management; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.



# VALUES

Rockhampton Airport will provide a service which embraces Council's Corporate Values.

## ***Vision***

To be recognised as the most innovative and professionally operated regional airport in Australia.

## ***Mission***

To generate a commercial rate of return on our infrastructure while remaining the preferred airport for high volume regular public transport (RPT) operations within Central Queensland.

# NATURE AND SCOPE OF ACTIVITIES

Broadly, the nature and extent of the aviation services provided by Rockhampton Airport is as follows:

- Provide air passenger services;
- Conduct an Airport business including affiliated services;
- Develop business for Rockhampton Regional Council;
- Support the General Aviation industry at the Rockhampton Airport; and
- Facilitate the use of the precinct during Military Exercises.



# FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

## FINANCIAL PERFORMANCE

Performance Measure	2020-21 Target	Explanation	Calculation
Operating surplus ratio	-6.7%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	15.0 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation & amortisation (EBITDA) divided by Interest Expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	-2.1%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	29.5%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	-0.8%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by WDV of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by Budget



## NON-FINANCIAL PERFORMANCE

Performance Indicator	Target
Passenger Numbers	318,000
Bird Strikes	10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Hazard inspections completed on time	100%
Rectification Action completed	100%
Improve staff culture survey results	Yes
Customer Requests Actioned within set timeframes	100%
Third party reporting in CASA and AMS to be completed within the required timeframes	100%
New non-aero business opportunities reported to Council quarterly	Yes
Progress on new routes reported to Council quarterly	Yes

## COMMUNITY SERVICE OBLIGATIONS

Community service obligations arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation.

The following community service obligations have been identified for the 2020-21 financial year and are funded by Rockhampton Regional Council.

Community Service Obligation	Estimated Cost	Objective
Royal Flying Doctors Service and Capricorn Rescue Helicopter Service	\$206,603	Donation of annual landing fees and lease costs in the form of waiving associated costs.
Patient car parking waiver	\$33,000	To waive car parking fees for eligible customers under the Patient Travelling Subsidy Scheme.
TOTAL	\$239,603	



# FINANCIAL POLICIES

## CAPITAL STRUCTURE

Rockhampton Airport will continue to improve long term financial planning models which upon adoption, will be incorporated into Council's overall financial strategy. All Rockhampton Airport's financial planning is subject to approval by Council.

## BORROWINGS

Debt financing is provided by Rockhampton Regional Council under the terms and conditions imposed by Queensland Treasury Corporation having due regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard. Loans will only be used for capital expenditure and long term borrowing strategies will be in line with Council's long term financial plan.

## DEPRECIATION

Asset depreciation for external reporting and tax purposes will be calculated in accordance with Australian Accounting Standards and the Local Government Tax Equivalent Manual, respectively.

## WORKING CAPITAL

Rockhampton Regional Council provides working capital as required which does not replace long term fixed borrowings.

## DIVIDENDS

Annual dividends returned to Rockhampton Regional Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

## TREATMENT OF SURPLUSES / LOSSES

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in Rockhampton Airport's Retained Earnings for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

## TAXATION

Rockhampton Airport is required to pay taxes either in the form of tax equivalents (income tax, land tax and stamp duty) to Council or via Council to the relevant government agencies (payroll tax, GST and fringe benefits).



## GRANTS AND SUBSIDIES

Rockhampton Airport, in conjunction with Council will provide priority projects to optimise use of available grants and subsidies.

## PRICING

When developing pricing structures, Rockhampton Airport applies the National Competition Policy methodologies in conjunction with Council policies. While it is Council's responsibility for price setting, applying competitive neutrality principles negates competitive advantage when acting as a monopoly business activity.

Passenger service charges are negotiated with Airlines.

Security infrastructure charges are set on a full cost recover basis from Airlines.



# PROPOSED MAJOR INVESTMENTS

Our proposed major investments for 2020-21 financial year.

Aeronautical	Cost \$	Non-aeronautical	Cost \$
Runway & Apron Resurfacing	\$0.6M	Terminal Refurbishment	\$19.9M
Perimeter Road Extension	\$0.3M	Other	\$0.4M
Other	\$0.3M		
04/22 Runway Upgrades	\$1.1M		
TOTAL	\$2.3M		\$20.3M

## CUSTOMER SERVICE

Customers are entitled to be provided with a service that consistently meets all relevant state legislative compliance targets and national guidelines requirements. Customer needs and satisfaction will be met in the achievement of our Customer Service Standard performance targets and through our values. Rockhampton Airport is responsible for the contact with, and commitment to, customers in accordance with customer service standards. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

Rockhampton Airport is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through customer feedback, analysis of services provided by other airport operators.

Rockhampton Airport undertakes quarterly reporting to Rockhampton Regional Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2020-21 Performance Plan.

Access to the Customer Service Standard <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Rockhampton-Airport>



# DELEGATED AUTHORITIES

Council will be responsible for providing an environment in which Rockhampton Airport can operate in a manner in which it has every opportunity to meet the objectives of commercialisation and that responsibility will include:

- Providing Rockhampton Airport with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- Providing funding as agreed in budget;
- Not unnecessarily withholding approvals; and
- Not to expect non-commercial effort unless identified as a CSO and appropriate funding provided.

To protect its assets and to ensure that it can meet its performance agreement with Council, Rockhampton Airport is responsible for managing and controlling the operations and development of airport infrastructure, where required, in accordance with Council's adopted policies.

Rockhampton Airport's overall delegated authorities are in accordance with Section 259 of the *Local Government Act 2009*. A full list of delegations and authorisations is maintained in Council's Delegations and Authorisations Registers including delegated powers included in various Legislative Acts.

# REPORTING FRAMEWORK

Rockhampton Airport will report to Council through various forums to meet corporate reporting obligations to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012* and provide reports to regulatory authorities as required by a licenced operator of an airport.

## CORPORATE REQUIREMENTS

Reporting requirement	Reporting requirement
Operational Plan metric inputs	Council Officer Reports
Quarterly Performance Report	Asset Management Plan
Annual Operations Report	

## REGULATORY REQUIREMENTS

Reporting requirement
Civil Aviation Safety Authority
Department Home Affairs and Maritime Security
Australian Transport Safety Bureau

The *Local Government Regulation 2012* allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.









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**10.2 FINANCE POLICIES FOR REVIEW****File No:** 5237**Attachments:**

1. Reserves Policy [↓](#)
2. Draft Rates Concession Policy (track changes) [↓](#)
3. Draft Debt Recovery Policy (track changes) [↓](#)
4. Draft Debt (Borrowings) Policy (track changes) [↓](#)

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

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**SUMMARY**

*Chief Financial Officer presenting reviewed finance policies to Council for adoption.*

**OFFICER'S RECOMMENDATION**

1. THAT the Reserves Policy be rescinded.
2. THAT the Rates Concession Policy be adopted in accordance with Part 10 of *Local Government Regulation 2012*.
3. THAT the Debt Recovery Policy be adopted.
4. THAT the Debt (Borrowings) Policy for the 2020/2021 financial year be adopted in accordance with section 192 of *the Local Government Regulation 2012*.

**COMMENTARY**

The following policies are presented to Council for adoption. A summary of these policies and the changes are provided below:

Reserves Policy – This policy is now outdated and not used.

Any capital revenue that remains unspent, is now treated as unearned revenue.

Separate Financial Statements are prepared for Council's business units.

All adjustments between financial years, are managed through budget adjustments.

It is proposed to rescind this policy.

Rates Concession Policy – this policy applies to any ratepayer seeking rebates and concessions for rates and/or charges.

Major Amendment-

- Addition of paragraph 5.2 Covid 19

This policy provides concessions under Part 10 of the *Local Government Regulation 2012*.

Debt Recovery Policy – this policy applies to Rockhampton Regional Council ratepayers and other debtors with overdue rates and charges or other amounts owed to Council.

Major Amendment -

- Purpose and Policy Statement reworded to provide more detail.
- Paragraph 5.1 Overdue Rates and Charges amended to allow the Chief Financial Officer to recover any outstanding amounts.
- Paragraph 5.1.1.2 Payment Arrangements (Rates Only) amended to request ratepayers to provide additional supporting documentation to assist Council in understanding the financial situation of the impacted ratepayer.

This policy is not required by legislation however provides authority for debt recovery.

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Debt (Borrowings) Policy – this policy applies to the use of loan borrowings to fund Infrastructure and other important capital works projects.

Minor Amendment -

- Tables updated with figures for financial year 2020-21.
- Sentence added to the Policy Statement regarding a working capital facility.

# **FINANCE POLICIES FOR REVIEW**

## **Reserves Policy**

**Meeting Date: 14 July 2020**

**Attachment No: 1**



## RESERVES POLICY (ADMINISTRATIVE POLICY)

### 1. **Scope:**

This policy applies to the creation and maintenance of equity based reserves.

### 2. **Purpose:**

To provide Council with a contemporary Reserves Policy to enable:

- Responsible financial management of untied infrastructure contributions not utilised in the year of receipt;
- The management of general revenue allocations for specific reserves, including the accumulation of funded depreciation for infrastructure assets as detailed in the annual budget; and
- The management of funds for capital works not completed at year-end, from one year to the next.

### 3. **Related Documents:**

#### **Primary**

Nil

#### **Secondary**

Financial Treatment of Year-end Uncompleted Works Guideline  
Revenue Policy

### 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

### 5. **Policy Statement:**

It is acknowledged that current accounting standards and legislation does not enforce or promote accounting practices supporting reserve accounting as a component of equity. However, Council remains of the opinion that this policy continues to supply valuable supporting information and methodology, which should as a minimum be maintained for the 2014/15 financial year-end.

Council's current internal reserves categories are listed in section 5.1.



Any budget surplus remaining at the end of the financial year may be applied to an internal reserve, at Council's discretion, with any outstanding internal loans taking priority over available general revenue funds.

Historically, internal short term loans from these reserves have been utilised in exceptional circumstances, when it could be guaranteed that the funds would not be required in the short term for the original reserve purposes. However, the practice of utilising reserves for purposes of internal loans should be discouraged.

Also, unless required by legislation or arrangement, interest earned on monies held in reserve will be treated as general revenue and will not be added back into the reserve balances.

## **5.1 Internal Reserve Categories**

### **Unspent Capital Grants Reserve**

This reserve consists of unspent grants and subsidies received and constrained for the purpose of funding specific capital expenditure.

### **Constrained Grants and Contributions Reserve**

This reserve consists of unspent grants, subsidies and contributions and constrained for the purpose of funding specific capital expenditure.

### **Airport Development Reserve**

This reserve consists of funds set aside for future Airport capital projects with funds for this reserve generally being generated from operating surpluses.

### **Plant Reserve**

This reserve consists of funds set aside for the future replacement of plant and equipment.

### **Water Reserve**

This reserve consists of funds set aside for the future replacement of water assets.

### **Sewerage Reserve**

This reserve consists of funds set aside for the future replacement of sewerage assets.

### **Waste Management Reserve**

This reserve consists of funds set aside for the future replacement of waste and recycling assets.

### **Capital Works Reserve**

This reserve consists of funds set aside for the future replacement of other assets.

### **Year-end Uncompleted Works Reserve**

This reserve consists of funds set aside for capital works not completed at financial year-end, enabling unutilised funds to be carried forward to the next financial year to fund the completion of uncompleted works.

### **Asset Maintenance Reserve**

This reserve consists of funds set aside for the future maintenance of Council's assets.

**Operating Projects Reserve**

This reserve consists of funds set aside for specific recurrent expenditure, including unspent operational grants.

**6. Review Timelines:**

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

- 6.1** The related information is amended or replaced; or
- 6.2** Other circumstances as determined from time to time by Council.

**7. Responsibilities:**

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

**EVAN PARDON**  
**CHIEF EXECUTIVE OFFICER**

# **FINANCE POLICIES FOR REVIEW**

## **Draft Rates Concession Policy (track changes)**

**Meeting Date: 14 July 2020**

**Attachment No: 2**



## RATES CONCESSION POLICY

### COMMUNITY POLICY



#### 1 Scope

This policy applies to any ratepayer seeking rebates and concessions for rates and/or charges.

#### 2 Purpose

The purpose of this policy is to identify target groups and establish guidelines to assess requests for rates and charges concessions in order to alleviate the impact of rates and charges, particularly in relation to not-for-profit/charitable organisations and ratepayers with an approved government pension.

#### 3 Related Documents

##### 3.1 Primary

Nil

##### 3.2 Secondary

*Body Corporate and Community Management Act 1997*

*Local Government Act 2009*

*Local Government Regulation 2012*

CBD Commercial Property Rates Concession Application Form

Owner-Occupied Rates Concession Application Form

Pensioner Rate Subsidies Form Council and State Government Schemes

Revenue Policy

Revenue Statement

Waste and Recycling Collection Services Policy

Waste and Recycling Collection Services Procedure

Waste Charges Rebate Form

#### 4 Definitions

To assist in interpretation, the following definitions apply:

CBD	Central Business District
CBD Mixed Use Category One Property	A property: (a) Within the defined CBD area rated in Category One (commercial/light industry) and has a mixed use of commercial and residential; and (b) That is an existing property.
Council	Rockhampton Regional Council

#### LEGAL AND GOVERNANCE USE ONLY

Adopted/Approved:	<a href="#">Adopted 16 July 2019 DRAFT</a>	Department:	Corporate Services
Version:	16	Section:	Finance
Reviewed Date:		Page No:	Page 1 of 9

Existing Property	A property as at 1 July 2018: (a) Within the defined CBD area rated in Category One (commercial/light industry); and (b) Has a mixed use of commercial and residential.
Ratepayer	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.
Rates and charges	As defined in the <i>Local Government Act 2009</i> , are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.

## 5 Policy Statement

Rate and/or charges concessions are considered for the following ratepayer categories, noting that Council's prompt payment discount is calculated on gross rates prior to concession.

### 5.1 Approved Government Pensioners

The Queensland Government Pensioner Rate Subsidy Scheme is directed to the elderly, invalid or otherwise disadvantaged citizens of the community whose principal or sole source of income is a pension or allowance paid by Department of Human Services or the Department of Veterans' Affairs. Unless stated otherwise, the terms and conditions of the Queensland Government Pensioner Rate Subsidy Scheme will apply to the application of the Council subsidy.

#### 5.1.1 Eligibility

The following ratepayers are eligible for a concession/subsidy:

- (a) A holder of a Queensland "Pensioner Concession Card" issued by [Centrelink on behalf of the](#) Department of Human Services or the Department of Veterans' Affairs, or
- (b) A holder of a Queensland "[Repatriation](#) Health Card – For All Conditions" (Gold Card) issued by the Department of Veterans Affairs; or
- (c) A person receiving a Widow's Allowance; and
- (d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and
- (e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.

#### 5.1.2 Applications for Concessions

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement of the current rating period. Rebates are not granted retrospectively without prior approval from the State Government Concessions unit.

A completed Pensioner Rates Subsidies Form must be submitted. A new application is required when a change of address occurs.

LEGAL & GOVERNANCE USE ONLY			
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**5.1.3 Amount of Rebate**

Approved ratepayers whose property in which they reside is located within the Region, may be entitled to a rebate of 20% (to a maximum of \$260 each year) on all rates levied in respect of each eligible property, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

Should a person be entitled to only part of the State subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.

**5.2 Covid 19**

To support eligible ratepayers with the financial impacts of Covid 19 Council will provide a one off rebate of \$70.00.

**5.2.1 Eligibility**

The following assessments are eligible for the concession/subsidy:

(a) Assessment must have a general rating category detailed in paragraph 5.2.2, as at the 1 July 2020, and

(b) Not have a land use code of 01 or 04, vacant land.

**5.2.2 Rating Categories**

Category 1 – Commercial/Industry

Category 6 – Agricultural

Category 9 – Residential 1

Category 10 – Residential 2

Category 11 – Residential 3

Category 12 – Residential 4

Category 13 – Residential 5

Category 21 – Strata (Residential)

Category 22 – Strata (Commercial/Industrial)

**5.2.3 Amount of Rebate**

Ratepayers who meet the eligibility criteria will receive a rebate of \$70.00. This rebate will not be applied retrospectively and will be deducted from the rates notice issued for the period 1 July 2020 to 31 December 2020 only.

**5.25.3 Not-For-Profit/Charitable Organisations**

Rate concessions are available to approved organisations whose objectives do not include the making of profit and who provide services to their membership and the community.

**5.2.15.3.1 Eligibility**

To be eligible, the not-for-profit/charitable organisation – an incorporated body must:

- (a) Not include the making of profit in its objectives;
- (b) Not charge a fee for service;
- (c) Be located within the Region and the majority of its members reside in the Region;
- (d) Not receive income from gaming machines and/or from the sale of alcohol in an organised manner (for example, bar with regular hours of operation with permanent liquor license);
- (e) Be the owner, lessee or life tenant of the property and is the incorporated bodies main grounds/base/club house or residence;

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- (f) Either solely or jointly with a co-owner, have the legal responsibility for the payment of rates and charges which are levied in respect of the property; and
- (g) Not be a religious body or entity or educational institution recognised under State or Federal statute or law.

Should an applicant only have part ownership of the property, the Council concession is similarly reduced.

#### **5.2.25.3.2 Applications for Concessions**

Eligibility for a concession is assessed by Council annually prior to the issue of the first rate notice each financial year (generally June/July). Organisations not automatically provided with a concession, and believe they meet the relevant criteria, may apply at any time. If an application is approved by Council, concessions are applied from the beginning of the current rating period (concessions are not applied retrospectively).

#### **5.2.35.3.3 Amount of Rebate**

The amount of rebate applied to eligible organisations are as follows:

(a) Category One – Surf Life Saving Organisations

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap – N/A

(b) Category Two - Showground Related Organisations

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap – N/A

(c) Category Three – Kindergartens

Rebate Level General Rates – 50%  
 Rebate Level Road Network Separate Charge – 50%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Environment Separate Charge – 0%  
 Rebate Level Water Access Charges – 50%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 50%  
 Rebate Level Waste Charges – 50%  
 Cap - \$ 1,000.00

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- (d) Category Four – Charitable Organisations Benefiting the Aged/Disadvantaged
- Rebate Level General Rates – 100%
  - Rebate Level Separate Rates/Charges – 100%
  - Rebate Level Special Rates/Charges – 0%
  - Rebate Level Water Access Charges – 50%
  - Rebate Level Water Consumption Charges – 0%
  - Rebate Level Sewerage Charges – 50%
  - Rebate Level Waste Charges – 50%
  - Cap - \$ 1,000.00 for Service Charges only
- (e) Category Five – Sporting Clubs and Associations – Without Liquor and Gaming Licenses
- Rebate Level General Rates – 100%
  - Rebate Level Separate Rates/Charges – 100%
  - Rebate Level Special Rates/Charges – 0%
  - Rebate Level Water Access Charges – 55%
  - Rebate Level Water Consumption Charges – Charged at residential rates
  - Rebate Level Sewerage Charges – 55%
  - Rebate Level Waste Charges – 55%
  - Cap - \$ 4,000.00 for Service Charges only
- (f) Category Six – Sporting Clubs and Associations – With Liquor Licenses but No Gaming Licenses
- Rebate Level General Rates – 100%
  - Rebate Level Separate Rates/Charges – 100%
  - Rebate Level Special Rates/Charges – 0%
  - Rebate Level Water Access Charges – 55%
  - Rebate Level Water Consumption Charges – Charged at residential rates
  - Rebate Level Sewerage Charges – 55%
  - Rebate Level Waste Charges – 55%
  - Cap - \$ 4,000.00
- (g) Category Seven – Sporting Clubs and Associations situated on highly valued leasehold land – With Liquor Licenses but No Gaming Licenses
- Rebate Level General Rates – 85%
  - Rebate Level Road Network Separate Charge – 75%
  - Rebate Level Environment Separate Charge – 0%
  - Rebate Level Special Rates/Charges – 0%
  - Rebate Level Water Access Charges – 50%
  - Rebate Level Water Consumption Charges – Charged at residential rates
  - Rebate Level Sewerage Charges – 50%
  - Rebate Level Waste Charges – 50%
  - Cap - \$ 2,000.00 for Service Charges only
  - Applies to Assessment Number 105813 – Rockhampton Bowls Club only.
- (h) Category Eight – Sporting Clubs and Associations – With Liquor and Gaming Licenses
- Rebate Level General Rates – 0%
  - Rebate Level Separate Rates/Charges – 0%
  - Rebate Level Special Rates/Charges – 0%
  - Rebate Level Water Access Charges – 0%
  - Rebate Level Water Consumption Charges – 0%
  - Rebate Level Sewerage Charges – 0%
  - Rebate Level Waste Charges – 0%
  - Cap – N/A

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## (i) Category Nine - All Other Not-For-Profit/Charitable Organisations

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 55%  
 Rebate Level Water Consumption Charges – Charged at residential rates  
 Rebate Level Sewerage Charges – 55%  
 Rebate Level Waste Charges – 55%  
 Cap - \$ 3,000.00 for Service Charges only.

## (j) Category Ten - Rural Fire Brigade

Rebate Level General Rates – 100%  
 Rebate Level Separate Rates/Charges – 100%  
 Rebate Level Special Rates/Charges – 0%  
 Rebate Level Water Access Charges – 100%  
 Rebate Level Water Consumption Charges – 100%  
 Rebate Level Sewerage Charges – 100%  
 Rebate Level Waste Charges – 100%  
 Cap - N/A

NOTE: Sewerage charges are not levied in respect of public amenities blocks that are locked and controlled by clubs.

**5.35.4 General Rate Rebates**

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, the properties where 100% rebate of general rates applies may be exempted from payment of general rates in lieu of the provision of a rebate.

**5.45.5 Permits to Occupy Pump Sites and Separate Pump Site Assessments**

Council will grant rebates on the following basis for those assessments that only contain pump sites and where the land area is 25 square meters or less:

- (a) Separate Charges – 100% rebate
- (b) General Rates – Maximum rebate of \$600.00.

**5.55.6 Water Consumption Charges**

Council will grant a rebate on the following basis for the following assessments:

- (a) 237107 – Gracemere Lakes Golf Club
- (b) 237109 – Gracemere Bowling Club

Water Consumption Charges – 50% rebate.

**5.65.7 Lot 1 South Ulam Rd, Bajool**

Council will grant a rebate on the following basis for the following assessment:  
 146963-2 – being Lot 1 South Ulam Rd, Bajool (L1 MLG80014 Parish of Ultimo)

- (a) General Rate 100%
- (b) Road Network Charge 100%
- (c) Environment Separate Charge 100%

**5.75.8 Limit in Increases in Rates and Charges**

For the 2019-2020 financial year Council will not be resolving to limit any increases in rates and charges.

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**5.85.9 Rockhampton CBD Commercial Properties with Mixed Residential Use**

The purpose of this concession is to encourage inner city residential living and reduce vacancies in the Rockhampton CBD by providing an incentive for commercial property owners within the defined CBD area (as per Appendix A - Rockhampton CBD Extent) to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

Council will consider granting a concession of up to \$2,200 per annum or a maximum of 75% of the general rate whichever is the lesser for a CBD mixed use category one property. The concession is primarily intended to facilitate the adaptation of established vacant commercial spaces, particularly above ground floor, to residential use.

**5.8.15.9.1 Conditions**

The following conditions apply:

- (a) The residential component should not be vacant longer than six months within the financial year;
- (b) Verification of use may be provided by a registered real estate agent or through pre-arranged inspection by a Council officer; and
- (c) Properties receiving the concession must advise Council if the residential use is discontinued.

The rates concession may be subject to reversal if the above conditions are not adhered to.

**5.8.25.9.2 Applications for Concession**

To apply, a completed CBD Commercial Property Rates Concession Application Form must be submitted and will be subject to approval by Council.

Applications for concessions will be considered during the rating period (that is, half year). Applications received after the date of levy will be considered only from the commencement date of the current rating period (concessions are not applied retrospectively).

**5.95.10 Leased Council Vacant Land**

Council will grant rebates of 100% of the general rate and separate charges on vacant land owned or held by Council as trustee if the land is leased to another person and the land is not used for any business or commercial/industrial purpose.

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, properties where 100% rebate of general rates and separate charges apply may be exempt from the payment of general rates and separate charges in lieu of the provision of a rebate.

**5.405.11 Waste Rebates for Multi-Residential Unit Developments**

The purpose of this concession is to waive the waste/recycling charge where it has been deemed by Council impractical for Council to provide waste and recycling collection services to a multi-residential unit development consisting of six or more individual attached or semi attached premises or units for which a community title scheme exists under the *Body Corporate and Community Management Act 1997*.

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

**5.40.15.11.1 Applications for Concession**

To apply, a completed Waste Charges Rebate Form must be submitted and will be subject to approval by Council.

Applications will be considered during the rating period (that is, half year). The concession may be applied retrospectively for the full financial year where the service has not been provided in accordance with this policy and the Waste and Recycling Collection Services Policy and

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Procedure.

## 6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) Annually in accordance with the Revenue Statement;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

## 7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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# **FINANCE POLICIES FOR REVIEW**

## **Draft Debt Recovery Policy (track changes)**

**Meeting Date: 14 July 2020**

**Attachment No: 3**

## DEBT RECOVERY POLICY

### COMMUNITY POLICY



#### 1 Scope

This policy applies to Rockhampton Regional Council ratepayers and other debtors with overdue rates and charges or other amounts owed to Council.

#### 2 Purpose

The purpose of this policy is to ensure debts are limited by providing a framework for payment arrangements and procedural direction for prompt follow-up.

The key objectives of this policy is to:

- (a) Ensure a fair, consistent and accountable approach to Council's debt management and collection practice;
- (b) Recognise the importance debt recovery has on the capacity of Council to deliver services to the community;
- (c) Maximise the collection of outstanding debts;
- (d) Establish timelines of communication and debt collection itself, which will deliver consistency of service; and
- (e) Maximise the cost effectiveness of collection processes.

#### 3 Related Documents

##### 3.1 Primary

Nil

##### 3.2 Secondary

*Local Government Act 2009*

*Local Government Regulation 2012*

*Magistrates Courts Act 1921*

Accounts Receivable (Sundry Debtors) Policy

Bad Debts Register

Rate Payment Policy

Revenue Policy

Revenue Statement

#### 4 Definitions

To assist in interpretation, the following definitions apply:

<a href="#">Act</a>	<a href="#">Local Government Act 2009</a>
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CEO	Chief Executive Officer A person who holds an appointment under section 194 of the Act. This includes a person acting in this position.
Council	Rockhampton Regional Council
<a href="#">Debtor</a>	<a href="#">Any person, including a ratepayer, who owes money to Council.</a>
<a href="#">Debt Collection Agent</a>	<a href="#">The third party contracted to provide collection services for Council.</a>
<a href="#">Pensioner</a>	A person who is: <a href="#">(a) A holder of a Queensland 'Pensioner Concession Card' issued by Centrelink, on behalf of the Department of Human Services, or the Department of Veterans' Affairs; or</a> <a href="#">(b) A Queensland 'Repatriation Health Card – For All Conditions (Gold Card)' issued by the Department of Veterans' Affairs; or</a> <a href="#">(c) A person receiving a Widow's Allowance; and</a> <a href="#">(d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and</a> <a href="#">(e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.</a>
Rates and Charges	As defined in the Act, are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Ratepayer	As defined in the Regulation, a person who is liable to pay rates or charges.
<a href="#">Regulation</a>	<a href="#">Local Government Regulation 2012</a>

## 5 Policy Statement

~~This policy provides scope for recovery procedures to facilitate payment arrangements in order to achieve Council's budgetary objectives, whilst giving all due consideration and assistance to ratepayers and debtors who display genuine commitment to clearing their debt. Rates and charges levied under the Act and Regulation provide a major source of revenue for Council and effective collection processes are vital to ensure viability of the organisation, whilst giving all due consideration and assistance to ratepayers and debtors who display genuine commitment to clearing their debt.~~

~~The Act and Regulation provide mechanisms to recover overdue rates and charges. Under section 134 of the Regulation a debt may be recovered by bringing court actions against the person who is liable to pay the overdue rates and charges.~~

~~Overdue rates and charges may also be recovered by selling land under Division 3 of Part 12 of Chapter 4 of the Regulation.~~

~~There are no obligations under the Act that require Council to take any particular action in respect of overdue rates and charges before commencing legal action. Debt collection is a legitimate and necessary business activity, but it is essential that such activity is conducted in a fair and appropriate manner.~~

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Council needs to carefully monitor the level of overdue rates and other amounts due to it, and be vigilant in the recovery function, as outstanding amounts can cause disruption to the provision of services and facilities. Rather than letting the level of overdue rates and other amounts escalate over time, it is preferable to constantly and consistently apply a fair, appropriate and vigilant recovery process.

It is sound administrative practice to adopt a policy that provides a uniform approach and not only assists employees in responding to enquiries but also demonstrates transparency by making clear the obligations of ratepayers and processes used by Council in assisting them meet their financial obligations.

Other amounts due to Council maybe recovered under this policy, for example sundry accounts receivable, licence fees, animal registrations and fines. Recognising the intricacies and specialised knowledge required in some of these functions, the financial records for amounts due are maintained within the appropriate module of Council's corporate applications.

Each Council department is responsible for managing their cash flows, ensuring amounts due to Council are collected as efficiently as possible. Assistance will be provided from the Financial Services Section when required, including the capacity to transfer particular debts to rates or referral for further debt recovery action.

## 5.1 Overdue Rates and Charges

A period of approximately seven days after the close of the discount period is allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges.

The first reminder notice is sent to ratepayers whose accounts show outstanding amounts greater than \$10.

The first notice is a polite reminder with no threat of legal action. It encourages ratepayers to contact Council within 14 days if they are experiencing difficulties in paying their account to organise a suitable payment arrangement to clear the outstanding debt. This notice states Council's proposed action for recovery and that interest will accrue on the debt and details of payment options. Following the expiry of 14 days after the reminder notice, a list is prepared on accounts that have an-the following outstanding amounts outstanding of \$500 or greater for rates and/or water charges, or a combined total of \$500 for rates and water charges, taking into consideration paragraphs 5.1.1.1 and 5.1.1.2 respectively:

(a) Outstanding amounts greater than \$500 (rates and/or water charges); or

(b) Any other amount that in the view of the Chief Financial Officer requires collection action to mitigate the community's risk of lost revenue.

This list is referred to Council's external debt collection agent for action outlined in paragraph 5.5. for a reminder letter explaining the debt has been passed to them allowing 14 days before another letter of demand is sent as described in paragraph 5.5.

### 5.1.1 Payment Arrangements

Any arrangements entered into with Council, to pay arrears, is not an agreement based on Chapter 4, Part 10, Section 125 of the Regulation.

If an assessment contains three or more years in rates or water arrears Council will not enter into any formal arrangement for payment as the property is deemed to be eligible for sale and will come under the terms of paragraph 5.1.2.

#### 5.1.1.1 Pensioners

Council may, at its sole discretion, enter into a formal pensioner arrangement for payment by regular instalments of rates and charges for pensioners who:

- (a) Are suffering genuine financial hardship;
- (b) Have a balance greater than \$1,000; and
- (c) Require an ongoing repayment arrangement.

Please note the instalments are to be sufficient to ensure that the arrears situation does not worsen (that is, at least enough to clear current period rates each year).

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No interest is charged on overdue rates and water charges whilst the pensioner honours the arrangement.

Should the pensioner default under the arrangement they are subject to Council's normal recovery action for overdue rates and water charges in accordance with paragraph 5.5. Interest will apply to any overdue rates and charges as detailed in the Revenue Statement.

#### 5.1.1.2 Payment Arrangements (Rates Only)

In cases of genuine hardship, arrangements for payment by regular instalments may be accepted. Interest will continue to accrue on any overdue rates and charges as outlined in the Revenue Statement.

To assist Council in applying this policy in a fair and constant basis a ratepayer may be requested to supply additional supporting documentation. This information will assist Council in understanding the financial situation of the impacted ratepayer.

Council will not pursue further recovery action against a ratepayer who has an agreed periodic payment arrangement, while the arrangement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment arrangement should circumstances change where the debt will not be paid within a reasonable time frame.

Should a ratepayer propose an arrangement to pay off the outstanding balance by periodic instalments, they are advised of Council's stance in the above paragraph and that whilst an acceptable level of regular payments is maintained; therefore demonstrating a genuine attempt to clear the debt, Council may defer recovery action. Should the ratepayer default under the arrangement they are subject to Council's normal recovery action for overdue rates in accordance with paragraph 5.5. Council will not enter into any further arrangements if previous agreed arrangements have not been adhered to.

In cases where there is only the current rates outstanding, an arrangement may be accepted by Council providing all outstanding rates and charges are cleared by the end of the current half year. Arrangements will be reviewed periodically and any defaulted arrangements where an outstanding balance over \$500 as per details described in 5.1. remains may be forwarded to Council's debt recovery agent without further notice.

Ratepayers are advised that arrangements are not deemed to be an ongoing facility and all future rates must be paid when due. Repeated requests for arrangements are not accepted but in cases of genuine hardship, arrangements may be accepted in accordance with the relevant provisions of this policy.

As a general guide, further recovery action is not taken where payments are being made as follows:

- (a) Debts less than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six months; charges that fall within this period are to be included in the arrangement.
- (b) Debts greater than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than 12 months, charges that fall within this period are to be included in the arrangement.

Where these terms cannot be met the account will generally be referred for recovery action as detailed in paragraph 5.5. Also, payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.

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Arrangements with periods greater than those outlined above may be approved in cases of extenuating circumstances (for example long term illness or unemployment). Approval is to be given by the Rates and Revenue Supervisor or Chief Financial Officer.

#### 5.1.2 Selling or Acquiring Land for Overdue Rates or Charges

In accordance with the Regulation, Part 12 Overdue Rates and Charges, Division 3, Selling or Acquiring Land for Overdue Rates or Charges, the Debt Recovery Officer or the Rates and Revenue Supervisor and the Chief Financial Officer periodically prepares a list of ratepayers with rates and charges outstanding in excess of the periods allowed within the Regulation. This list is tabled for Council's consideration at the earliest opportunity.

#### 5.2 Other Debtors

For other debtors a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite reminder with no threat of legal action. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) When the debt is 45 days overdue, a final demand notice is served giving the debtor seven days to complete payment or make appropriate arrangements, followed by a phone call where practical by the [Debt Recovery Officer Rates and Revenue Unit](#). The notice contains Council's proposed action for recovery and confirms that future services will be cancelled at the expiry of the notice period. The notice also advises that future dealings with Council will be on a cash basis and if unpaid the debt will be referred to Council's debt recovery agent for further recovery action.

#### 5.3 Landfill Accounts

For landfill accounts a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite suspension with no threat of legal action. This notice advises the debtor that due to the arrears, their account is now suspended and they are refused entry to the landfill. Access on a cash basis may be considered upon application. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) The final notice advises the debtor that the account is outstanding beyond the 30 days trading terms and that they are refused entry to the landfill until the account has been paid in full or satisfactory arrangements are made with Council to clear the debt. If the debt remains unpaid, it will be referred to Council's debt recovery agent for further action.

#### 5.4 Unrecoverable – Bad Debts

After exercising all steps in this policy it may be considered impractical to pursue a particular debt any further (that is, proceeding with legal action is unlikely to recover the debt).

If a debt is considered unrecoverable (for example bankruptcy) and overdue 180 days or more it is necessary to obtain approval to waive the debt.

Approval must be obtained in one of the following ways:

- (a) The CEO, Deputy Chief Executive Officer and Chief Financial Officer are delegated with authority to waive debts where all practical means to recover the debt have been exhausted and such debt is less than \$3,000.
- (b) Debts in excess of \$3,000 are referred to Council for approval to waive.

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All waived debts are recorded in the Bad Debts Register which is regularly reviewed and updated by the Revenue Officer – Accounts Receivable.

The relevant officer/s are responsible for advising other Council units of the debtors listed on this register to ensure no further credit is provided.

A report of debts that have been waived will be presented to Council at the next available meeting.

#### 5.5 Legal Process

Accounts/assessments may be forwarded to Council's debt collection agent for recovery action based on the following actions by the debtor or ratepayer:

- (a) Has not responded by way of payment in full;
- (b) Has not entered into an acceptable arrangement to pay off the overdue account;
- (c) Does not have their account under investigation for accuracy or awaiting a Council decision; or
- (d) Has defaulted on the agreed payment arrangements.

This will result in a polite demand letter from the debt collection agent detailing the debt and confirming they have been instructed to act on Council's behalf to recover the debt allowing 14 days to contact them. If after this period no communication, payment or payment arrangement has been received, then a final demand letter allowing 14 days will be sent on Council's behalf to recover the debt and advise that failure to attend to the request may result in further legal action and costs.

Agents acting for Council will be empowered to take steps necessary to recover outstanding amounts.

Unless an acceptable payment arrangement is made, payment in full including all legal outlays is required prior to the withdrawal of the current recovery action.

Accounts referred to the debt recovery agent may be left under their control and updated from time to time with the balance of accruing rates, charges and interest until the debt is paid in full.

#### 6 Review Timelines

This policy is reviewed when any of the following occur:

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

#### 7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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Version:	8	Section:	Finance
Reviewed Date:	1 August 2019	Page No:	Page 6 of 6

# **FINANCE POLICIES FOR REVIEW**

## **Draft Debt (Borrowings) Policy (track changes)**

**Meeting Date: 14 July 2020**

**Attachment No: 4**

## DEBT (BORROWINGS) POLICY

### STATUTORY POLICY



#### 1 Scope

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital works projects.

#### 2 Purpose

The purpose of this policy is to provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure and capital works projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

#### 3 Related Documents

##### 3.1 Primary

*Local Government Act 2009*

*Local Government Regulation 2012*

##### 3.2 Secondary

*Statutory Bodies Financial Arrangements Act 1982*

#### 4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation
Ratepayers	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

#### 5 Policy Statement

As a general principle, Council recognises that loan borrowings for capital works projects are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council will restrict all [long term](#) borrowings to expenditure on identified capital works projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget. ~~Under no circumstances should Council borrow funds for recurrent expenditure.~~

[Council will not use long term debt to finance operating activities or recurrent expenditure. A working capital facility or overdraft may be utilised to help fund short term cash flow requirements that may arise from time to time.](#)

The basis for determination of the utilisation of loan funds will be as follows:

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- (a) Where a capital works project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.
- (b) Other specific capital works projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- (c) The term of any loan should not exceed the expected life of the asset being funded.

#### 5.1 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund capital and infrastructure works when required. Repayments are usually spread over a period of 15 to 20 years or shorter depending on the life of the asset being created. The Debt (Borrowings) Policy includes the following information:

- (a) New borrowings for the current and the next nine financial years; and
- (b) Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

**Table 1**  
**10 Year Borrowing and Repayment Schedule**

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
Existing Loans	N/A	N/A	4-153-15
2020/212019/20	55,650,00044,026,000	26,288,43022,287,230	15-207-15
2021/222020/21	32,000,00048,150,000	31,031,03026,246,100	15-20
2022/232021/22	37,500,00022,500,000	30,464,48030,247,730	15-20
2023/242022/23	19,000,00037,000,000	13,523,72029,140,580	15-20
2024/252023/24	8,000,0006,000,000	13,569,86011,867,520	15-20
2025/262024/25	8,000,0004,000,000	14,286,82011,490,640	15-20
2026/272025/26	7,000,0004,000,000	15,057,89012,091,610	15-20
2027/282026/27	5,000,000-	15,779,71012,704,390	15-20
2028/292027/28	4,000,000-	16,435,92012,717,990	15-20
2029/302028/29	4,000,000-	17,051,18013,174,490	15-20

#### 5.2 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

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Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so exposures to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment will result in a gain to Council, consideration will be given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for [2019/2020/21](#) is as follows:

**Table 2**  
**Budget Interest and Redemption by Fund/Function for the Year to 30 June [2020/2021](#)**

	A	B	C	D	E (A – C + D = E)
FUNCTION DESCRIPTION	EST BOOK DEBT BALANCE 01/07/ <a href="#">2019/2020</a>	QTC ADMIN AND INTEREST	QTC REDEMPTION	NEW ADVANCES	EST BOOK DEBT BALANCE 30/06/ <a href="#">2020/2021</a>
Water and Sewerage	<a href="#">23,688,530</a> <a href="#">349,060</a>	<a href="#">1,080,890</a> <a href="#">1,421,860</a>	<a href="#">7,048,040</a> <a href="#">6,852,070</a>	<a href="#">-2,600,000</a>	<a href="#">16,640,490</a> <a href="#">26,096,990</a>
Waste and Recycling	<a href="#">11,518,340</a> <a href="#">14,072,720</a>	<a href="#">451,870</a> <a href="#">700,400</a>	<a href="#">2,675,180</a> <a href="#">2,486,020</a>	<a href="#">3,000,000</a>	<a href="#">11,843,160</a> <a href="#">14,586,700</a>
Airport	<a href="#">5,716,740</a> <a href="#">4,507,270</a>	<a href="#">124,060</a> <a href="#">165,720</a>	<a href="#">338,990</a> <a href="#">226,830</a>	<a href="#">11,500,000</a> <a href="#">1,500,000</a>	<a href="#">16,877,750</a> <a href="#">5,780,440</a>
Other/ General Functions	<a href="#">99,597,220</a> <a href="#">70,112,290</a>	<a href="#">3,192,420</a> <a href="#">3,407,630</a>	<a href="#">16,226,220</a> <a href="#">12,722,310</a>	<a href="#">41,150,000</a> <a href="#">39,926,000</a>	<a href="#">124,521,000</a> <a href="#">97,315,980</a>
<b>TOTAL ALL FUNDS</b>	<b><a href="#">140,520,830</a></b> <b><a href="#">19,041,340</a></b>	<b><a href="#">4,849,240</a></b> <b><a href="#">5,695,610</a></b>	<b><a href="#">26,288,430</a></b> <b><a href="#">22,287,230</a></b>	<b><a href="#">55,650,000</a></b> <b><a href="#">44,026,000</a></b>	<b><a href="#">169,882,400</a></b> <b><a href="#">140,780,110</a></b>

## 6 Review Timelines

This policy is reviewed when any of the following occur:

- As required by legislation – no later than 30 June [2020/2021](#) in conjunction with the budget;
- The related information is amended or replaced; or
- Other circumstances as determined from time to time by the Council.

## 7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance

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**10.3 DIGITAL BUSINESS CAPABILITY PROGRAM AND QUOTE CONSIDERATION PLAN****File No:** 8308**Attachments:**

1. Program Marketing A4 Flyer [↓](#)
2. Project Plan [↓](#)
3. Bitplex Capability Statement [↓](#)

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

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**SUMMARY**

*Presenting the proposed Rockhampton Region Digital Business Capability Program and Quote Consideration Plan developed and to be implemented by SmartHub staff and a digital expert mentor. The development of this program is as a result of the Mayoral Minute (COVID-19 Community Organisation and Business Support Initiative) presented to the 12 May 2020 Ordinary Council Meeting.*

**OFFICER'S RECOMMENDATION**

THAT Council approves the Rockhampton Region Digital Capability Program and adopts the Quote Consideration Plan.

**COMMENTARY**

As a result of the Mayoral Minute – *COVID-19 Community Organisation and Business Support Initiative*, presented to the 12 May 2020 Ordinary Council Meeting, the Council approved the introduction of a Digital Business Capability Program for businesses within the Rockhampton Region. The intention is to provide direct support to local businesses to improve their digital capability with the objective to be more competitive and resilient by transitioning parts of their operation into the digital space.

This report will describe the program to be facilitated from the SmartHub and outlines the quote consideration plan for Council's consideration.

**BACKGROUND****Program and Quote Consideration Plan**Scope and Objective

The Digital Business Capability Program aims to equip approximately twenty local 'bricks and mortar' businesses to diversify and enter into or improve their capabilities in the digital sector, fostering improved resilience in the face of the COVID-19 pandemic. Noting a proposed \$50K operating budget allocation for the program, the plan is to allocate a grant amount of up to \$2,500 for each business. Selection of the local businesses will be undertaken by a simple application process.

The successful applicants will be connected with a technology-based business associated with the Rockhampton Customs House SmartHub, to work alongside the applicants to determine how best to engage with their target markets online and provide practical assistance in the following areas (as applicable):

- Website design and development;
- e-Commerce platforms (selling online and receiving payments);
- Online content development (web pages, mobile apps, audio and visual media);
- Social media; and/or
- Digital marketing and promotion.

The funding allocation via this program may not cover the full costs of the business diversification. Therefore, applicants will be advised through the application process that they may need to contribute to the costs of their individual projects.

#### Target Market

Noting the limited budget and potential diverse needs of local businesses, this new initiative is being treated as a 'pilot program' and being trialed with restricted business groups. At this stage the target business groups are those that service the rural and agricultural industry.

#### Eligibility

Applicants must meet the following eligibility criteria:

- Have an active ABN;
- The business is located within the Rockhampton Region LGA;
- Have access to phone or video technology for conference calls; and
- Be willing to co-contribute to the overall costs of digital diversification.

#### Program Promotion

The program promotion (media and marketing) has been planned in collaboration with the Media and Marketing teams. This will entail direct messaging to a mailing list of target businesses, press release and social media campaign. Refer Attachment One for the marketing flier.

#### Proposed Expert Mentor

It is proposed that local technology business, Bitplex Pty Ltd led by Phil Martin, is engaged by Council to facilitate the Digital Business Capability Program in collaboration with the SmartHub team. Bitplex (Phil Martin) was a member of the team of very capable expert mentors participating in the hugely successful, national Turbo-Traction Lab (TTL) program run out of the SmartHub over the last eighteen months. Phil Martin's hands-on contribution to developing the TTL participants' digital capability has been credited as a major influence on the success of TTL.

Our engagement with a business associated with the SmartHub to facilitate the program has been guided by the Smart Way Forward Strategy. One of the strategy objectives, adopted by Council in December 2015, is "*Increased economic development of the region, boosting jobs and supporting local business*". This program will achieve this by engaging Bitplex (bitplex.com.au), with local employees, to provide hands-on assistance to local businesses to develop/improve their digital capability and grow their online engagement. Bitplex, an original SmartHub member (2016), has consistently demonstrated their technical and business prowess in the IT/digital online space. Refer Attachment Two for Bitplex's Digital Business Capability Program Plan and Attachment Three for Bitplex's capability statement.

It is proposed to engage Bitplex under Council's standard Consultancy Services Agreement for the duration of the program.

#### **PREVIOUS DECISIONS**

At its Ordinary Meeting on 12 May 2020, Council unanimously resolved:

#### ***THAT COUNCIL:***

- 1) *Distributes and shares the results of the "Skilled and Ready" stakeholder surveys with locally elected representatives of the Australian and Queensland Governments, with the aim of entering into a three-way partnership to secure financial and other relevant support for community organisations and local businesses within the Rockhampton Regional Council Local Government Area as a result of the COVID-19 pandemic. Decision-making will be made by the relevant funding body and information shared across the different levels of Government to ensure the effective distribution of resources.*

- 2) ...
- 3) *Approves the introduction of a 'Digital Business Capability Program' to provide direct practical support to local businesses to improve their digital capability and become more competitive and resilient as a result of the COVID-19 pandemic.*
- 4) *Prepares a procedure for appropriate governance and distribution of the allocated funding for both the Community Organisation Financial Hardship and Assistance Grant Program and Digital Business Capability Program in accordance with the general guidelines attached.*
- 5) ...

## **BUDGET IMPLICATIONS**

Proposed budget is \$50,000 allocated in Council's 2020/21 financial year operating budget (Smart Regional Centre operating budget).

## **LEGISLATIVE CONTEXT**

Local Government Regulation (2012), s230.

### ***"230 Exception if quote or tender consideration plan prepared***

- (1) A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if the local government—*
  - (a) decides, by resolution, to prepare a quote or tender consideration plan; and*
  - (b) prepares and adopts the plan.*
- (2) A **quote or tender consideration plan** is a document stating—*
  - (a) the objectives of the plan; and*
  - (b) how the objectives are to be achieved; and*
  - (c) how the achievement of the objectives will be measured; and*
  - (d) any alternative ways of achieving the objectives, and why the alternative ways were not adopted; and*
  - (e) the proposed terms of the contract for the goods or services; and*
  - (f) a risk analysis of the market from which the goods or services are to be obtained."*

## **LEGAL IMPLICATIONS**

No legal implications.

## **STAFFING IMPLICATIONS**

The program will be administered and facilitated by the SmartHub staff.

SmartHub will approve payment to Bitplex based on agreed engagement with successful applicants.

SmartHub will provide monthly management progress reports and a final report detailing program outcomes, including businesses participating in the program and respective goods/services provided/implemented as part of the program.

## **RISK ASSESSMENT**

This program is predicated on maximising the use of local businesses and employees to support the growth of other candidate local businesses. Bitplex is a local technology business with a proven track record providing high-quality services to local, national and international clients.

Bitplex, as a longstanding SmartHub member, has consistently demonstrated the ability, with their locally employed group of technicians, to competently support the needs of the successful program applicants.



Bitplex will be ably supported by the SmartHub Business Manager and team to assess and determine the needs of the successful applicant businesses.

**CORPORATE/OPERATIONAL PLAN**

2.2.5 - Develop and support programs that encourage small business and startup growth providing employment opportunities.

2.5.4 - Support and encourage entrepreneurial and innovative business in our Region.

**CONCLUSION**

At the outset of the COVID-19 restrictions, the SmartHub team quickly transitioned to support our businesses and startups to survive, thrive and grow. Their focus has been at both the human level (mental, physical and emotional wellbeing) and business level using virtual meeting services (video and phone).

The Digital Business Capability Program developed by the SmartHub team and Bitplex is a perfect next step for businesses to diversify into the online/digital space. It is requested Council approves the proposed program and quote consideration plan.

# **DIGITAL BUSINESS CAPABILITY PROGRAM AND QUOTE CONSIDERATION PLAN**

## **Program Marketing A4 Flyer**

**Meeting Date: 14 July 2020**

**Attachment No: 1**



**Are you a business that services the rural/agricultural industry needing help to build an online presence? If this sounds like you then apply now for the Digital Business Capability Program.**

Selected applicants will be connected with a technology based business operating out of the Rockhampton Regional Council SmartHub, who will work alongside applicants to determine how to best engage with their target markets online, and provide practical assistance in the following areas:

- Website design and development
- E-commerce platforms (selling online and receiving payments)
- Develop online content (web pages, mobile apps, audio and visual media)
- Digital marketing and promotion
- Social media

This is an exciting opportunity, and with only 20 businesses being accepted into the program, which is valued up to \$2,500 per business, we encourage you to apply now!

#### **Eligibility Criteria**

**Applicants to the program should:**

- Have an active ABN
- A business located within the Rockhampton Regional Council local government area
- Have access to either a phone or video technology for conference calls
- Be willing to co-contribute to the overall cost and time to digitally diversify their business

#### **Key Dates**

- Applications open Monday, 29 June 2020
- Applications close Sunday, 12 July 2020

#### **Applications & Enquiries**

The application form to participate in this unique opportunity can be accessed via Council's website [www.rrc.qld.gov.au](http://www.rrc.qld.gov.au)

For further information please contact the SmartHub via email at [smarthub@rrc.qld.gov.au](mailto:smarthub@rrc.qld.gov.au) or phone 4936 8444.

**SmartHub Rockhampton**  
An initiative of Rockhampton Regional Council

07 4936 8444 | [Smarthub@rrc.qld.gov.au](mailto:Smarthub@rrc.qld.gov.au) | [www.rrc.qld.gov.au](http://www.rrc.qld.gov.au)





# **DIGITAL BUSINESS CAPABILITY PROGRAM AND QUOTE CONSIDERATION PLAN**

## **Project Plan**

**Meeting Date: 14 July 2020**

**Attachment No: 2**

# The Digital Business Capability Program



The goal for the Digital Business Capability Program is to help build resilience into local Rockhampton Region businesses by moving key parts of their operations into the digital space.

A successful delivery of this program will:

- Produce a well-planned and structured digital strategy;
- Identify and implement the key parts of the digital strategy;
- Have the owners report back with an increase in confidence for their digital capability.

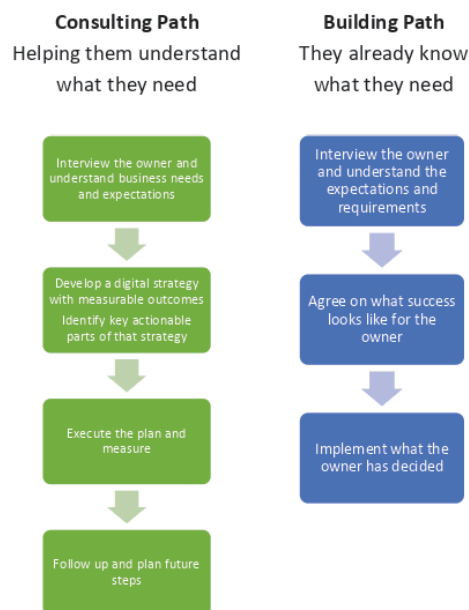
Business owners know their operations and customers' best, and the needs of each business will be different. To achieve the goals of the program we will need to be flexible and adapt to each set of circumstances. It is not as simple as "Let's just build a website". We could do that, but it is unlikely it will produce a good outcome for the key stakeholders.

## Understand the business' needs

While all businesses share common parts on how they operate and interact with customers, there are drivers and challenges unique to each. Understanding these challenges and how to overcome them is critical in shaping the business strategy.

Elize and Bitplex work with the business owner to identify the core challenges of the business, and what marketing, sales, or process changes that could be implemented to overcome those challenges.

## The two broad paths of engagement



The importance of this step cannot be overstated – it is the foundation that all further decisions are made. This is the start of the *Consulting Path*.

## What if the business owner already knows what they need?

The business owner may have already done their own research and clearly identified their business needs and is certain of what they need implemented to digitise their business. If that is the case, redoing that work will only increase their frustration and reduce their satisfaction with the engagement.

In this circumstance – we are still on board with helping them and will shift the process to implement exactly what they have decided they are after.

The next steps working with the business are to:

- Gather a clear set of requirements from the owner;
- Provide a project plan and costs;
- Implementing the plan.

This is the *Building Path*

### Developing the strategy

Once the business drivers and expectations are understood, we work with the owner to identify concrete and actionable tasks that can be done to move them closer to their goals. These are highly specific to each business. Below are some examples of what these could be:

- Launch a Facebook page targeted at a new customer segment;
- Run Facebook ads to reach existing and new customers;
- Introduce an online sales channel to sell goods;
- Digitise an existing paper-based invoicing process;
- Create a plan to distribute digital content to new customer segments;
- Implement a dashboard to see their critical business information daily to make better decisions.

After these are decided on, they are prioritised by highest reward and least effort to maximise the benefit of starting on their digital strategy journey.

### Execute the plan and measure

After the specific actionable items are agreed on, the team at Bitplex work with the owner to implement the plan, as well as how to measure the result of the action. Bitplex will set clear expectations of timelines and exactly what will be delivered.

This will be highly business and strategy specific, but we will either directly implement or facilitate working with other professionals or experts as needed.

Our goal is to get a great result for the business and the business owner.

### Follow up and plan future steps

An important part of executing any strategy is ensuring that the outcome is measured. This allows all parties to learn from anything that went poorly or went well and adjust future steps.

At an agreed upon time, likely as one or two months after completion, we will follow up with the owner and go over the results of the implementation of the plan and evaluate the effectiveness of it.



# **DIGITAL BUSINESS CAPABILITY PROGRAM AND QUOTE CONSIDERATION PLAN**

## **Bitplex Capability Statement**

**Meeting Date: 14 July 2020**

**Attachment No: 3**

# Capability Statement

June 2020



## About Bitplex

Bitplex is a premium provider of software design and implementation services, working with businesses to solve their business, resourcing, or software development needs.

## Mission

Our mission is to

- provide high quality advice, knowledge, and software architecture services.
- Build the software that our products, consultants and customers need. We create or re-use the right technology for the problems that need solving.
- Be the most trusted, reliable and go-to software company for regional Australia.

## Core Values

**Openness.** Being open in decision making and conversation. Have the mutual trust and respect to talk about what is needed, good or bad, and being thoughtful and caring in how it is said.

**Build with heart and balance.** "Measure twice, cut once." Whether you are building a birdhouse or a business, this is good advice. Passion and urgency underpin everything we do, balanced by the wisdom to consider options fully and with care. Then we make the cut, and we get to work.

**Boldness and creativity.** Be a team that is willing to try new things, work smarter and drive our company forward.

**We are in it together.** Our company provides us with jobs, and it is up to all of us to work together to keep it moving forward.

## Company Contact details

Ian Hussey  
General manager  
Mobile: 0422 642 992  
Email: [ian@bitplex.com.au](mailto:ian@bitplex.com.au)

Office 2B | 49-51 Bolsover St  
Rockhampton | QLD | 4700  
Office: 1300 248 753  
Web: [www.bitplex.com.au](http://www.bitplex.com.au)  
ABN 72 169 231 332

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## Key Services



### Software Development

Our team takes your unique business problem that cannot be solved with an off the shelf product, and together we design and develop custom software to meet your needs. We can also come along side your existing development team to deliver on your deadlines and budget constraints. We expand your capacity and skill sets with a minimum of fuss and fit in with your existing technology and processes.

### Digital Consulting

Our consultancy arm is there to help you identify your business pain points, the challenges you are facing, and together we discover the solution that fits your business. This may be as simple as setting up a whiteboard with magnetic markers in the lunch room, to finding the right mix of off-the-shelf products, through to customising or building a solution just for you.

### Custom Reporting

We work with your leadership team to create meaningful and automated reports so you can make decisions. We can help you set up your existing tools, or add custom reporting tools to solve the problem, or combine all the data from your applications into one central database that can be reported on.

### Software Integration

Bitplex helps you make the most of your existing systems in your business. Do you have 3 different subscription apps that just won't talk to each other? We can automate the pushing and pulling information between your CRM and accounting package.

### Mobile App Development

We transform your Mobile App from idea through to market. We can build completely new apps, or we can take over your existing app development. If you have some enhancements or bug fixes, we can take care of those. We can help with processes to provide support and pro-active maintenance to prevent issues from breaking changes after phone updates.

### Website Design

Bitplex is here to turn your goal of connecting with customers online into a reality, in less time than you thought possible. We take your business goals and needs, and match it with the right level of design, implementation and support to get you up and running quickly.



## Key Services (Cont'd)



### Website Hosting

We provide a premium hosting solution to make your customers enjoy visiting your web site. We offer hosting based in Australia, with direct support provided by our local team.

### Website Maintenance

We help you answer the question "what needs improving on my website?". We measure if your existing site is slow or needs updating, or implement any image, menu or theme changes you need.

### Industry Partnerships

Bitplex is your ideal technology partner providing support and software development services to complement your existing service offering. If you are getting requests from customers that outside of the core part of your business, we can help you retain those customers by solving those out-of-the-ordinary problems.

### Information Events

We can deliver engaging and relevant content across a broad range of topics. We engage businesses on a real and practical level to help them get real results, move forward and gain the confidence and skills they need in a modern technology world.

## Who we work with



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**10.4 PARLIAMENTARY SUBMISSION - INQUIRY INTO THE QUEENSLAND GOVERNMENT'S ECONOMIC RESPONSE TO COVID-19****File No:** 11092**Attachments:** 1. Inquiry Submission for Endorsement [↓](#)**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Damon Morrison - Manager Office of the Mayor

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**SUMMARY**

*This report provides details of Council's submission to the Queensland Legislative Assembly Inquiry into the Queensland Government's Economic Response to COVID-19.*

**OFFICER'S RECOMMENDATION**

THAT Council endorse the submission to the Queensland Legislative Assembly Inquiry into the Queensland Government's Economic Response to COVID-19.

**COMMENTARY**

On 22 April 2020, the Legislative Assembly referred an inquiry to the Economics and Governance Committee with the following terms of reference:

1. That the Economics and Governance Committee inquire into and report to the Legislative Assembly on the Queensland Government's response to COVID-19 in relation to the economic response only;
2. That in undertaking the inquiry, the Committee should take into account the Australian Government's response to COVID-19 and its impacts on the Queensland Government's response;
3. That in conducting the inquiry the Committee is to be conscious of any requests for witnesses or materials and ensure that any requests do not unreasonably divert resources from the immediate COVID-19 response; and
4. That the Committee report to the Legislative Assembly by no later than 3 months after the conclusion of the Public Health Emergency declared under the Public Health Act 2005 regarding COVID-19.

A number of issues of immediate impact to Council as a result of COVID-19 and its priorities have been addressed in relation to the terms of reference.

Initial submissions to the inquiry closed on Tuesday, 30 June 2020 and retrospective endorsement is sought.

**PREVIOUS DECISIONS**

Council has made no relevant previous decisions.

**BUDGET IMPLICATIONS**

Nil.

**LEGISLATIVE CONTEXT**

There is no relevant legislation applicable.

**LEGAL IMPLICATIONS**

There are no legal implications relevant to this matter.

**STAFFING IMPLICATIONS**

There will be no implications to Council permanent staffing levels.

**RISK ASSESSMENT**

Nil.

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**CORPORATE/OPERATIONAL PLAN**

Corporate Plan – 2017-2022:

- 5.1 Productive partnerships with all levels of government and relevant stakeholders
- 5.2 Strong leadership that provides quality governance to support and service the community

**CONCLUSION**

This inquiry provides an opportunity for Council to continue its advocacy efforts in support of its priorities on behalf of the Rockhampton Region and on other matters directly impacting Council and the local community as a result of COVID-19 at the current time. Endorsement of the submission is recommended.



**PARLIAMENTARY SUBMISSION -  
INQUIRY INTO THE QUEENSLAND  
GOVERNMENT'S ECONOMIC  
RESPONSE TO COVID-19**

**Inquiry Submission for Endorsement**

**Meeting Date: 14 July 2020**

**Attachment No: 1**

INQUIRY INTO  
THE  
QUEENSLAND  
GOVERNMENT'S  
ECONOMIC  
RESPONSE TO  
COVID-19



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TERMS OF REFERENCE SUBMISSION

JUNE 2020

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## Introduction

Rockhampton Regional Council (Council) welcomes the opportunity to make a submission to the Economics and Governance Committee with respect to its inquiry into the *Queensland Government's economic response to COVID-19*.

Council acknowledges the decisions of the Australian and Queensland Governments who have acted to attempt to manage and mitigate the potential economic consequences of COVID-19. In the midst of an uncertain environment, Governments at all levels have been required to make decisions under challenging circumstances.

The impact on local economic conditions and businesses across the Rockhampton Region as a result of COVID-19 has been significant and corresponds closely with restrictions on economic activity. These economic impacts of COVID-19 on our national, state and local communities are ongoing and will require continued attention and support from all levels of Government, particularly as current support measures are gradually unwound and the full economic impacts are realised.

Together with highlighting some of the ongoing economic impacts to the local Rockhampton economy and Council's initial response, this submission seeks to inform the committee of some of the unique challenges faced by Council and opportunities that exist to address the same.

## Impacts of COVID-19 on Rockhampton

With a population of approximately 81,512, the Rockhampton Region services a broader population of over 225,000 across Central Queensland<sup>1</sup>. The economic impacts experienced in Rockhampton from COVID-19 therefore have a flow-on effect to communities across the wider Central Queensland area.

Pre-COVID-19, the Rockhampton economy was growing slowly, with Gross Regional Product (GRP) for the year ending June 2019 of \$5.12 billion, growing just 0.4% since the previous year which is less than the \$5.2 billion GRP for the year ended June 2016.

The latest economic modelling from economy.id have provided estimates of the local economic impacts of COVID-19 in the June quarter. The .id impact model<sup>2</sup> suggests:

- Gross Regional Product is forecast to fall by -11.2% in the June Quarter 2020.
- Local Jobs are forecast to fall by -7.7% in the June Quarter 2020. This equates to a fall of 3,121 local jobs.
- If JobKeeper recipients impacts are included then the employment fall is estimated at -12.3% (4,967 jobs).

<sup>1</sup> ABS Region Data Summary, Estimated Resident Population as at 30 June 2019.

<sup>2</sup> See - <http://economy.id.com.au/rockhampton/covid19>

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A 3,121 fall in local jobs would make Rockhampton's unemployment rate at an estimated 15.4%. Without JobKeeper that would be around 8,572 unemployed people and an unemployment rate of approximately 19.6%.

There will of course be other dynamics around timing of data, changes in participation rates and potential population shifts, however over the longer term, local unemployment in the Rockhampton Local Government Area has averaged 8.0% over the past five years with the December quarter unemployment rate sitting at 8.3%.

It is noted that the impacts to the Rockhampton economy from the COVID-19 crisis comes on the back of multiple natural disasters affecting the Region in 2011, 2013, 2015 and 2017.

With stubbornly high pre-COVID-19 rates of unemployment combined with low rates of economic growth, the impacts of the COVID-19 pandemic to the local economy and community will be more severe than the effects experienced in other regions. This will likely endure for a longer period of time without dedicated and ongoing support.

The sectors most impacted in terms of employment by COVID-19 are accommodation and food services, retail trade, other services and professional, scientific and technical services.

Latest information from the Department of Social Services of JobSeeker and Youth Allowance recipients indicates the number of recipients increasing by approximately 40% from March to May 2020 which may indicate a better than expected negative outcome. However, there may be some residents that have held multiple part-time or casual jobs and only count once as unemployed.

The impact on any changes to, or cessation of, the JobKeeper program in September 2020 will in turn have ongoing ramifications to the local economy and business activity come late 2020 and beyond. The longevity of the COVID-19 pandemic is a real constraint and rates of output, productivity and consumption on the local economy remain an uncertainty.

In response to government-mandated travel restrictions, the Rockhampton Airport has experienced sharp falls in travel demand and corresponding passenger numbers.

While this impact is felt across the country and not just Rockhampton, as the largest Local Government owned and operated airport in the Nation by way of passenger numbers and aircraft movements, the impact to Council's immediate and ongoing

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financial position (and by extension, local residents/ratepayers) and the wider local economy is significant and is discussed further below.

### Rockhampton – Local Response and Recovery

Recognising the immediate impacts of COVID-19 and public health responses, Council agreed to an initial \$1.3 million relief package on 25 March 2020 to help support businesses and community groups in the Rockhampton Region. That package included:

- No additional interest on outstanding rates until 31 December 2020.
- Lease fee refunds for eligible sporting and community groups.
- Established and resourced the 'Rose's Angels' Network to support isolated and vulnerable community members.
- Existing business licenses extended until 30 June 2021.
- All Environmentally Relevant Authorities extended for a further 12 months.
- Rent relief for Council's commercial tenants from 1 April 2020 for an initial 3 months following which compliance with the Code of Conduct for Commercial Tenancies.
- Continuing support and refocusing of ASBAS business training through webinars.
- Established a COVID information portal on Council's web site
- Established a Local Business Directory on Council's web site to support local business
- In-kind support for the business community from Council's economic development unit, Advance Rockhampton
- Cash contribution of \$20,000 each for two local animal welfare agencies – Capricorn Animal Aid and Central Queensland Animal Society

In addition to these measures, Council has:

- Moved quickly to postpone and reschedule key major Council-run events. This work is ongoing as the situation evolves. These events will be important to supporting the tourism, accommodation and hospitality sectors that have been significantly impacted.
- Worked actively with community organisations, schools and other users to reschedule events at Council facilities.
- Reached out to many businesses in order to understand the impacts of COVID-19 and to ensure they are aware of support available from both Federal and State Governments. It has also continued to work with major project proponents to maximise local business opportunities.
- Committed \$350,000 to a multi-channel marketing campaign to support tourism, attracting and retaining workers, and promoting investment in the Rockhampton Region.

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- Established a grants program for community organisations experiencing financial hardship. Grants of up to \$5,000 are available from a funding pool of \$100,000. Applications opened on 1 June 2020. A further \$50,000 funding pool was approved for the introduction of a Digital Capability Program which is a targeted grant scheme available to local businesses to obtain direct support via the SmartHub to improve their resilience, diversify and expand their operations online.

Council's own operations and capital works programs make a significant contribution to the local economy and its existing procurement and local preference policies consistently deliver in excess of 75% local content. Council also recognises the importance of cash flow to our local suppliers and has operated on seven day payment terms for many years.

### Rockhampton Airport

As noted previously, severe reductions in the domestic flying schedules since March 2020 has had a significant impact on passenger numbers resulting in major revenue losses and a predicted operating deficit to Council's 2019-2020 budget position.

Notwithstanding the financial assistance from the Australian Government to airlines to support essential local and regional community services during the COVID-19 pandemic, Council is incurring significant losses in maintaining operations and staff despite the significant reduction in flights and revenue.

Due to the manner in which funding for the Queensland Domestic Aviation Route Restart Program has been calculated (discussed further below), it is not expected that the funding announced under this program will address this shortfall.

Compounding the financial implications to Council is the current upgrade to the Rockhampton Airport Terminal to install and accommodate new security screening equipment as required by Federal Regulations. Whilst the security screening equipment itself was funded by the Australian Government, the capital costs of reconfiguration of the Airport to accommodate the new equipment have been a significant impost to Council.

In the period from March 2020 to date, the Rockhampton Airport has experienced a 95% reduction in revenue via passenger service charges and landing fees which is reflected similarly to commercial operators at the airport. In addition, Council has complied with the Australian Government's Code of Conduct for Commercial Tenancies



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and provided rental reductions and waivers to commercial tenants who have experienced a similar decline in their own revenue as a result of COVID-19.

As a commercial business activity of Council, unlike privately owned airports, Rockhampton Airport does not qualify for the JobKeeper Subsidy Scheme to offset any of these losses.

Council is committed to preserving this critical link in connectivity for not only the Rockhampton Region, but the wider Central Queensland community, and wherever possible retain staff across the organisation. However, the financial cost to Council of doing so will have long-term budgetary implications.

Council acknowledges that the JobKeeper Subsidy Scheme is a stimulus support package initiated by the Australian Government and that the Queensland Government may not be in a position to provide a straight subsidisation of this situation. Council would however recommend that a special round of grant funding be made available to regional airports, owned by Local Governments, towards stimulus projects at these facilities that will build long-term capacity and facilitate post-COVID-19 recovery.

In order for the industry as a whole to recover, support from the Queensland and Australian Governments to provide financial assistance for Council owned and operated airports that are not eligible for funding under existing programs is critical.

**Recommendation** – that a special round of grant funding be made available to local government owned airports impacted by COVID-19 for identified stimulus projects at facilities that will build long-term capacity.

### Queensland Domestic Aviation Route Restart Program

On 12 June 2020 the Queensland Domestic Aviation Route Restart Program was announced with the stated intent to secure new domestic flights to 'fast-track the tourism industry's economic recovery.'

The \$5 million support package to 15 Queensland airports (including Rockhampton Airport) was a welcome announcement in light of the impacts to Rockhampton Airport highlighted above. Further, the tourism industry in Rockhampton is significant with economic outputs of around \$475 million annually. It employs some 2,288 people and supports a further 821 jobs.

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Direct and indirect employment in the industry represents approximately 7.7% of all industries<sup>3</sup>.

The funding allocation methodology utilised and the exclusion of the nearby Livingstone Shire Council Local Government Area which is heavily reliant on the tourism industry, placed Rockhampton at a disadvantage in terms of the amount of funding allocated under the program.

As the Regional Capital of Central Queensland with a wide range of Government services based in the Region, the impact on passenger numbers related to business travel through Rockhampton Airport has also been significant. While Council acknowledges that the Queensland Domestic Aviation Route Restart Program was targeted to the tourism sector, for a regional service centre like Rockhampton, the combination of factors above (and earlier in this submission), has resulted in a significant gap in revenue to Council and subsequent financial implications which will ultimately have a negative impact on the local community.

Aviation connectivity is of critical importance to Rockhampton, not only the region's tourism sector, but as the broader service hub to many communities outside the Rockhampton Local Government Area.

In the short to medium term recovery phase, domestic tourism will be a key focus for the Rockhampton and Central Queensland economy. Accordingly, it is critical that domestic aviation connectivity and capacity into Rockhampton be supported and restored to the maximum extent possible following the relaxation of social distancing and travel restrictions, which includes opening up of new domestic flights for not only tourism but the broader business travel market.

**Recommendation** – A second round of Queensland Domestic Aviation Route Restart Program that provides funding support is made available to secure new domestic flights which takes into account impacts on regional tourism and business travel markets.

## COVID-19 Works For Queensland

The 2017-19 Works for Queensland (W4Q) program is a \$200 million Queensland Government funding program designed to support local governments outside of the South East Queensland to undertake job-creating maintenance and minor works.

As part of the Queensland Government's Economic Recovery Strategy: Unite and Recover for Queensland Jobs, on 19 May 2020 the Premier announced \$200 million for a COVID Works

<sup>3</sup> Source – NIEIR, 2020

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for Queensland (2020–21 COVID W4Q) program, to be delivered during 2020–21 that was expanded to include all local governments across Queensland.

Council welcomes the 2020–21 COVID W4Q program announcement. The 2017-19 round of W4Q money funded 17 projects across the Rockhampton Region and the program has delivered projects that without it, Council simply would not have been able to fund itself.

The W4Q program provides a direct stimulus which has created employment across rural and regional Queensland.

**Recommendation** – *That the W4Q program be confirmed in the 2022/23 year with a commitment to maintaining (and not reducing) the funding allocation available to Local Governments across regional Queensland.*

### Small Business COVID-19 Adaption Grant Program

Council acknowledges the Queensland Government announcement of funding support for small-to mid-size enterprise (SME) such as the \$200 million commitment to Small Business COVID-19 Adaption Grant Program. The over-subscription of applications for round 1 of the program and the opening of a second round of funding is evidence of the significant impact of COVID-19 on SME's across Queensland and demand for support.

60% of Rockhampton's local businesses are sole traders/partnerships and immediately excluded from eligibility for this popular funding scheme due to the criteria requiring the employment of staff "and have fewer than 20 employees at the time of applying for the grant (employees must be on your payroll and does not include the business owner(s))".

**Recommendation** – *That, in designing subsequent rounds of fiscal stimulus, the Queensland Government should seek to target sole traders/partnerships impacted by COVID-19.*

### Additional Stimulus Initiatives

The economic crisis brought on by the COVID-19 pandemic requires fast, large, effective and targeted fiscal stimulus. While the size of the government's initial economic recovery packages are appropriate as an initial response, both the shape of that response and the design of future spending measures need to be carefully evaluated.

The fast tracking of capital works already planned or underway in the Rockhampton Region needs to be a priority for the Queensland and Australian Governments. Council has identified a range of additional stimulus priorities which will provide benefits across a broad

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range of industry sectors to support short to medium term economic recovery, job creation and economic resilience including:

- Funding for the Rockhampton Airport Terminal Redevelopment and extension of the airport apron to counteract significant revenue losses and operating deficits and investment in growth infrastructure - noting the airport has regional benefit, supports tourism and is a critical piece of economic and community infrastructure;
- Construction of a Secondary school in Gracemere - Gracemere is a family suburb where 65.3% of the population have children (ABS Census data 2016) so a high school is needed to:
  - Cater for future and existing demand;
  - Drive more families into the town to increase population and economic growth; and
  - Strengthen the community fabric and social cohesion of a key socio-economic growth corridor in the Region.
- The proposed boundary realignment of Glenlee, Glendale and Rockyview be prioritised and residents in those communities be allowed to return to Rockhampton should they vote to return;
- Establishment of a State Development Area at Stanwell to leverage potential manufacturing opportunities emerging from the COVID pandemic and proposed hydrogen project at Stanwell;
- Commitment to the delivery of a major sports stadium for Rockhampton;
- A range of other critical infrastructure projects including:
  - South Rockhampton Flood Levee;
  - North Rockhampton Sewage Treatment Plant Augmentation;
  - Gracemere Sewage Treatment Plant Augmentation;
  - Parkhurst Strategic Road Access;
  - Glenroy Crossing New High Level Bridge.

**Recommendation** –That, in designing subsequent rounds of fiscal stimulus, the Queensland Government should seek to target regional disadvantage with the fast tracking of major capital works and other initiatives planned or currently underway

## Intergovernmental Reform

Long-term recovery for Queensland communities and the economy as a result of COVID-19 provides both challenges and opportunities of a nature, scale and complexity that we have not previously experienced. Meeting the challenges and realising the opportunities must be a priority for all levels of government working together.



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The delivery of a rapid, agile and effective approach to planning for and supporting community and economic recovery from the impacts of the COVID-19 pandemic is critical and no level of government can do it alone.

The introduction of the National Cabinet model of intergovernmental forum has worked extremely well in effectively managing all aspects of the COVID-19 pandemic. Council supports further measures and reform to strengthen collaboration between local governments and the Queensland and Australian Governments to:

- Support local solutions to local issues and led jointly by all tiers of Government.
- Build real regional development partnerships between Federal, State and Local Government.
- Undertake systemic reform to intergovernmental relationships in both governance and resource allocation.
- Rebalance intergovernmental financial arrangements with increased funding to Local Government.
- Increase certainty of funding and improved efficiency of planning and project development.
- Advance regional development to bridge the growing divide between regional and metropolitan areas.
- Introduce population and investment policy to develop a network of large prosperous regional cities across regional Australia that will also contribute to taking pressure off Australia's capital cities and their hinterland.

**Recommendation** – *That the Queensland Government supports ongoing intergovernmental reform focusing on regional development outcomes.*

## Conclusion

Rockhampton Regional Council welcomes the Committee's interest in these matters and appreciates the opportunity to provide this submission and recommendations for its consideration. We would welcome the opportunity to discuss them in further detail.

If any clarification or further information in relation to this submission, please contact, Mr Evan Pardon, CEO, at [ceo@rrc.qld.gov.au](mailto:ceo@rrc.qld.gov.au).

Ross Cheesman  
Acting Chief Executive Officer  
Rockhampton Regional Council  
P: (07) 4936 8278

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**COMMUNITIES**

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**10.5 COMMUNITY ASSISTANCE PROGRAM**

**File No:** 12535  
**Attachments:** Nil  
**Authorising Officer:** Doug Scott - Acting General Manager Community Services  
**Author:** Kerri Dorman - Administration Supervisor

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**SUMMARY**

*An application from the CQU Rockhampton Panthers AFC Inc for Community Grant Scheme assistance towards the Rockhampton Cricket Ground Changeroom and Amenity Upgrade project is presented for Council consideration.*

**OFFICER'S RECOMMENDATION**

THAT Council considers the Community Grant Scheme application from CQU Rockhampton Panthers AFC Inc for funding to assist with the Rockhampton Cricket Ground Changeroom and Amenity Upgrade, and approves an amount of \$15,000.00 in funding.

**COMMENTARY**

CQU Rockhampton Panthers AFC Inc had previously been approved to lodge a late application under the Community Grant Scheme seeking \$20,000.00 to assist with the Rockhampton Cricket Ground Changeroom and Amenity Upgrade that is anticipated to be completed by end of 2020.

**Project**

The project is to upgrade the existing change room and amenities at the Rockhampton Cricket Ground located in Reaney Street, North Rockhampton.

The applicant states that the current condition of the amenities does not match other sports and activities (gym, pool) and as such it is increasingly difficult to attract participants to play sport where similar services are not provided.

The application states the project will increase the number of lockable showers and lockable toilets available to participants and as such will improve the privacy for females and likely encourage additional participants to use the amenities. The project also increases the floor area, which will allow coaches and participants more space to complete warm up and training requirements. The project will provide a separate change room for officials with lockable showers, toilets and seating.

Panthers AFC currently support female participation through actively promoting the sport of Australian Rules to girls and women within the Rockhampton region. It is expected that all users of the facility will benefit from the project (females, males, officials), however it is expected that the project will increase female participation by providing them a safer and more functional change room space for AFL and Cricket.

Currently approx. 220 players use the change room weekly during football season and approx. 150 players during cricket season. These figures are expected to increase by 15-20% through the upgrade of the facility.

**Funding**

The Association has requested a cash grant of \$20,000 from Council for the project, for which it has projected a total cost of \$473,000.00. This would represent a Council contribution of 4% of the cost of project.

It is proposed that Council's support would be acknowledged with a permanent sign attached to the building and through a verbal announcement at the opening ceremony.

**Assessment**

In accordance with the adopted Policy and Procedure applications received through the Community Grant and Sponsorship Scheme will be assessed by Council against the following criteria:

- Applicant's capacity to undertake the project including obtaining any relevant approvals and permissions;
- Community need for the project and potential for use by other groups;
- Community outcomes expected from the project, including any positive promotion of the local area; and
- Value for money with realistic scope and at least two quotes for all works.

A copy of the application has been supplied separately to Councillors for consideration, along with the rating tool as adopted by Council.

**PREVIOUS DECISIONS**

Council's previous decisions pertaining to this project has provided the following sponsorship for the Rockhampton Cricket Ground in the past years:

Rockhampton Cricket Inc - 2015/2016 - Rockhampton Cricket Ground Lights Upgrade - \$20,000.00.

**BUDGET IMPLICATIONS**

Independent assessment by a panel of 4 have indicated an average sponsorship amount for the project, which is within Council's Community Assistance Program Operational Budget.

**LEGISLATIVE CONTEXT**

Administered under the Grants and Minor Sponsorship Policy and Procedure.

**LEGAL IMPLICATIONS**

No legal implications for this non-Council project.

**STAFFING IMPLICATIONS**

No staffing implications for this non-Council project.

**RISK ASSESSMENT**

Non-Council project therefore risk assessment will be conducted by the organising body.

**CORPORATE/OPERATIONAL PLAN**

1.4.1.1 – Provide community sponsorship for activities for various sectors.

**CONCLUSION**

Upon assessment of the information provided in the application against the rating tool it is recommended Council approve the Assessment Panel's recommended average allocation of funding for \$15,000.00. A copy of the application has been supplied separately to Councillors for consideration, along with the rating tool as adopted by Council.

**10.6 COMMUNITY SERVICES - ROSE'S ANGELS NETWORK**

**File No:** 8022  
**Attachments:** Nil  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Damon Morrison - Manager Office of the Mayor

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**SUMMARY**

*Presenting a review of the 'Rose's Angels' Network which was established to assist those vulnerable members of our Region during the COVID-19 pandemic.*

**OFFICER'S RECOMMENDATION**

THAT Council:

1. thanks former Councillor Rose Swadling for her service to Council and the community during the establishment and operation of the Rose's Angels Network; and
2. stand down the current operations of the Rose's Angels Network service with the ongoing support for the community requiring access to external agencies and programmes for those impacted by COVID-19 facilitated within the existing operations of Council while demand continues to be monitored.

**COMMENTARY**

On 16 March 2020 Council resolved to establish, support and resource the Rose's Angels Network for the purpose of providing support and facilitating access by vulnerable members of the community to various agencies and programmes impacted by COVID-19.

Former Councillor Rose Swadling volunteered to coordinate in the establishment and continued operation of the service.

Upon establishment of Rose's Angels, a contact list of welfare agencies, volunteers, chemists and food suppliers was compiled with information on operating hours, extra services put in place for residents during the restrictions covering all areas of the Region being collated.

This list continually evolved especially throughout the peak period of COVID-19 with the contact list being updated on a daily basis to ensure the currency of the information.

To date, Rose's Angels have received 28 requests for assistance from vulnerable members of the community ranging from providing regular welfare checks, coordinating volunteer offers, food, financial and medical aid. Additional requests for assistance were also received by Mrs Swadling directly.

In addition, Rose's Angels:

- filtered volunteer calls directly through to the Care Army from businesses and residents contacting Council with offers of assistance;
- coordinated Council staff volunteers to Hands of Compassion for 5 weeks (3 days a week) due to COVID restrictions reducing their own volunteer numbers to facilitate the continued operations of the Food Bank.

Following the establishment of Rose's Angels, the Queensland Government introduced the Care Army and a number of other community groups have stepped forward to fill some of the gaps identified in the community. Combined with announcements from the National Cabinet and the introduction by the Queensland Government of the 'Roadmap to Easing Restrictions' the demand for support by the Rose's Angels Network has decreased over time.



On review, it has been assessed that, for the time being, any ongoing requests for assistance can adequately be addressed and referred to the relevant external agencies through the Customer Support and Community Services teams. It will be possible for internal resources to be rapidly redirected to the Rose's Angels Network should an increase in demand across the community eventuate.

### **PREVIOUS DECISIONS**

Ordinary Meeting - 16 March 2020 – "That Council support and resource an office for the purpose of providing a service to our community that accesses various agencies and programmes to find and fill the gaps for those who are impacted by COVID-19. The service is authorised to receive cash and in-kind donations in accordance with any guidelines provided by Rockhampton Regional Council Chief Executive Officer."

Ordinary Meeting – 14 April 2020 – "That Council approve to provide Rose Swadling with Council resources to enable her to continue to support 'Rose's Angels' for a further two months after which a review will be undertaken on the service."

### **BUDGET IMPLICATIONS**

A mobile phone, laptop computer, printer and vehicle was provided to Mrs Swadling during the operations of Rose's Angels Network.

### **LEGISLATIVE CONTEXT**

There is no relevant legislation applicable.

### **LEGAL IMPLICATIONS**

There are no legal implications relevant to this matter.

### **STAFFING IMPLICATIONS**

Any ongoing requests for support will be facilitated within existing staffing resources across Council.

### **RISK ASSESSMENT**

It has been assessed that based on current demand, any requests for support and the facilitation of access by vulnerable members of the community to various agencies and programmes impacted by COVID-19 can continue to be met. Ongoing demand for support will continue to be monitored with the ability to resume operations of the Rose's Angels Network at short notice if required.

### **CORPORATE/OPERATIONAL PLAN**

Corporate Plan – Section 1.3.7 - Public safety initiatives and emergency response services and systems are in place to respond to a disaster effectively.

### **CONCLUSION**

Members of the community who utilised the Rose's Angels Network together with local volunteer organisations reacted positively to the proactive step taken by Council to establish the service at the outset of the COVID-19 pandemic. The subsequent mobilisation of other support agencies to support vulnerable members of the community and the easing by the Queensland Government of relevant restrictions has resulted in a reduction in demand for the service at the present time.

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**INFRASTRUCTURE**

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**10.7 BLACKSPOT FUNDING APPLICATIONS 2021/22**

<b>File No:</b>	<b>5252</b>
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. <b>Upper Dawson / Caroline Concept Design</b><a href="#">↓</a></li><li>2. <b>Upper Dawson / Derby / Canning Concept Design</b><a href="#">↓</a></li><li>3. <b>Waterloo Intersections Concept Design</b><a href="#">↓</a></li><li>4. <b>Razorback Road Northern Curve Concept Design</b><a href="#">↓</a></li></ol>
<b>Authorising Officer:</b>	<b>Martin Crow - Manager Infrastructure Planning Peter Kofod - General Manager Regional Services</b>
<b>Author:</b>	<b>Stuart Harvey - Coordinator Infrastructure Planning</b>

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**SUMMARY**

*The following report highlights the proposed Blackspot Projects to be nominated for next round of funding (2021/22).*

**OFFICER'S RECOMMENDATION**

THAT Council endorse the following applications for 2021/22 Blackspot funding round:

1. Upper Dawson Road and Caroline Street
2. Upper Dawson Road and Derby Street, Upper Dawson Road and Canning Street
3. Waterloo Street intersection treatments
4. Razorback Road safety improvement

**COMMENTARY**

Council officers have been preparing applications for the 2021/22 round of Blackspot Funding. The program is fully funded by the federal government, and administered through the state, to address areas with a proven crash history through proposing safety treatments with a known benefit.

As part of the application process, a benefit cost analysis is performed on each proposed site. This is based upon the benefits of the proposed treatment measured against the crash history and is expressed as a Benefit Cost Ratio (BCR). To be eligible for blackspot funding, the proposed treatment must score a BCR of 2.0 or greater. This often limits the scope of works for Blackspot intersections.

In the previous rounds application (2020/21), Council successfully applied for funding to undertake some rural road safety improvements on Garnant Road and South Yaamba Road/ Colliver Road intersection. In the 2019/20 round, Council was successful in obtaining funding for Derby Street / East Street, Moores Creek Road / Feez Street Roundabout, Richardson Road / Redhill Shopping Centre, William Street / Davis Street, and Glenmore Road / Main Street intersections.

For the 2021/22 round, Council officers are proposing the following locations and treatments:

- Upper Dawson Road / Caroline Street intersection. Proposing to signalise intersection. Estimated cost \$683,500
  - Upper Dawson Road / Derby Street and Upper Dawson Road / Canning Street intersections. Proposing to remove and formalise intersection movements. Estimated cost \$691,500
  - Waterloo Street / Robinson Street and Waterloo and Stewart Street intersections. Proposing compact roundabouts. Estimated costs \$198,000
-

- Razorback Road “Jump Up” Northern curve. Proposing to straighten curve and improve super elevation. Estimated costs \$715,500

The concept designs for the proposed treatments are attached to the report for further information.

Council will expect to know the outcome of our applications in June 2021 with design and construction to commence in the 21/22 financial year.

## **BACKGROUND**

The Federal Blackspot Program is a federal funding grant, administered by the State, to improve the safety at Blackspot locations. A blackspot intersection is defined as an intersection with over 3 casualty crashes in the past 5 years. The blackspot program aims to fully fund the works submitted in the application and the works must be completed within the nominated financial year. Blackspot treatments can also be submitted proactively through the completion of a road safety audit.

An investigation into the effectiveness of the historically completed treatments constructed through Blackspot funding identified that between 2002 and 2015 RRC received funding to upgrade 27 sites totalling \$5,301,000. While the implementation of the identified treatments at these sites provided a total estimated saving of \$4,062,763.50 per year in targeted crash costs, or an average annual saving of \$150,472.72 per site.

The findings of this investigation also identified that the treatments implemented under the Blackspot Program had a dramatic effect on crash reduction at the sites, with a 54.58% drop in all crash types and a 43.26% reduction in crashes specifically attributed to the installed treatment type (i.e. target crashes).

## **PREVIOUS DECISIONS**

Nil

## **BUDGET IMPLICATIONS**

Projects nominated under the Federal Blackspot Fund will receive up to \$2.0M in funding. Although Council can elect to contribute to the project, a contribution to Blackspot proposals is not mandatory.

## **RISK ASSESSMENT**

The Federal Government Blackspot Funding programme assists Council and State Government Departments to reduce the number of casualty and fatality crashes within the Rockhampton Regional Council area. The systematic treatment of Blackspot identified intersections reduce the overall crash risks within our region.

## **CORPORATE/OPERATIONAL PLAN**

3.1.1 Consult on, advocate, plan, deliver and maintain a range of safe urban and rural public infrastructure appropriate to the Region’s needs, both present and into the future

## **CONCLUSION**

Council officers have proposed several locations to apply for under the Blackspot funding program. This report seeks Council’s endorsement of these proposed locations.

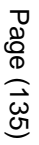
# **BLACKSPOT FUNDING APPLICATIONS 2021/22**

## **Upper Dawson / Caroline Concept Design**

**Meeting Date: 14 July 2020**

**Attachment No: 1**





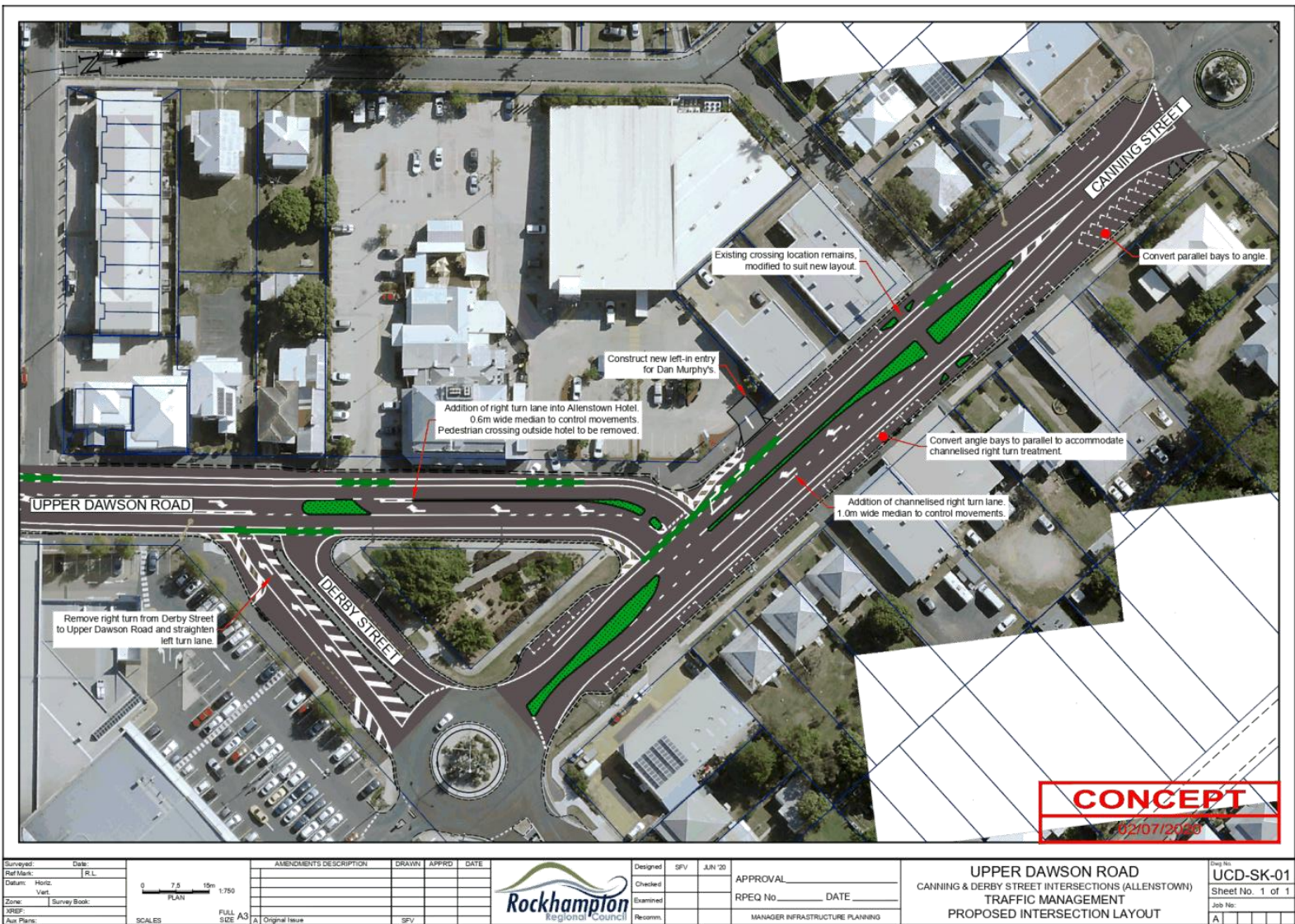
# **BLACKSPOT FUNDING APPLICATIONS 2021/22**

## **Upper Dawson / Derby / Canning Concept Design**

**Meeting Date: 14 July 2020**

**Attachment No: 2**





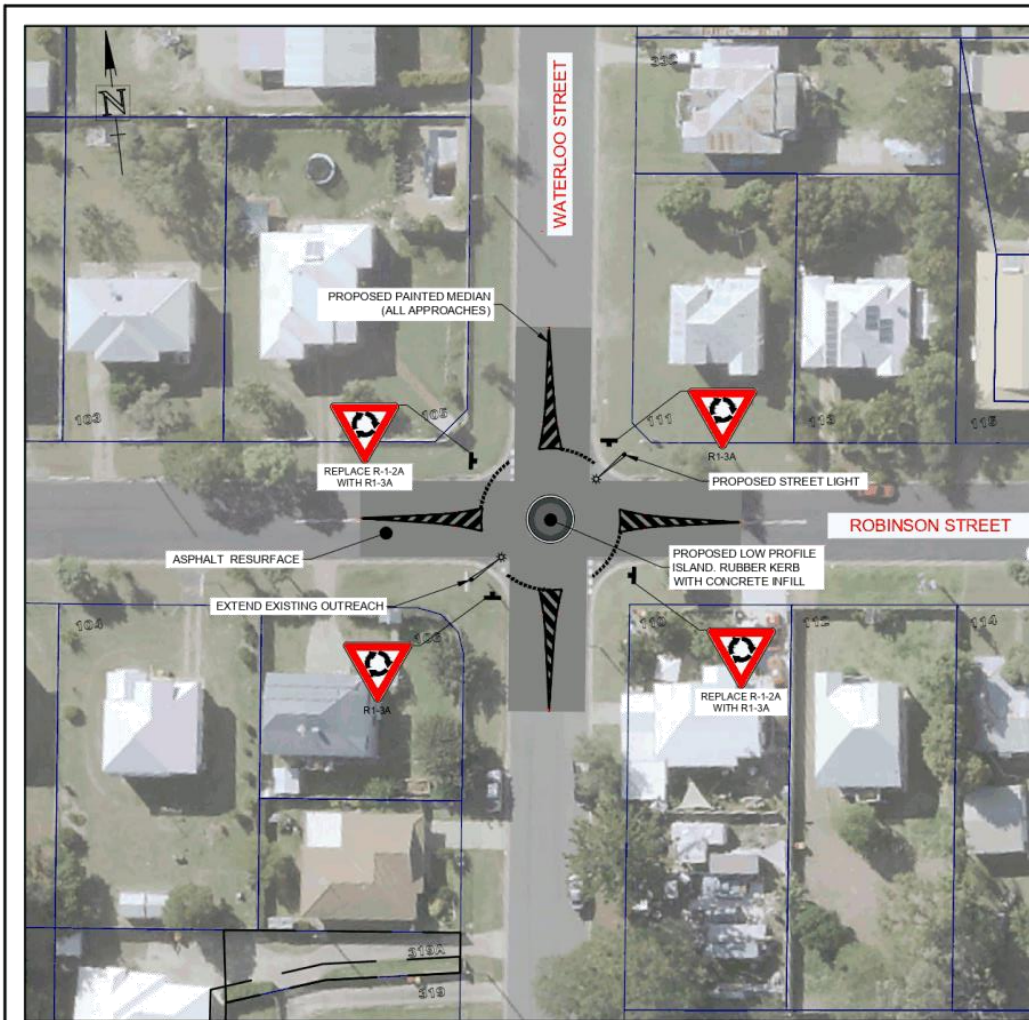
# **BLACKSPOT FUNDING APPLICATIONS 2021/22**

## **Waterloo Intersections Concept Design**

**Meeting Date: 14 July 2020**

**Attachment No: 3**





**CONCEPT**  
02/07/2020

Surveyed: _____ Date: _____ Plan: _____ Datum: Horiz: _____ Vert: _____ Zone: _____ Survey Book: _____ File Ref: _____ XREF: _____ Aux Plans: _____	0 5 10m DESCRIPTION SCALE FULL SIZE A3 A Original Issue	<table border="1"> <thead> <tr> <th>AMENDMENTS DESCRIPTION</th> <th>APPROD</th> <th>DATE</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	AMENDMENTS DESCRIPTION	APPROD	DATE														Designed: SJS JUN20 Checked: _____ Examined: _____ Recomm: _____	APPROVAL _____ RPEQ No. _____ DATE _____ MANAGER ENGINEERING SERVICES	WATERLOO STREET / ROBINSON STREET FRENCHVILLE PROPOSED MINI ROUNDABOUT CONCEPTUAL DRAWING	Drawing No: WS-SK-01 Sheet No. 01 of 02 Job No: N/A A
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DESCRIPTION

**Rockhampton**  
Regional Council

Full Size

A3

Original Issue

# **BLACKSPOT FUNDING APPLICATIONS 2021/22**

## **Razorback Road Northern Curve Concept Design**

**Meeting Date: 14 July 2020**

**Attachment No: 4**







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**10.8 QUEENSLAND RESILIENCE AND RISK REDUCTION FUNDING 2019-20**

**File No:** 12534  
**Attachments:** 1. QDRRRP Guidelines [↓](#)  
**Authorising Officer:** Peter Kofod - General Manager Regional Services  
**Author:** Martin Crow - Manager Infrastructure Planning

---

**SUMMARY**

*The report recommends projects for submission to the Queensland Government's 2019-20 Disaster Resilience and Risk Reduction Funding Program.*

**OFFICER'S RECOMMENDATION**

THAT Council submit the following projects in priority order to the 2019-20 Queensland Disaster Resilience and Risk Reduction Program and commit to making co-contributions to each project:

1. Rockhampton Airport Precinct Levee Preliminary Evaluation
2. Flood Warning Network Investment Plan Delivery
3. City Hall Precinct Back-Up Generator

**COMMENTARY**

The Queensland Government has allocated \$38 million over 4 years to the Queensland Disaster Resilience Funding Program. Of this, \$9.5 million has been allocated in the 2018-19 program round. A total of \$13.1 million is available in this round comprising \$4.8 million from the Commonwealth Government and \$8.3 million from the Queensland Government. All approved projects must be completed by 30 June 2022. Applications close on 22<sup>nd</sup> July 2020. A list of possible projects was compiled and a high level assessment of program suitability and budget availability was carried out.

The following projects are recommended in order of priority for submission.

**1. Rockhampton Airport Precinct Levee Preliminary Business Case** – This project was successful under the 2018-19 QDRP program and was allocated \$376,000. Further alignment with Building Queensland Project Development Framework resulted in a more detailed scope of work. Tenders received are in excess of the currently available budget. Council funds allocated in 2019-20 budget were \$432,000. Additional funding is currently being sought through the 2020-21 budgeting process. Estimated costs to complete this project are approximately \$1,350,000 and it is proposed that \$675,000 (50%) funding be sought in total resulting in an additional \$299,000 being sought under this round of the program.

Justification – Following on from the SRFL, the Flood Management strategy identifies the Airport Levee is the next significant flood mitigation project to be pursued. This work is also required to firm up the feasibility of further development in the Airport precinct. This project will take the project forward to the preliminary business case stage as identified in the State Governments Project Assessment Framework. If supported, the remaining stages will include Detailed Business Case Development and then detailed design and delivery.

Proponent – Regional Services Infrastructure Planning, Corporate Services Airport and Advance Rockhampton Economic Development

**2. Flood Warning Network Investment Plan Delivery** – The current and draft capital budgets have \$330,000 allocated to this project over the financial years 2019-20 to 2021-22. Estimated costs are approximately \$660,000 with the initial higher priority gauges estimated to cost \$270,000. As indicated in a recent Councillor Information Briefing, it is proposed that

\$135,000 (50%) funding be sought through the combined submission being prepared for the Fitzroy Basin Working Group.

Justification – Investigations carried out by QRA and BOM in 2017 identified a number of potential improvements to the Flood Warning Network throughout the Rockhampton Regional Council area.

Proponent – Regional Services Disaster Management and Infrastructure Planning

**3 City Hall Precinct Back-Up Generator** – Estimated costs for this project are now approximately \$650,000 and it is proposed that \$325,000 (50%) funding would be sought if this submission were to proceed. There are no funds allocated to this project in the capital program and so Council would be required to find the matching funds if the submission were successful.

Justification – The current back-up generation capacity is restricted to powering only a portion of City Hall. Events over recent years involving city wide responses, the loss of power within the City and general heatwave conditions have identified the need to have City Hall fully functioning to support response activities, continuity of City governance and to provide respite and support for the community through the Library services.

Proponent – Regional Services Disaster Management and Community Services Assets and Facilities

The following project have been identified but are not being pursued under this round of funding.

**4. North Rockhampton Flood Mitigation Area Stormwater** – A draft budget amount of \$400,000 has been allocated in 2022-23. Estimated costs are unknown at this stage and are currently being investigated however Council's draft budget allocation would allow a project cost of \$800,000.

Justification – This NRFMA project has continuously been supported by Council over a number of years. The sewer backflow component was successful in attracting funding under the 2018-19 QDRP program. Investigations are currently underway to address the stormwater seepage component and mitigate any risks associated with the backflow devices and temporary levee. These investigations won't be completed in time to make a submission under this round of the funding. It is proposed that this be considered for future rounds of this program when there is further clarity of scope and cost.

Proponent – Regional Services Infrastructure Planning and Civil Operations

## **BACKGROUND**

The Queensland Resilience and Risk Reduction Funding Program (QDRRRP) is a continuation of the Queensland Disaster Resilience Funding Program (QDRP).

The objectives of the 2019-20 QDRRRP are to support delivery of disaster resilience and risk reduction outcomes that align with the Queensland Strategy for Disaster Resilience objectives, address state risk priorities such as those identified in the Queensland State Natural Hazard risk Assessment 2017 and align with the priorities of the Natural Disaster Risk Reduction Framework.

A copy of the Program Guidelines is attached for reference.

## **PREVIOUS DECISIONS**

At Council's Ordinary Meeting of 2<sup>nd</sup> April 2019 Council resolved to submit the following projects in priority order to the 2018-19 QDRP and commit to making co-contributions to each project:

1. North Rockhampton Flood Mitigation Area Stage 2
  2. Rockhampton Airport Precinct Levee Preliminary Evaluation
  3. City Hall Precinct Back-Up Generator
  4. Flood Warning Network Investment Plan Delivery
-

**BUDGET IMPLICATIONS**

There is no defined co-contribution percentage set in the funding guidelines. QRA have suggested however that a 40 percent co-contribution from Council would be considered reasonable. At present, given the scarcity of funds in the program, a co-contribution of 50% is proposed.

**STAFFING IMPLICATIONS**

Submission requirements for this funding program are particularly detailed. Preparing high standard applications will require commitment of staff resources from the relevant sections of Council and project delivery will require in-kind contributions from Council in the form of staff time.

**RISK ASSESSMENT**

Projects that are not yet fully scoped or are in early stages of planning represent potential delivery risks in terms of both cost and timing and consequently meeting grant program and agreement requirements

**CORPORATE/OPERATIONAL PLAN**

This report relates to Corporate Outcomes 1.1 which is to provide safe, accessible, reliable and sustainable infrastructure and facilities.

**CONCLUSION**

Council has the opportunity to seek funding from the Queensland Government by submitting projects to the 2019-20 Queensland Disaster Resilience and Risk Reduction Funding Program.

Project recommendations and proposed priority have generally considered availability of Council funding contributions from existing budgets and forward budget estimates (Council's draft 2020-21 Budget), the level of information available to support proposed applications and the ability of the project to meet the funding guidelines.

# **QUEENSLAND RESILIENCE AND RISK REDUCTION FUNDING 2019-20**

## **QDRRRP Guidelines**

**Meeting Date: 14 July 2020**

**Attachment No: 1**





## **Resilience and Risk Reduction Funding Guidelines 2019-20**



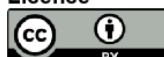
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## 1. Introduction

The *Resilience and Risk Reduction Funding Guidelines 2019-20* (Guidelines) provide state agencies, local governments, non-government organisations and not-for-profit groups with information required to apply for funding administered by the QRA to deliver resilience and disaster risk reduction initiatives.

In May 2018 the Queensland Government made a commitment of \$38 million to be distributed in equal instalments over four (4) consecutive annual funding rounds for resilience. The first funding round was administered in 2018-19 by the Queensland Reconstruction Authority (QRA) under the Resilience Funding Guidelines 2018-19.

The Resilience and Risk Reduction Guidelines 2019-20 have been developed in line with the [Queensland Disaster Resilience and Mitigation Investment Framework \(QDRMIF\)](#) and the [National Guidance on Prioritisation](#), and should be read in conjunction with the:

- [Queensland Strategy for Disaster Resilience](#)
- [Queensland State Natural Hazards Risk Assessment](#)
- [National Disaster Risk Reduction Framework](#)

## 2. Objectives

The objectives are to support projects that deliver disaster resilience and risk reduction outcomes for Queensland communities that:

- align with the [Queensland Strategy for Disaster Resilience \(QSDR\)](#) objectives:
  - Queenslanders understand their disaster risk
  - Strengthened disaster risk management
  - Queenslanders are invested in disaster risk reduction
  - Continuous improvement in disaster preparedness, response and recovery
- address identified risk priorities (including those assessed in the [Queensland State Natural Hazard Risk Assessment 2017](#))
- align with the priorities of the *National Disaster Risk Reduction Framework*

## 3. Key dates for the 2019–20 fund

Applications close	22 July 2020
All projects completed	By 30 June 2022
Lodgement of complete acquittal documentation	By 30 September 2022

## 4. Funding

Queensland Government funding is available under the second round of the fund in 2019-20.

Eligible applicants may submit one or more funding applications under these Guidelines.

Approved projects under these Guidelines will be allocated funding up to a maximum funding limit of \$2 million per project, as a subsidy towards eligible project costs.

All applicants are expected to make a financial contribution towards the eligible project costs. Eligible applicants demonstrating a limited capacity to self-fund the project may seek an exemption from this requirement for consideration during assessment of the project proposal.

**Note:** The percentage of applicant contribution, as well as the ability or limitations of the applicant to self-fund the project, will be taken into consideration in the assessment and prioritisation of projects for funding.



## 5. Eligible timeframes

All projects approved under these Guidelines:

- must be completed within two (2) years, by no later than 30 June 2022
- must have complete acquittal documentation lodged to QRA within three (3) months of completion, and not later than 30 September 2022.

Where unforeseen circumstances result in a delay to the delivery of the approved project, the applicant may request an extension of time, outlining the actions taken to minimise the impact of the unforeseen circumstance as well as a proposed adjusted project plan and milestones.

Extensions of time are only considered in exceptional circumstances.

## 6. Eligible applicants

Eligible projects must deliver outcomes to Queensland communities. Priority will be given to Queensland-based applicants, including Queensland-based branches of national organisations. Eligible applicants include, but are not limited to:

- local government bodies constituted under the *Local Government Act 2009*; or the *City of Brisbane Act 2010*, and the Weipa Town Authority
- Regional Organisations of Councils
- Regional Natural Resource Management bodies
- River Improvement Trusts
- Water authorities and local water boards (Category 2 only)
- Queensland Government departments and agencies
- incorporated non-government organisations (including volunteer groups)
- Not-for-profit organisations.

Collaborative projects are encouraged and may be lodged as a joint application between eligible applicants. An eligible applicant may also submit a joint application with an ineligible applicant.

Joint applications require one applicant to nominate as the lead applicant.

The lead applicant must be an eligible applicant, and will be responsible for the project from lodgement through delivery, reporting and acquittal.

## 7. Eligible initiatives

To be considered for assessment, project applications must:

- be certified by an eligible applicant (see Section 6);
- include a project plan to a level that supports delivery of the proposed project (see Section 12); and
- identify initiatives that support the objectives of the program, noting that the definition of disaster is outlined under the *Queensland Disaster Management Act 2003*.

Examples of the types of projects that may be considered under these Guidelines are listed below:

### Infrastructure projects

Projects that improve resilience and functionality of at-risk infrastructure or communities, may include but are not limited to:

- upgrading existing assets such as:

---

 QUEENSLAND RECONSTRUCTION AUTHORITY

- transport assets including roads, bridges, culverts, floodways and causeways
- drainage management pump stations, stormwater systems and major drains
- weather warning and monitoring systems (e.g. weather stations in high risk bushfire areas, storm tide warning systems, river height monitoring, flood and rain gauges).
- planning and designing infrastructure for the primary purpose of community resilience or disaster risk reduction
- constructing new, or upgrading existing shelters, evacuation centres and places of refuge (e.g. for protection against cyclones and/or bushfires)
- constructing new natural hazard mitigation infrastructure that reduces/mitigates against disaster risk (e.g. detention basins, floodgates, backflow prevention devices, diversion channels and storm surge protection)
- constructing new or upgrading existing fire trails and associated measures.

All funding applications for infrastructure projects need to consider ongoing operation and maintenance after completion (i.e. instalment or construction) of the proposed project.

### Non-infrastructure projects

Examples of non-infrastructure projects aimed at improving Queensland communities' disaster risk understanding, preparedness, resilience, response and recovery, include but are not limited to:

- natural hazard risk assessments and studies
- research and/or development projects
- development of evacuation and emergency action plans
- development of regional-scale resilience/risk reduction strategies to address/mitigate natural hazard risk in the area
- community preparedness, education and training programs
- appointment of community or regional resilience officers to address the identified need
- capacity building programs for local volunteers
- research/studies to identify and address bushfire mitigation priorities across the state
- flood modelling and mapping, and flood risk management studies and plans
- purchase of disaster management equipment (e.g. generators, portable communications kits, lighting towers and frequency radios)
- bushfire related fuel reduction activities (e.g. slashing and burning)
- recovery capability and/or resilience building programs.

## 8. Ineligible projects

Examples of ineligible projects include, but are not limited to:

- projects that have already commenced or are already complete
- project not undertaken in Queensland and not benefitting Queensland communities
- purchase of an asset or works to an asset that will not be owned and/or controlled by an eligible applicant
- purchase of land or buildings (e.g. land buy-back schemes)
- works constructed on land that is not owned or controlled by an eligible applicant, except where it has permission to construct on government-owned land and where the applicant has demonstrated that it has tenure over the land
- projects of a commercial nature for the applicant or any partner applicant.

## 9. Eligible costs

Eligible project costs are those costs directly associated with delivery of the project, for example:

- costs associated with the delivery of training and education programs, such as:
  - facilities hire
  - planning and facilitation
  - design and publication of materials
  - advertising such as radio, print media and billboard space
- construction costs including:
  - all site works required as part of the construction
  - construction-related labour, materials and equipment hire
- detailed design, e.g. production of Final or Tender Design drawings and/or specifications
- costs of conducting a tender for the proposed project
- project management costs including remuneration of additional technical and professional staff for time directly related to managing the construction or delivery of the proposed project (does not include ordinary wages).

## 10. Ineligible costs

Examples of ineligible project costs are:

- in-kind contributions
- core business of the applicant/joint applicant
- legal costs
- house raising or relocation
- land acquisition costs
- catering and official opening expenses (excluding permanent signage)
- purchase of core business capital equipment such as motor vehicles and office equipment
- vehicle and office equipment leasing, unless directly related to the delivery of the project
- remuneration of executive officers
- remuneration of existing employees for work not directly related to the project
- costs of pre-planning activities, including application preparation, pre-construction costs, and costs that commence prior to the execution of an approved project funding schedule, unless prior agreement has been reached with QRA to incur such costs
- duplication of existing initiatives, for example costs already approved through other funding streams
- statutory fees and charges, and any costs associated with obtaining regulatory and/or development approvals
- costs of internal furnishings and supplies
- costs of temporary works, other than works required to enable completion of the proposed project
- ongoing costs for administration, operation, maintenance or management
- unsupported costs, including on-cost charges.

The above lists identify the most common examples and are not intended to be prescriptive or comprehensive. Please contact QRA for eligibility advice.

## 11. Project budget

Funding applications must include a project budget detailing the Estimated Total Project Cost made up of eligible and ineligible costs, and other in-kind and financial contributions.

Eligible project costs are the total project costs of the project as detailed in the application, less any ineligible project costs and other in-kind and financial contributions. Successful applicants will be responsible for all ineligible costs, and any actual costs incurred over and above the approved funding.

## 12. Project plan

All applications must include a project plan.

The project plan should include at a minimum:

- a. Project title
- b. Project description, including objectives and resilience/disaster risk reduction outcomes
- c. Scope of works
- d. Project schedule – Project timeframes, clear milestones and deliverables
- e. Detailed project budget
- f. Project risks
- g. How project outcomes will be evaluated.

The level of detail required within the project plan is contingent on the complexity of the project. For example, a project plan for the purchase of a generator may only detail purchase, delivery and commissioning dates, whereas a schedule for the construction of new infrastructure may include multiple milestones through procurement, delivery and commissioning.

Successful applicants will be required to report against the project plan throughout delivery.

## 13. Evidence based applications

All projects must be evidenced based, and applications must detail the investigation, research and/or consultation used to identify the need for this project.

Evidence may include:

- risk assessments
- flood risk management study or plan
- flood study
- research on number of affected people, properties, households, essential public assets, evacuation routes
- community consultation (e.g. survey results and letters of support)
- partnership or cross-agency/organisation collaboration or consultation
- regional or catchment-based considerations, research or consultation
- visual evidence supporting the need for the proposed project (e.g. photos)
- preliminary designs, drawings, etc. (for infrastructure projects)
- other research, evidence and consultation outcomes and reports
- reference to relevant sections or recommendations following a review

All flood mitigation infrastructure project applications must demonstrate a regional or catchment-based approach and must be supported by a flood study and/or a flood risk management study.



## 14. Applying for funding

To apply for resilience and risk reduction funding:

**(a) Local governments and Queensland Government departments and agencies with access to MARS:**

- Ensure your [MARS Portal](#) access has been set up. Refer to the MARS Portal user access form [QRA website](#) to request if access is needed.
- Select event - Queensland Resilience and Risk Reduction Funding, 2019-2020 and select submission type – QRRRF 2019-20
- Please include whether projects are “infrastructure” or “non-infrastructure” in the submission description.
- Manually add new line items including:
  - program expenditure
  - project start/end dates
- Lodge the submission and all supporting documents via the [MARS Portal](#)
- List of supporting documents includes:
  - 2019-20 QRRRF application form (this cannot be uploaded into MARS)
  - Project budget
  - Project plan
  - Evidence outlining the need for the project (refer Section 13 Resilience and Risk Reduction Funding Guidelines 2019-20)
- For assistance in completing the submission please contact your Regional Liaison Officer (RLO)
- Alternatively detailed submissions can be sent to the submissions inbox: [submissions@qra.qld.gov.au](mailto:submissions@qra.qld.gov.au) using the 2019-20 QRRRF application form, along with supporting documents.

Learn more about the MARS Portal and how to request access on the [MARS information page](#).

**(b) Not-for-profit organisations, Regional Organisations of Councils, River Improvement Trusts, Water authorities and local water boards (Category 2 only) and incorporated non-government organisations (including volunteer groups)**

- Download a copy of the 2019-20 Resilience and Risk Reduction Funding application form on the QRA website (<https://www.qra.qld.gov.au/QRRRF>) or contact your RLO for a copy of the application form to complete.
- Send the completed application form, along with supporting documentation to [submissions@qra.qld.gov.au](mailto:submissions@qra.qld.gov.au).

**Note:** Maximum file size able to be received by e-mail is 25Mb. If application is over 25Mb, please send applications and/or supporting documents in more than one e-mail. For assistance with the Application Form or lodging applications with large supporting documents:

- email [QRRR@qra.qld.gov.au](mailto:QRRR@qra.qld.gov.au) or contact your RLO
- phone (07) 3008 7200

## 15. Assessment criteria

A funding application will only be assessed if:

- the application form is certified by an eligible applicant (see Section 6);
- the proposed project is eligible (see Section 7);
- the proposed project is evidence based (see Section 13)

- a project plan is included, which supports the delivery of the proposed project (see Section 12).

All funding applications that adhere to the four points above will be assessed against the following criteria using the Application Form and the Project Plan:

### **i) Need identification (s.3.1 of the application form)**

Applications must detail:

- the identified need including how the project addresses;
  - socio-economic disruption (e.g. employment, commercial opportunities and community cohesion); and
  - environment and heritage disruption (e.g. impacts to flora, fauna and habitat and/or water, soil, air quality, cultural heritage or historical significance).
- how the need was identified, e.g. state and local plans or appropriate independent research
- how the project will address the hazard risk, need or vulnerability to either:
  - improve resilience and functionality of at-risk infrastructure or communities; and/or
  - improve Queensland communities' disaster risk understanding, preparedness, resilience, response and recovery, and/or
  - reduce/mitigate disaster risk to Queensland communities or public infrastructure

### **ii) Financial soundness and value for money (s.3.2 of the application form)**

Applicants must include a project budget detailing the project costs and benefits (qualitative and quantitative). This includes an appropriate cost benefit analysis which may include consideration of the following:

- whole-of-life costs, if applicable (e.g. ongoing operation and maintenance);
- return on investment in mitigation, risk reduction and resilience; and
- qualitative consideration (e.g. social, environmental and health impact and benefits).

### **iii) Socio-economic benefits (s.3.3 of the application form)**

Applications must articulate the immediate and ongoing benefits and value of the project to the community in building disaster resilience and/or improving Queensland communities' disaster risk understanding, preparedness, resilience, response and recovery.

Benefits include:

- Community resilience:
  - Confidence in income stability enhances preparedness to consume and invest;
  - Increase in property and business values resulting from reduced damage and/or disruption; and
  - Physical and psychological benefit of living in a safe and stable environment, enabling positive long term planning
- Disaster risk reduction/mitigation:
  - improving public awareness of, and engagement on disaster risks and impacts
  - considering potential avoided loss (tangible and intangible) and broader benefits

- o establishing proactive incentives, and addressing disincentives and barriers to reducing disaster risk
- Direct and indirect economic benefits:
  - o Attractiveness for investment in immediate vicinity – government and private sector
  - o Increase in commercial and industrial activity in the vicinity.
  - o Increase in jobs created from new investment and/or average incomes from nature of new employment
  - o Improved capacity of services in the area

#### iv) Collaboration/regional approach (s.3.4 of the application form)

Where relevant, applications should demonstrate;

- **Regional approach** - how the proposed project demonstrates a partnership approach and/or collaboration and engagement with other organisations and the community; and/or
- **Holistic approach** – demonstration of a holistic approach to resilience and/or risk reduction (e.g. catchment approach and/or multi-disciplinary involvement).

### 16. Assessment outcome

Applications are assessed by the QRA and then progressed to the Minister for endorsement. Following Ministerial endorsement, the QRA CEO approves successful projects and advises all applicants of outcomes.

2019/20 fund allocations are approved as a capped amount, and successful applicants are responsible for any expenditure over and above the approved eligible amount. Unspent funds will be returned to the State and may be reallocated to other resilience and risk reduction projects.

### 17. Progress reporting and payments

It is a condition of funding that all successful applicants provide monthly reports to QRA, with reporting on progress against the Project Plan milestones until the project is acquitted. Progress reports should provide reasons for variances to milestones, timeframes and deliverables that were outlined in the applicant's project plan.

Progress reports are to be prepared in the template that will be supplied, and lodged via email or through QRA's reporting portal.

Once actual expenditure has exceeded the initial advance, applicants can progressively claim expenditure incurred up to 90 per cent of the approved capped funding amount. Claims for payment must be lodged with a progress report and a detailed general ledger / transaction report, demonstrating the actual expenditure reported against the total approved project amount.

### 18. Project acquittal

All projects must be completed and lodged to QRA within the eligible timeframes.

Project acquittal reports must be provided in the template that will be supplied, and include:

- final project report, which includes the requirement to report on how the project has achieved community resilience and risk reduction outcomes.

- detailed general ledger / detailed transaction report supporting the total eligible project cost:
  - expenditure claimed against the approved funding amount
  - the applicant's contribution.

Where final actual expenditure is less than the approved eligible amount, the final funding amount and applicant's contribution will be adjusted proportionately to reflect the original funding split.

Following assessment and approval, the final eligible expenditure up to the capped approved amount will be paid to the applicant.

## 19. Governance

### i) Acknowledgement of Queensland Government assistance

Funding recipients must acknowledge the relevant funding contributions. This must be undertaken by applicants and includes, but is not limited to:

- media releases regarding the approved project
- acknowledgement or statements in project publications and materials
- events that use or include reference to the approved project
- plaques and signage at construction sites, or completed works

To comply with this requirement, all public advice and media releases should refer to the relevant approved funding assistance, as detailed in the approved project funding schedule.

Contact QRA for assistance and approval for any media releases via [media@qra.qld.gov.au](mailto:media@qra.qld.gov.au) or phone 1800 110 841.

**Note:** If Australian government funding becomes available and is administered under these Guidelines, acknowledgement must include the Queensland and Commonwealth governments.

### ii) Certification

All applications and documentation, including progress and acquittal reports, must be certified by the applicant's accountable officer in line with delegations.

### iii) Goods and Services Tax (GST)

All amounts must be GST exclusive.

For consistency and reporting purposes, all amounts provided in applications are requested in a GST exclusive format. This does not mean that GST portions of eligible project costs will not be funded. Generally, payments to successful applicants include GST components (where GST is applicable).

### iv) Funding Agreements

It is a requirement that all recipients of funding administered by QRA enter into a head agreement with QRA. The head agreement is an overarching agreement covering all funding approved under QRA programs.

Where an applicant is successful in its application for funding, QRA will issue a project funding schedule which, when executed by both parties, will be considered a binding project funding agreement under the terms and conditions of the head agreement.



The project funding schedule will detail the terms and conditions specific to the approved funding, including reference to the Guidelines, funding type and amount, key date and milestone schedules, payment claim and reporting requirements, as per these Guidelines.

**Note:** successful projects will receive an initial cash advance and, once actual expenditure exceeds this advance, applicants can progressively claim incurred expenditure up to 90 percent of the approved capped funding amount. Claims for additional expenditure are aligned to the monthly progress reports that the applicant provides to QRA. Generally, a proportion of 10 percent of the value of the approved capped funding amount will be provided upon final acquittal.

#### v) Procurement

The procurement of goods or services must be in accordance with the applicant's relevant purchasing or procurement policy. If expenditure is in breach of the applicant's policy, associated costs will be considered ineligible, and must be met by the applicant.

#### vi) Program reporting

In addition to monthly progress reporting on delivery of approved projects, all successful applicants are required to provide program level reporting to QRA, at regular intervals (up to four times per year), on estimated or actual expenditure by financial year through the duration of the applicant's program. Data is to be provided to QRA using the template that will be supplied, within the requested timeframe.

#### vii) Record keeping

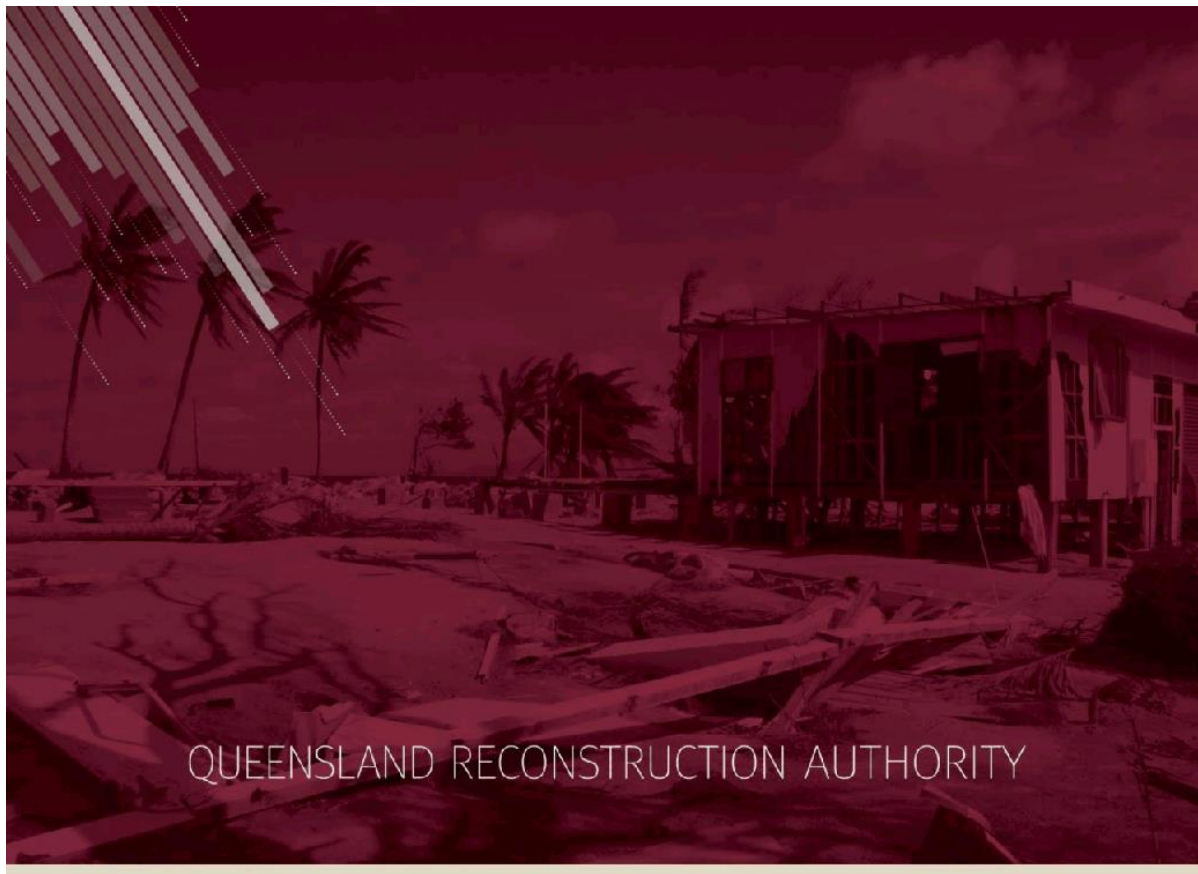
All applicants must keep an accurate audit trail for seven years from the end of the financial year in which the approved project and expenditure is acquitted by the State and/or Commonwealth.

For assurance purposes, the State and/or Commonwealth may at any time, via QRA, request documentation from applicants to evidence the State's compliance with these Guidelines. This may include, but is not limited to access to project information, to confirm acquittal in accordance with these Guidelines.

#### viii) Assurance activities

Applicants may be required to provide documentation to support assurance activities, including, but not limited to:

- audit
- site inspections
- obtaining relevant documentary evidence to support assessment
- verification reviews on project outcomes.



**Queensland Reconstruction Authority**

PO Box 15428

City East QLD 4002


Phone (07) 3008 7200

[info@qra.qld.gov.au](mailto:info@qra.qld.gov.au)

[www.qra.qld.gov.au](http://www.qra.qld.gov.au)



**10.9 RENAMING OF BLACK GIN CREEK ROAD**

**File No:** 394  
**Attachments:** 1. [Location Plan](#)   
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Evan Pardon - Chief Executive Officer

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**SUMMARY**

*This report provides details of a proposal for commencing public consultation on the renaming of Black Gin Creek Road which will coincide with pre-existing consultation currently being undertaken by the Department of Natural Resources, Mines and Energy on the renaming of Black Gin Creek to Dundula Creek (pronounced 'Doon-doo-la').*

**OFFICER'S RECOMMENDATION**

THAT Council undertake public consultation with property owners located along Black Gin Creek Road on a proposal to rename it to Dundula Creek Road.

**COMMENTARY**

Department of Natural Resources, Mines and Energy (DNRME) are undertaking public consultation for the renaming of Black Gin Creek to Dundula Creek <https://www.qld.gov.au/environment/land/title/place-names/proposals#19-017>.

The matter for Council's consideration is whether Council should rename Black Gin Creek Road as a consequence of the renaming of the creek if it proceeds.

The Darumbal People Body Corporate have not approached Council about the renaming of Black Gin Creek Road but if DNRME agree to rename the creek then such an approach to Council is likely. In reviewing Council's Naming of Infrastructure Assets Policy and Procedure, renaming Black Gin Creek Road to Dundula Creek Road would meet a number of criteria specified in the policy and procedure.

As DNRME is currently conducting consultation over a two month period for the general public to make comment around renaming of the creek if Council wish to consider the consequential renaming of the road it would be recommended that consultation be limited to immediately impacted property owners located along Black Gin Creek Road. Ordinarily, Council would advertise this on Council's website and in The Morning Bulletin newspaper.

In this instance it is suggested that Council make direct contact with the property owners along Black Gin Creek Road as the property owners should be aware of the State's proposal and advise them that should the creek be renamed by the State, then Council is considering renaming the road to Dundula Creek Road.

**BACKGROUND**

Council has received correspondence from DNRME advising that public consultation will be undertaken for the proposed renaming of Black Gin Creek to a traditional indigenous name of Dundula Creek. This is in response to a request from the Darumbal People Body Corporate to remove the negative connotations associated with the current name.

DNRME has indicated that renaming of the creek may have implications for the current name of Council's Black Gin Creek Road.

**PREVIOUS DECISIONS**

There are no relevant previous decisions.

**BUDGET IMPLICATIONS**

There are minimal budget implications associated with administrative effort and replacement of road signs should Council decide to rename Black Gin Creek Road.

**LEGISLATIVE CONTEXT**

Renaming of the creek would be undertaken by DNRME under the *Place Names Act 1994*. Renaming of the road would be undertaken under the *Local Government Act 2009*.

**LEGAL IMPLICATIONS**

There are no known legal implications.

**STAFFING IMPLICATIONS**

There are no staffing implications.

**RISK ASSESSMENT**

It is possible that there may be varying views in relation to the need for the renaming of the creek and / or the road.

**CORPORATE/OPERATIONAL PLAN**

One of Council's goals under the Corporate Plan is to have a connected community that values a sense of belonging; where residents celebrate their diversity and have modern services available to support a safe, healthy and engaged lifestyle now and into the future. Outcomes sought in support of this goal include an inclusive, connected and informed community and our sense of place, diverse culture, history and creativity are valued and embraced.

**CONCLUSION**

It is likely that Council will be approached about renaming Black Gin Creek Road. The name Dundula Creek Road meets criteria set in Council's Naming of Infrastructure Assets Policy. During the DNRME consultation period, Council should consult with the property owners on Black Gin Creek Road impacted by any potential change of road name to Dundula Creek Road.

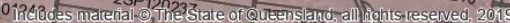


# **RENAMING OF BLACK GIN CREEK ROAD**

## **Location Plan**

**Meeting Date: 14 July 2020**

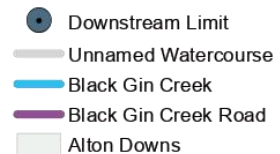
**Attachment No: 1**



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### LEGEND



Page (164)

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**PLANNING AND REGULATION**

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**10.10 FEE FOR PUBLIC NOTIFICATION OF DEVELOPMENT APPLICATIONS ON COUNCIL'S WEBSITE**

**File No:** 7028  
**Attachments:** Nil  
**Authorising Officer:** Clint Swadling - Acting Manager Planning and Regulatory Services  
Aaron Pont - Acting General Manager Community Services  
**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

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**SUMMARY**

*The Queensland Government passed the Planning (COVID-19 Emergency Response) Regulation 2020 in late June 2020. This legislation amends the Development Assessment Rules in relation to public notification for development applications. Applicants can now nominate to advertise on Council's website. A cost-recovery fee is required for this and \$350 per notice is considered reasonable.*

**OFFICER'S RECOMMENDATION**

THAT Council set a cost-recovery fee of \$350 per public notification under the Development Assessment Rules published on Council's website.

**BACKGROUND**

On 26 June 2020 the Queensland Government passed the *Planning (COVID-19 Emergency Response) Regulation 2020*. This legislation amends the Development Assessment Rules in relation to public notification for development applications. These changes were made in response to some local newspapers no longer being published in hard copy and some being published online via subscription. One of the former requirements for public notification under the Planning Act was for the notification to be 'placed in a newspaper circulating in the local government area'. Changes have been made that now allow for publication in a State or National newspaper, an online version of the State or National newspaper, using an 'identified area' for the notification or publishing on Council's website. The option to publish in the online version of The Morning Bulletin remains.

Applicants can now nominate to advertise on Council's website. A cost-recovery fee is required for this. An amount of \$350 for each notification is considered reasonable given the amount of work involved in publishing the notice, monitoring the days required for notification and taking the public notification down when the notification period has expired. This will require work by IT, the Development Assessment planners and the Development Support Officers in the Development Advice Centre.

**CONCLUSION**

As it is now an option for applicants to use Council's website for public notification for development applications Council needs to set an appropriate fee for this service. An amount of \$350 per notice is considered reasonable.

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**SPORTS, PARKS AND PUBLIC SPACES**

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**10.11 FIRST TURKEY MOUNTAIN BIKE RESERVE - BLUE DAWG CONCEPT PLAN**

<b>File No:</b>	<b>12721</b>
<b>Attachments:</b>	<b>1. Rockhampton Mountain Bike Club Proposal - Blue Dawg Downhill Trail</b> <a href="#">↓</a> <b>2. Rockhampton Mountain Bike Club - First Turkey Mountain Bike Reserve Master Plan</b> <a href="#">↓</a>
<b>Authorising Officer:</b>	<b>Jesse Gillard - Manager Economic Development</b> <b>Angus Russell - Acting Executive Manager Advance Rockhampton</b>
<b>Author:</b>	<b>Wade Clark - Senior Executive Economic Development</b>

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**SUMMARY**

*The First Turkey Mountain Bike Reserve has expanded in recent years to be the premier mountain bike trail system in Central Queensland. The facility is both a community asset to promote active lifestyles and a key tourism asset, bringing people from across Queensland to ride the trails. The Rockhampton Mountain Bike Club want to initiate an active dialogue with the Council in the planning and establishment of a signature draw card downhill trail called the "Blue Dawg".*

**OFFICER'S RECOMMENDATION**

THAT Council notes the early-stage status of the Blue Dawg trail proposal and officers continue dialogue with the Rockhampton Mountain Bike Club in relation to the proposal.

**COMMENTARY**

Advance Rockhampton has worked with the Rockhampton Mountain Bike Club (RMBC) to promote Rockhampton as a mountain bike tourism destination which has seen more mountain bike tourists travel to the Region.

The RMBC has approached Council seeking assistance to develop a concept for a downhill trail called the Blue Dawg (See Attachment 1: Rockhampton Mountain Bike Club Proposal – Blue Dawg downhill trail).

The Blue Dawg concept starts towards the top of Mount Archer and, through a downhill trail approximately nine kilometres long, would take riders into the First Turkey Mountain Bike Reserve (Attached 2: Rockhampton Mountain Bike Club – First Turkey Mountain Bike Reserve Master Plan). The Blue Dawg is proposed as a signature trail and if developed would be the longest downhill trail in Queensland.

Council officers have had initial discussions with the RMBC regarding the concept. As the Blue Dawg is outside the official First Turkey Mountain Bike Reserve area leased to RMBC further investigations are required if Council chose to provide assistance.

It is recommended that the Council officers continue dialogue with the RMBC in relation to the Blue Dawg proposal to gain a more detailed understanding of the proposal and its planning, financial and resource requirements and implications.

**BACKGROUND**

The First Turkey Mountain Bike Reserve at the foothills of Mount Archer has progressively been developed by RMBC with the assistance of the Council, State Government and Federal Government to be the premier mountain biking facility in Central Queensland.

Development of the First Turkey Mountain Bike Reserve to what it is today had its genesis in the advocacy from the RMBC to Council in the development of Mount Archer Activation Master Plan of which the mountain bike reserve was a major priority in the endorsed plan.



The RMBC and Council have been successful in obtaining significant funding over the last five years to develop 33km of mountain bike trails at the reserve.

### **PREVIOUS DECISIONS**

On 23 June 2020 Council resolved:

*“THAT Officers present a report to the Council table regarding an additional Mountain Bike opportunity at Mount Archer – Blue Dawg trail.”*

On 13 October 2015 Council resolved:

*“THAT the Mount Archer Activation Master Plan be endorsed by Council.”*

### **BUDGET IMPLICATIONS**

Currently there are no direct budget implications, however Council would need to understand in further detail potential planning and capital costs. Based on the current concept plans the trail is estimated to cost approximately \$400,000 to build. Further planning and subsequent detailed design would provide better clarity on the potential cost of the Blue Dawg trail.

### **STAFFING IMPLICATIONS**

The proposal is at a very early concept stage. Initial commitment would be for Council officers to meet with RMBC to better understand the proposal and its implications. In-kind support may also be provided for initial engagement with the Queensland Parks and Wildlife Service as the majority of the proposal is located within the Mount Archer National Park.

### **CORPORATE/OPERATIONAL PLAN**

The proposal is not currently in Council's Draft Operational Plan and there is no allocation in Council's Draft Budget. It does however align with the Corporate Plan and would support tourism industry development.

*Community – Community Expectation – Regional Infrastructure and Facilities*

*1.1 Safe, accessible, reliable and sustainable infrastructure and facilities.*

*1.2 Regional public places that meet our community's needs.*

*Economic – Community Expectation – Regional Profile and Services*

*2.1 A destination sought for lifestyle, community events and tourism.*

*Service Excellence – Community Expectation – Regional Planning and Development*

*4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services.*

### **CONCLUSION**

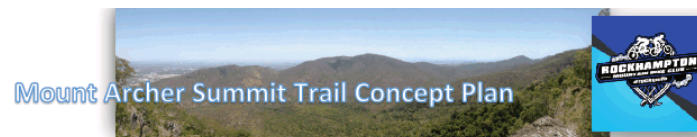
The Rockhampton Mountain Bike Club has worked with Council, the community and numerous stakeholders to develop the First Turkey Mountain Bike Reserve over many years. The club is now in a position to discuss potential expansion with a focus on a signature trail, called the Blue Dawg incorporating one of the Region's best natural community assets, Mount Archer.

# **FIRST TURKEY MOUNTAIN BIKE RESERVE - BLUE DAWG CONCEPT PLAN**

## **Rockhampton Mountain Bike Club Proposal - Blue Dawg Downhill Trail**

**Meeting Date: 14 July 2020**

**Attachment No: 1**

**The Concept:**

- A dedicated 9-kilometre intermediate (blue) mountain bike trail descending 500 metres from the western summit of Mt Archer into the First Turkey Mountain Bike Reserve.
- A trail of this length and elevation would be unique in Queensland and provide a 'signature' draw card making Rockhampton a 'must do' mountain bike destination.

**Background:**

- The popularity of cycling and mountain biking in particular is increasing rapidly, appealing to people interested in fitness and/or outdoor pursuits and/or adrenaline sports.
- Rockhampton Mountain Bike Club has grown the network of trails in First Turkey Mountain Bike Reserve to 33km of trails in 7 years
- The trails are growing in repute and are now acknowledged as some of the best mountain biking trails in Queensland, matching long established networks in SEQ in terms of diversity, accessibility and quality.
- The Club has 150 members and strong relationship with RRC, QPWS and the local community
- All trails have been built through grants and are maintained by the Club volunteers and Correctional Labour
- The Club holds 7 races per year including annual State and National level events
- There is significant scope to grow MTB tourism in the Rockhampton region, especially with the Mt Morgan Trails coming online in 2020.
- MTB features prominently in the Mt Archer Activation Plan and is a rapidly growing tourism market
- Most signature trails in Australia and New Zealand are summer only creating a unique additional appeal to a trail in Central Queensland.
  - Air Ya Garn (Blue Derby, Tasmania)
  - Supercross/The Local (Maydena, Tasmania)
  - Huckleberry Hound/Little Red Riding Huck (Rotorua, NZ)
  - Original (Queenstown, NZ)
  - Rude Rock (Queenstown, NZ)
  - Flow Trail (Thredbo, NSW)

**Regional Opportunities:**

- The trail will create economic opportunities through bike hire, shuttle services and associated accommodation and local spend.
- Blue Dawg would be a signature trail for the State – no other venue in Qld offers this elevation or a trail of this length.



### Mount Archer Summit Trail Concept Plan



- As a perfect winter destination Rockhampton is well placed to capture MTB tourism dollars while southern climates are often less desirable. This trail would greatly enhance Rockhampton's appeal for significant race events

**Stakeholders:**

- Queensland Parks and Wildlife Service
- Rockhampton Mountain Bike Club
- Rockhampton Regional Council
- Darumbal People
- Mount Archer residents
- Local businesses supporting MTB – bike shops etc

**Planning Stage:**

- Site planning and track alignment
- Native Title consultation
- Ecological assessment

**Construction:**

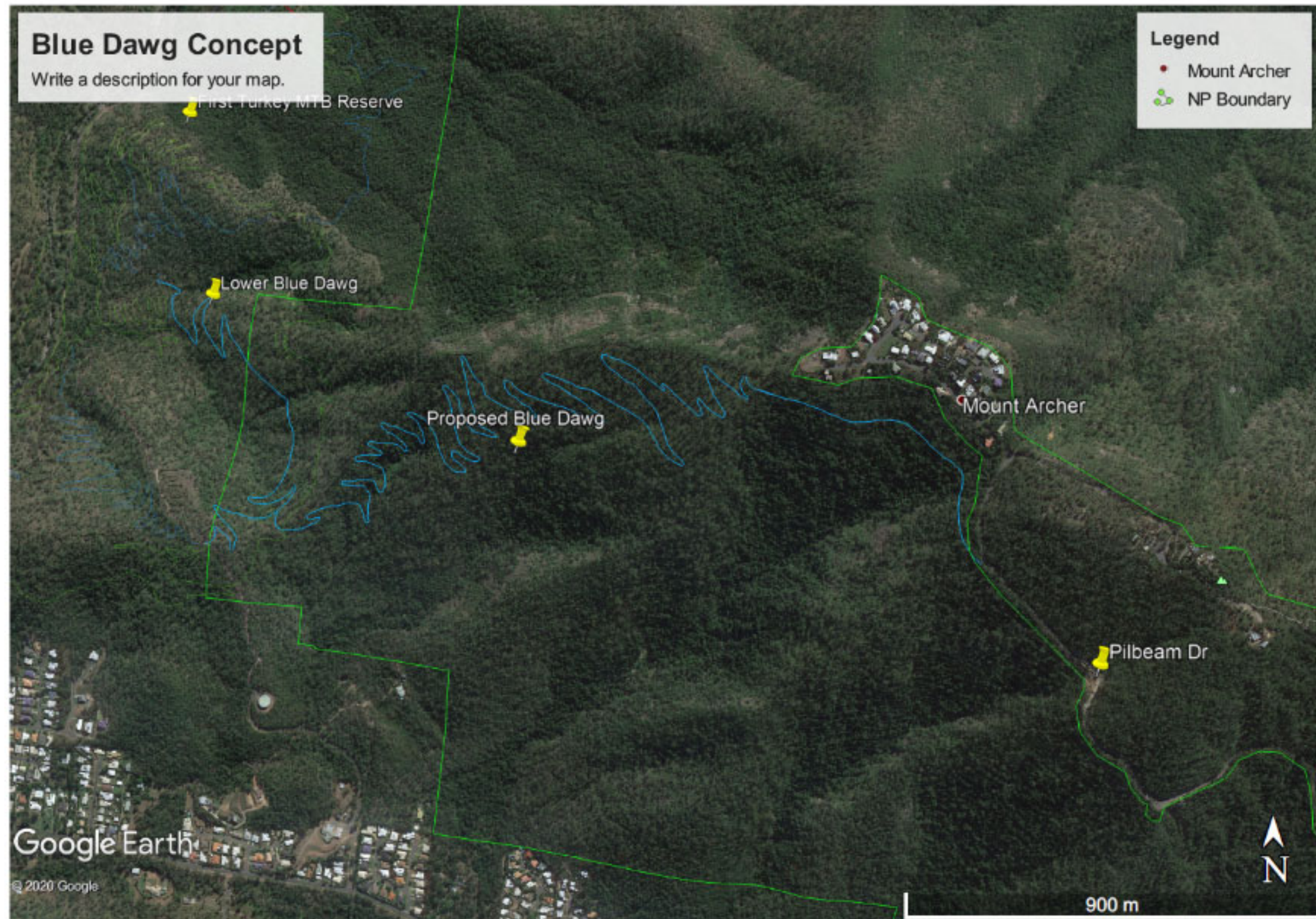
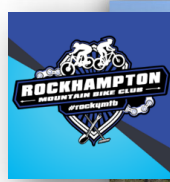
- Engage an experienced, professional trail builder for construction with a demonstrated track record of delivering similar trails.
- Construction timeframe will be more accurately determined with a detailed site plan but would be in the order of 3-5 months for completion.

**Cost:**

- This trail could be delivered for approximately \$400 000 including the planning phase. Again, detailed site analysis will give a more accurate estimate of cost.









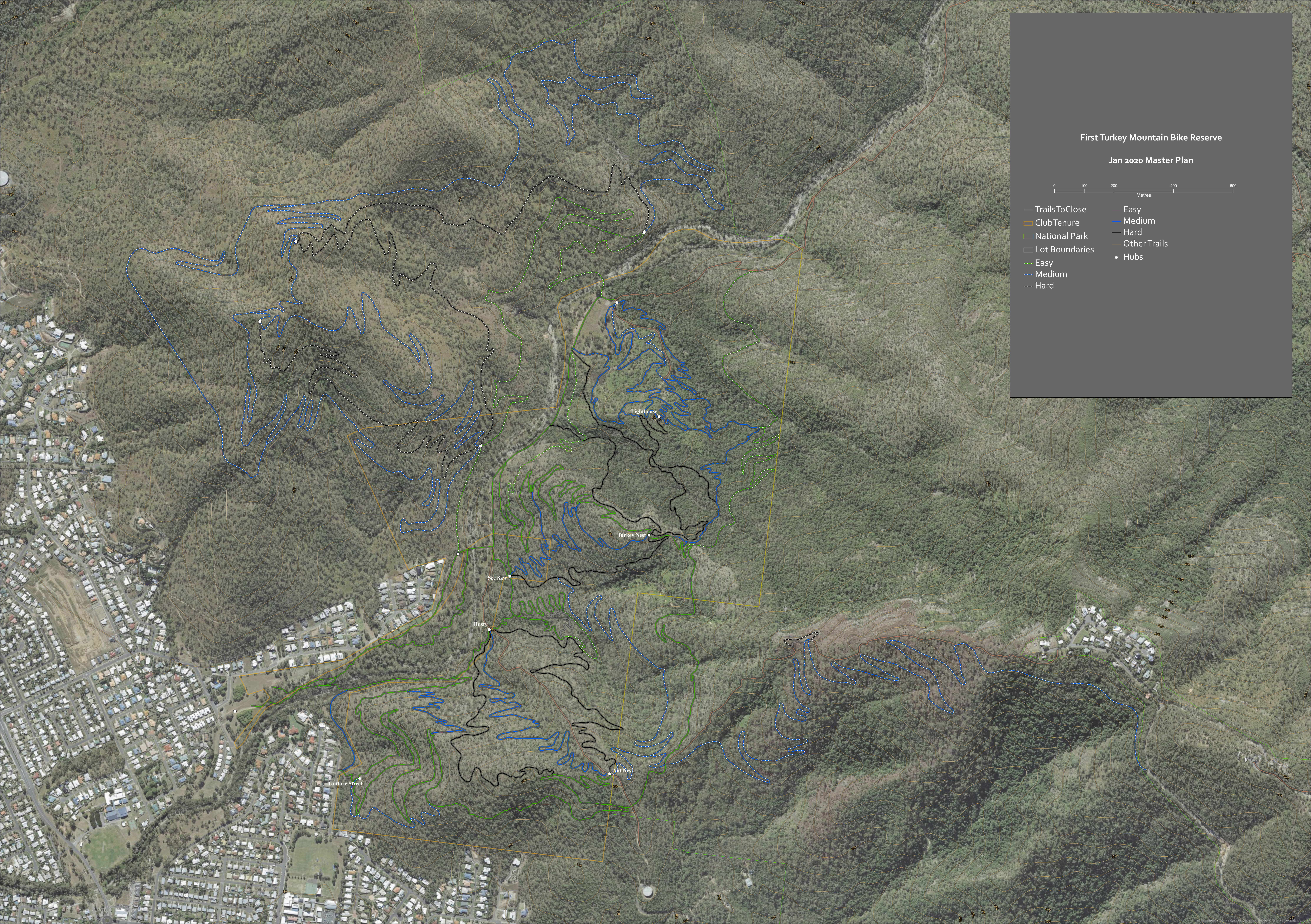
# **FIRST TURKEY MOUNTAIN BIKE RESERVE - BLUE DAWG CONCEPT PLAN**

## **Rockhampton Mountain Bike Club - First Turkey Mountain Bike Reserve Master Plan**

**Meeting Date: 14 July 2020**

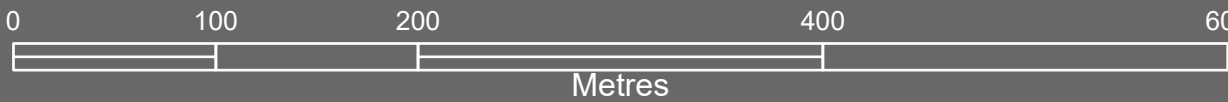
**Attachment No: 2**





First Turkey Mountain Bike Reserve

Jan 2020 Master Plan



- |                |              |
|----------------|--------------|
| TrailsToClose  | Easy         |
| ClubTenure     | Medium       |
| National Park  | Hard         |
| Lot Boundaries | Other Trails |
| Easy           | Hubs         |
| Medium         |              |
| Hard           |              |



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**WASTE AND WASTE TO RESOURCE IMPLEMENTATION**

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Nil

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**WATER AND SUPPORTING A BETTER ENVIRONMENT**

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Nil

**11 NOTICES OF MOTION**

Nil



## **12 QUESTIONS ON NOTICE**

Nil

## **13 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.*

## 14 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.

#### 15.1 Adoption of 2020/2021 Budget

This report is considered confidential in accordance with section 275(1)(c), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

#### 15.2 Audit Committee Member Appointment

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.

#### 15.3 Property Matter

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

#### 15.4 Organisation Structure

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

## 15 CONFIDENTIAL REPORTS

### 15.1 ADOPTION OF 2020/2021 BUDGET

**File No:** 8785

**Attachments:** 1. Rockhampton Regional Council Budget  
2020/2021

**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer

**Author:** Alicia Cutler - Chief Financial Officer

This report is considered confidential in accordance with section 275(1)(c), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

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#### SUMMARY

*In accordance with Chapter 5, Part 2, Division 3 of the Local Government Regulation 2012, a local government must adopt, for each financial year a budget for its Operations prior to 1 August in the financial year.*



**15.2 AUDIT COMMITTEE MEMBER APPOINTMENT****File No:** 5207**Attachments:** Nil**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer**Author:** John Wallace - Chief Audit Executive

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.

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**SUMMARY**

*Council recently undertook a recruitment process for a vacant and an upcoming vacancy for the Audit and Business Improvement Committee. It is requested that Council appoint 2 committee members as these applicants' best meet the advertised key selection criteria. These roles were widely advertised on a national basis through both the RRC and the Institute of Internal Auditors websites.*

**15.3 PROPERTY MATTER****File No:** 2021**Attachments:** Nil**Authorising Officer:** Evan Pardon - Chief Executive Officer  
Ross Cheesman - Deputy Chief Executive Officer**Author:** Angus Russell - Acting Executive Manager Advance  
Rockhampton

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

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**SUMMARY**

*The report discusses and makes recommendations in relation to a property matter.*

**15.4 ORGANISATION STRUCTURE****File No:** 289**Attachments:** Nil**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** Tracy Sweeney - Executive Manager Workforce and Governance

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

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**SUMMARY**

*This report is seeking Council endorsement of a proposed Organisation Structure to meet Council's changed operational needs giving consideration to priorities in the 2020-21 Operational Plan and Budget.*

## **16 CLOSURE OF MEETING**